

ADDIS ABABA UNIVERSITY

Factors Affecting Job Satisfaction of Journalists from Private and Government Media Institutions: The Case of Six Selected Media Institutions

BY

Mesued Mustefa

A THESIS SUBMITTED TO SCHOOL OF JOURNALISM AND
COMMUNICATION

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTER OF ART IN JOURNALISM AND COMMUNICATION



ADDIS ABABA UNIVERSITY

JULY 2014

Addis Ababa University
School of Journalism and Communication

**Factors Affecting Job Satisfaction of Journalists from Private and
Government Media Institutions: The Case of Six Selected Media
Institutions**

By
Mesued Mustefa
Advisor
Amanuel Gebru(Ph.D)

**A thesis submitted to the School of Journalism and Communication
in Partial Fulfillment of the Requirements for the Degree of Master
of Arts in Journalism and Communication**

Addis Ababa University

July 2014

Declaration

I am submitting herewith M.A Thesis entitled “Factors Affecting Job Satisfaction of Journalists from Private and Government Media institutions: The case of six selected media institutions”. I, the undersigned, declare that this thesis is my original work and all the sources of materials used for the thesis have been duly acknowledged.

By: Mesued Mustefa

Signature _____

Date _____

Declaration

I am submitting herewith M.A Thesis entitled “Factors Affecting Job Satisfaction of Journalists from Private and Government Media institutions: The case of six selected media institutions”. I, the undersigned, declare that this thesis is my original work and all the sources of materials used for the thesis have been duly acknowledged.

By: Mesued Mustefa

Signature _____

Date _____

ACKNOWLEDGEMENTS

All thanks to ALLHE, the creator of the earth and all on it, for making this possible. I am also thankful to the following people, who all played a part in ensuring that this research eventually comes to completion: My mother, Misku Mohammednur (etete), for instilling the importance of Family in life and for her countless love, support and encouragement. Indeed, she has been a source of inspiration for me to accomplish such an important piece of work in my academic endeavor

Many thanks go to my advisor, Dr Amanuel Gebru, for his guidance and patience. I am most grateful for all his constructive criticisms, patience and encouragement in the process of writing this thesis

My family, Gashe, muze(little sis), and Fitih whom continued encouragement led to the fruition of this journey. Special thank you message for my friend Amanu Genemo for his continued encouragement to finish the paper and the same goes to tesfaye who helped me in using SPSS. The same thank you message goes to Journalists from the selected media institutions who participated in the survey to make this research possible. Many thanks for my friend Elyas, for his continuance support and friendship.

TABLE OF CONTENTS

DECLARATION	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	vi
ACRONYMS	vii
ABSTRACTS	viii
CHAPTER 1: 1.1 INTRODUCTION	1-3
1.2 Statement of the problem	4-8
1.3 Objective of the study	8
1.4 Research questions	8-9
1.5 Purpose of the study	9
1.6 Significance of the study	9
1.7 Scope and limitations of the study	10
1.8 Organization of the study	11
CHAPTER 2. Literature Review	12
2.1 The concept of job satisfaction	12
2.1.1 Job satisfaction defined	12-15
2.2 Factors affecting job satisfaction	15-17
2.2.1 The work itself and job satisfaction	17-18
2.2.2 Pay and job satisfaction	18
2.2.3 Supervision and job satisfaction	18-19
2.2.4 Promotional opportunities and job satisfaction	19
2.2.5 Fellow workers and job satisfaction	19-20
2.2.6 Job security and job satisfaction	20
2.3 Importance of job satisfaction	20-22
2.4 Journalists and job satisfaction	23-29

2.5 Ethiopian journalists job satisfaction	29-31
2.6 The relationships between job satisfaction and turnover	31-32
2.7 Theoretical framework of the paper	32-33
2.7.1 Discrepancy theory	33-34
2.7.2 Herzberg Two- factor theory	34-35
2.7.2.1 Motivators	35
2.7.2.2 Hygiene factors	36-37
CHAPTER 3 RESEARCH METHODS	38
3.1 Introduction	38-39
3.2 Research design and methodology	39-40
3.2.1 Qualitative research	40-41
3.2.2 Quantitative research	41-42
3.3 Data collection methods	42-43
3.3.1 Target population	43
3.3.2 Sampling method	43
3.3.3 Sample size	44-45
3.4 Data collection process	45
3.4.1 Questionnaires	46
3.4.3 In-depth interviews	47-48
3.5 Data analysis procedures	49
3.6 Measuring instrument	49-52
3.7 Pilot testing	52-53
3.8 Difficulties encountered	53
3.9 Ethical consideration of the research	53-54
CHAPTER 4 FINDINGS and DISSCUSIONS	55
4.1 Introduction	55-56
4.2 Respondent characteristics	56-58
4.3 Descriptive statistics frequencies	59-60
4.4 Facets of job satisfaction for journalists	61-62
45 Results of the job satisfaction survey	63-65

4.6 Results for overall job satisfaction	66-67
4.7 Discussions of the findings	67-77
4.8 Interview results and discussions	77-89
CHAPTER 5: SUMMERY, CONCLUSSION AND RECOMMENDATIONS	90
5.1 Summery of the findings	90-92
5.2 Conclusion	93-94
5.3 Recommendations	95-96
References	97-109
Appendix	

LIST OF TABLES

Table 1: Demographic characteristics of the respondents	57
Table 2: Journalists intentions towards their current job, journalism profession, choosing the profession again and their willingness to recommend an employment in their organizations	59
Table 3: Subscales and corresponding item numbers of JSS	61
Table 4: Total results of the job satisfaction survey	63
Table 5: Facets of job satisfaction for both government and private media institutions journalists	64
Table 6: Facets of job satisfaction for journalists in government media	65
Table 7: Facets of job satisfaction for journalist in private media	65
Table 8: Overall job satisfaction	66
Table 9: Overall job satisfaction of journalists from private and government media	67

Acronyms

JDI Job Descriptive Index

MSQ Minnesota satisfaction Questionnaire

JSS Job Satisfaction Survey

NGO Non Governmental Organizations

Abstract

This study attempted to examine the factors that affect job satisfaction of journalists from Private and Government Media Institutions. It also investigated the overall job satisfaction of journalists. To address this, a total of 100 journalists were considered using convenient sampling techniques. Out of the 91 respondents, 45 from government and 46 from private media institutions filled in self administered questionnaire in English adopted by the researcher from Spector (1997) Job satisfaction Survey, an instrument to assess an employee's attitude toward variables such as pay, promotion, supervision, operating procedures, nature of work, fringe benefits, rewards and communication. The journalists Demographic Survey were designed by the researcher to collect demographic data from the population. Besides, to substantiate and find out the factors that contribute to journalists turnover qualitative data were employed. The data obtained were analyzed by using descriptive statistical techniques of frequencies, mean and standard deviation. The finding of the study reveals that there were multiple factors that affect journalist's job satisfaction. Among the nine sub scales of Job satisfaction survey, pay, rewards, benefits, supervision, and promotion were recorded low mean score. Journalists were also ambivalent with their communication and relation with coworkers. The finding further reveals that respondents from private and government media institutions expressed satisfaction by their nature of work. More over this research indicates that majority of the respondents have an intention to leave their current job. On different notion majority of the respondents were not ready to change their profession yet. Results obtained through overall job satisfaction question indicated that most of the respondents are dissatisfied by their work situation. Likewise the interview result displayed multiple factors that contribute to journalist's job satisfaction and turnover. Based on findings of the study all stake holders, recommended to critically examine the existing problems and tray to elevate the problems so as to make journalists enjoy their work and contribute for the development of the country.

CHAPTER ONE

1.1 Introduction

It is important that media managers and practitioners care about the work satisfaction of their employees. There are many reasons why organizations should be concerned with employee job satisfaction. For instance the rate of turnover because employees are unhappy can be alarming (Branham, L. 2005). Job satisfaction may also affect absenteeism, turnover and job performance. Strengthening this point Oshagbemi (1996) states that job satisfaction is an important subject because of its relevance to the physical and mental wellbeing of employees.

Similarly Bruce and Blackburn (1992) reported that job satisfaction has strong impact on employee motivation and this to give high quality work performance, and to have low absenteeism and turnover. For Oshagbemi (1996), the effects of dissatisfaction that results in an employee's withdrawal from job and company can range from mild to severe. This includes tardiness in showing up for work and a lack of interest by the employee in his or her responsibilities. Some less obvious signs of withdrawal from the job include: taking care of personal matters while at work, playing games, engaging in non-work related talk, spending time on social networks, and diminishing job performance. This may escalate to the employee not showing up to work entirely.

Job satisfaction is also important from the perspective of maintaining and retaining the appropriate employees within the organization; it is about fitting the right person to the right job in the right culture and keeping them satisfied. Hence, an understanding of the factors relating to job satisfaction is important.

Literatures indicate that the level of individual's job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, and social relationships within the working group (Daft, 2005). After making a comprehensive observation on the issue, Ellickson & Logsdon, (2002) have reported that factors such as poor working conditions, staff shortages, below competitive salaries, a lack of promotional opportunities were some of the factors contributing to employee dissatisfaction

In the case of journalists both intrinsic and extrinsic factors affect their satisfaction. Most studies (Deprez and Raeymaeckers, 2012; Beam ,2006) suggest that journalists put more emphasis on intrinsic satisfiers, but other studies suggest a mix findings of intrinsic and extrinsic satisfier are the best predictors of journalists job satisfaction (Dvorak & Philips, 2001). Their intrinsic satisfaction can come from implementing journalistic activities, whereas, extrinsic factors have been associated with journalists satisfaction, with salary, perceived support from supervisors and co-workers, safety, and availability of recourse, among others.

In addition to the above factors, when journalists perceive lack of support for their work, they may not be well motivated to perform their job best in the profession, and that when journalists are not satisfied with their working conditions, they prefer to change institution or leave the profession at once. In a study by Deprez and Raeymaeckers, (2012), Journalists who were

planning to leave the profession reported less satisfaction and a more negative attitude toward journalism as a career.

As the ultimate goal in the field of journalism is serving the society by telling the truth, it is imperative that journalists perform optimally and maintain acceptable levels of job satisfaction.

To this end job satisfaction of Ethiopian journalists deserves a serious attention if effective functioning of the profession of journalism is needed and if journalists are expected to perform and serve the society.

In view of this, the primary objective of this study is to determine the factors that affect job satisfaction of journalists from Private and Government Media institutions. Assessing the overall job satisfaction of journalists is also included in the objective of the study.

1.2 Statement of the problem

Job satisfaction is an attitude that employees have about their work and is based on numerous factors, both intrinsic and extrinsic to the individual. For example, Tuch & Martin (1991) in Cheung and Scherling (1999) have shown that employee job satisfaction is a function of intrinsic and extrinsic rewards offered by a job. Lambert (1991, in Cheung, and Scherling 1999) says intrinsic rewards include the achievement of the task, whereas extrinsic rewards include pay, promotion, and good relationships in the workplace

In line with this, Locke (1976) understands job satisfaction as “a pleasurable or positive emotional state, resulting from the appraisal of one’s job experiences.” Specter, (1997) on the other hand posits that job satisfaction is the extent to which people like or dislike their jobs. Job satisfaction is a general or global effective reaction that individuals hold about their jobs.

There are a variety of factors that can affect a person’s level of job satisfaction. As Evans (1997) examines some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). Similarly, as Krietner and Kinicki (1992) reported jobs satisfaction has a relationship with various variables such as achievement, advancement, job enhancement, team work, promotion, cooperation, job stress, mentoring and training needs, the development, management and recognition of success.

Strengthening this point, Rue and Liod (1990, 90) have this to say:

Job satisfaction refers to an individual's general attitude toward the job. It can be affected by such factors as working condition, pay and benefits, the individual attitude toward the organization and the work itself and the individuals health

Other factors on job satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups (Evans, 1997). An employee with a high level of job satisfaction holds positive feelings about his or her job, whereas a dissatisfied holds negative feeling. More over employees want to know that their employers recognize their achievements in the workplace. They need to feel appreciated, as workers and as people (Branham, 2005).

Knowing the level of journalist job satisfaction and minimizing turnover is very important for many reasons. As Kaplan (1996) pointed out, the outcome of the factors that contribute for job satisfaction and turnover studies affect both the workers and the organization. In the workers' perspective it is obvious that people like to be treated fairly and wanted to feel they are making contributions. If workers feel respected and satisfied at work it could be a reflection of a good treatment. In the organization's point of view good job satisfaction and low turnover can lead to better performance of the workers which affects the result of the organization. For Kaplan (1996), employee satisfaction is generally considered as the driver of the employee retention.

Strengthening this point, Rue and Liod (1990, 90) have this to say:

Job satisfaction refers to an individual's general attitude toward the job. It can be affected by such factors as working condition, pay and benefits, the individual attitude toward the organization and the work itself and the individuals health

Other factors on job satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups (Evans, 1997). An employee with a high level of job satisfaction holds positive feelings about his or her job, whereas a dissatisfied holds negative feeling. More over employees want to know that their employers recognize their achievements in the workplace. They need to feel appreciated, as workers and as people (Branham, 2005).

Knowing the level of journalist job satisfaction and minimizing turnover is very important for many reasons. As Kaplan (1996) pointed out, the outcome of the factors that contribute for job satisfaction and turnover studies affect both the workers and the organization. In the workers' perspective it is obvious that people like to be treated fairly and wanted to feel they are making contributions. If workers feel respected and satisfied at work it could be a reflection of a good treatment. In the organization's point of view good job satisfaction and low turnover can lead to better performance of the workers which affects the result of the organization. For Kaplan (1996), employee satisfaction is generally considered as the driver of the employee retention.

There are numerous reasons why employees can become discouraged with their jobs and resign, including high stress, lack of communication within the company, lack of recognition, or limited opportunity for growth (Kaplan,1996).

It is assumed that similar to other employees, Job satisfaction of journalists can cause a series of influences on various aspects of media institutions. Some of them such as the influence on journalist's productivity, loyalty and turnover can be mention as a direct impact on media institutions (Beam, 2006). More over journalist's turnover causes serious additional costs for media companies, therefore media managers are in permanent peruse of ways how to decrease and reduce it to its minimum. Probably, the best way to reduce journalist's turnover would be through increase in the level of journalist's job satisfaction (Beam, 2006). Moreover, job satisfaction is considered as a strong predictor of overall individual well-being (Diaz-Serrano and Cabral Vieira, 2005), as well as a good predictor of intentions or decisions of employees to leave a job (Gazioglu and Tansel, 2002).

Literature indicates that journalist's job satisfaction is worth paying attention to media institutions, especially, since it is potentially under media institutions control – unlike some of the other causes of turnover like illness and accidents (Brikend Aziri, 2011). More over a media organization that satisfies its journalists may produce from them affective commitment, continuance commitment as well as normative commitment and organizational citizenship behaviors (Meyer and Allen, 1990 in Amanuel, 2005)

As Spector, (1997) rightly observed that dissatisfied employees if remained in the organization may involve in counterproductive activities such as theft, poor service, destructive rumors and

sabotage of equipment. Beside these counterproductive problems of dissatisfaction, employees' dissatisfaction gives rise to high level of turnover (Sarminah Samad 2006).

If the factors, with which the employees are not satisfied, are not identified frequently, they can give rise to severe problems for the institutions. So these factors must be identified so as to overcome the problem of dissatisfaction and minimize turnover because it can be harmful for the smooth operation of media institutions. It is also true that factors that contribute for turnover and job satisfaction can evolve through time and may differ from institutions to institutions.

Researchers acknowledge that high turnover brings destruction to the organization in the form of direct and indirect cost. According to Des and Shaw (2001) cost of learning, reduced morale, pressure on the existing employees and the loss of social capital are the indirect cost incurred by an organization due to high turnover. After making an observation on the issue, Staw (1980) has reported that expenditures incurred on the selection, recruitment, induction and training of new employees are considered as direct cost.

Moreover job satisfaction being one part of life satisfaction and an important factor to retain employees, it needs to be studied and understood so as to avoid some of the potential ramification of dissatisfaction. This means that the factors that make up job satisfaction should be identified and measured.

Similar to other developing countries, level of job satisfaction among journalists in Ethiopia is unknown. Few studies have been made to find out the level of journalists job satisfaction in Ethiopian government media institutions. For instance Amanuel, (2006) finds low job satisfaction among government media journalists in ERTA, ENA and EPA (Ethiopian Press

Agency). Through a survey approach, he concluded that 89.6% of the journalists were 'dissatisfied' with their work situation and 2.2% were 'very dissatisfied'. The study was conducted in a situation where media were overstretched in a difficult election time.

Still however, the question whether journalists are at present satisfied with their profession remains to be answered. The purpose of this study was, therefore, to assess the factors that affect job satisfaction of journalists from private and government media institutions. It is also the intention of the paper to compare and contrast the factors that lead to job satisfaction among private and government media institutions journalists. This study is also intended to answer the overall job satisfaction of Ethiopian journalists.

1.3 Objective of the study

The primary objective of this study was to determine factors affecting job satisfaction of journalists from private and government media institutions. More over the study aims to compare and contrast factors that affect satisfaction of journalists among private and government media institutions. Assessing the overall job satisfaction of journalist's was also included in the prime objective of the study.

1.4 Research questions

With the above background of the problem statement the study will attempt to answer the following questions:

1. How do journalists perceive their job satisfaction?
2. What are the factors that contribute to journalist's job satisfaction?

3. Is there any difference in job satisfactions between journalists from government and private media institutions?

1.5 Purpose of the study

The fundamental purpose of this study is to examine the main factors of job satisfaction amongst a group of journalists in private and government media institutions. It is also hoped that as a result of this study some insights will be gained regarding current literature about the factors that contribute to journalist's satisfaction. All the same this paper is different because it addresses both private and state media. It is different also because it investigates the current overall job satisfaction of journalists in Ethiopian media institutions.

1.6 Significance of the study

Some of the benefits of this research for media managers as well as media institutions include:

- It will enable media managers to understand the factors that contribute to turnover, job satisfaction and dissatisfaction of journalist
- By understanding job satisfaction factors, media managers can systematically develop strategies to deal with motivational problems.
- The results of this study can help media institutions to lower turnover costs by addressing factors that contribute for dissatisfaction and turnover.
- The study will serve as source of reference for others who would like to know more about the issue

1.7 Scope and limitation of the study

The sample only consists of journalists employed within six media institutions, as a result generalizing the outcome of the study can be problematic. The other limitation of the study was that the analysis of the paper was made only in accordance with the research questions. Variables like age, marital status, and educational background were not used to analyze the outcome of this study. In some cases, friends in few media institutions were responsible for distributing and handling of questionnaires, thus this might compromise the respondents' answers.

Though the factors affecting job satisfaction can be divided into two main areas, namely, personal determinants and organizational factors (Nel et al., 2004); this study only focuses on organizational factors.

Another contributing factor impacting on generalization was the fact that only 91 questionnaires were used in this study as a sample to study the causes of satisfaction and dissatisfaction. Therefore, the results of the study cannot be inferred to the whole media institutions and journalists and hence, the external validity of the study may be compromised. It cannot therefore be taken as a complete analysis of job satisfaction of journalists in Ethiopia. Rather, any conclusions emanating from the research are somewhat a reflection of reality in our media institutions.

1.8 Organization of the study

The thesis consists of five chapters. Chapter One outlines the study's general background and research objectives. It also describes the study's main research questions, research design, data collection method, significance and limitations. To aid in the attainment of the objectives of the study, a survey of the available literature that was undertaken is going to present in Chapter 2. The chapter therefore provides the theoretical grounding that forms the premise of the study. Chapter Three describes the study's methods, briefly discussing the triangulation approach that combines qualitative and quantitative research. The study relies mainly on questioners of journalists, which means editors and reporters. However, in-depth interviews of journalists also probed journalists' view regarding the factors that affect their job satisfaction and turnover. Chapter 4 focuses on the findings and dissections that became apparent from the research study. Chapter 5 deals with the summery of the findings, conclusion and recommendations.

CHAPTER TWO

2. Literature Review

The literature review part of this study focuses on different scholars' opinions and explanations about the major ideas to be examined in the paper. In line with this, the chapter provides a review of literature and research on the definition of job satisfaction, theories relating to job satisfaction, general studies of job satisfaction, the relationships between job satisfaction and turnover, an overview of job satisfaction studies in journalists perspective, and an analysis of literature relating to the job satisfaction of Ethiopian journalists.

2.1. The concept of job satisfaction

2.1.1 Job satisfaction defined

Defining job satisfaction can be a difficult exercise. There has yet to be a universally agreed upon definitions of job satisfaction as it is a highly complex construct involving various components (Coomber & Barriball, 2006). Different authors have different approaches towards defining job satisfaction. Some of the most commonly cited definitions and explanation on job satisfaction are analyzed in the text that follows.

According to Gibson et al, (2000:352 - 353) job satisfaction can be defined as an individual's expression of personal well-being associated with doing the job assigned. They view job satisfaction and job dissatisfaction as feelings of happiness or unhappiness associated with doing a particular job as expressed by the job-holder (Gibson et al, 2000). Based on the above view job

satisfaction depends on the level of intrinsic and extrinsic outcomes and how the Job holder views those outcomes. These outcomes have different values for different people. Likewise Spector (1997) described job satisfaction as the degree to which people liked their jobs. This definition adequately summarized job satisfaction however it did very little to actually describe how or why an individual was satisfied with their job.

Robbins (2005, p. 72) on the other hand defines job satisfaction as “a collection of feelings that an individual holds towards his or her job.” Similarly Graham (1982,p.68) defined Job satisfaction as "the measurement of one's total feelings and attitudes towards one's job". In his view Job satisfaction is the constellation of attitudes about job. Job satisfaction is how employees feel about different aspect of their job (Graham, 1982, 68). McKenna (2000) suggested job satisfaction was an individual’s attitude to how well personal expectations corresponded to their actual outcomes. Although it provided some deeper insight, this definition still only began to examine the components of job satisfaction

There is similar definition of job satisfaction that emphasizes the importance of employee attitude rather than external behavior. Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964 quoted in Dunnette, 1996).

Bateman and Snell (1999 mentioned in Xolani Enoch. 2005) argue job satisfaction or dissatisfaction from the perspective of fairness and processes used to mete out rewards. If people feel fairly treated from the outcomes they receive, or the processes used, they will be satisfied. If

on the other hand, people feel unfairly treated from the outcomes they receive, or the processes used to disseminate those outcomes, they will be dissatisfied.

For Mullins (2005) Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative.

Another interesting point on job satisfaction is presented by Armstrong a known management person. The term job satisfactions for him refer to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006, p.264).

Several authors concurred with the above-mentioned ideas regarding job satisfaction and emotional responses towards work, but add that several external aspects also impact on the latter. For example based on its relation to emotion Hoppcock (1935 quoted in Pathak, 2012) explain job satisfaction as “any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, ‘I am satisfied with my job’”.

According to Hoppcock (1935 mentioned in Pathak, 2012) although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

According to George et al, (2008) a person with a high level of job satisfaction holds positive attitudes about the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Literature reveals that employee levels of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al, 2008).

Luthan (1998) goes on to say that there are three important dimensions to job satisfaction. For him job satisfaction is an emotional response to a job situation. Secondly it is mostly affected by how well outcomes met or surpasses individual expectations. Thirdly the work itself, pay, promotion opportunities, supervision and coworkers are the most important characteristics of a job about which people have effective response.

For the purposes of this study, job satisfaction is defined as the feelings or affective responses to a particular job, which usually are reflected in six areas. These areas include satisfaction with pay, satisfaction with promotion, satisfaction with people, satisfaction with supervision, satisfaction with the work itself, and total satisfaction (Smith et al, 1969 mentioned in Michael K. et al 2003).

2.2. Factors affecting job satisfaction

There are a variety of factors that can affect a person's level of job satisfaction. For the purposes of this study, several potential sources of job satisfaction have been identified from the literature. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within an organization, working conditions, leadership and social relationships, the job itself (Dunnette, 1996). According to Spector (1997) facets of satisfaction

include: appreciation, communication, and coworkers, fringe benefits, organization/company, policy and procedures, pay, personal growth, promotion opportunities, recognition, security and supervision. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups.

Seashore and Taber (1975,39) believe that job satisfaction carries the following four implications: *(1) job satisfaction is the aggregation of satisfaction an employee acquires from all aspects of work; (2) job satisfaction is the product of the satisfaction and the importance acquired from all aspects of work; (3) job satisfaction is the sum of the gap between the expected level of the satisfaction and the actual level of satisfaction; and (4) job satisfaction is the aforesaid gap between the expected satisfaction and actual satisfaction, and multiplied with the weightings of importance for different work aspects and the finally derived aggregation.*

According to Armstrong (2006) the level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work. It is believed that the behavior that helps the firm to be successful is most likely to happen when the employees are well motivated and feel committed to the organization, and when the job gives them a high level of satisfaction.

Yuan Ting (1997,68) study reported that job satisfaction is determined primarily by 3 sets of factors. These factors are:

Job characteristics, organizational characteristics, and individual characteristics. Findings show that job characteristics such as pay satisfaction, promotional opportunity, task clarity and significance, and skills utilization, as well as organizational characteristics such as

organizational commitment and relationship with supervisors and coworkers have consistently significant effects on the job satisfaction of federal government employees

Other research showed that the key factors affecting job satisfaction are career opportunities; job influence, teamwork and job challenge (Armstrong, 2006).

Similarly a majority of researcher's measure job satisfaction on the basis of employee's attitude to the job, relations with co-workers, supervision, company policy and support, promotion, and pay (DeVane & Sandy, 2003). Many literature surveys reveal that the factors which contribute to the job satisfaction of any employee are: pay, work, co-workers, supervision environment and various other factors (Brown, 1997; DeMato, 2001; Greenberg & Baron, 1993). In this regard the study of Luthans (2005) suggests that pay, promotion, work, supervision and fellow workers are the main determinants of the job satisfaction. The following section contains a review of these job satisfaction Variables

2.2.1 The work itself and job satisfaction

Studies in this area prove that getting much satisfaction by employees from their jobs increases their satisfaction. Robbins et al. (2003, p. 77) refer to the work itself as "the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results." Robbins asserted that the characteristics of the job itself are the major variables in determining whether satisfaction is derived from the job. If the characteristics of the job are enhanced, job satisfaction is increased.

According to Robbins (2005) employees tend to prefer jobs which afford them the opportunity to apply their skills and abilities, offer them variety and freedom as well as jobs where they get

constant feedback on how well they are doing. Employees with high job satisfaction find themselves in complex and interesting jobs. The more complex the job, the more interesting it becomes, and the more satisfying it is for the worker (Wall & Martin, 1987). Similarly Luthans (1995), states that the content of the work performed by employees is a major predictor of job satisfaction. Likewise Gruneberg (1979) wrote: "...jobs which are deskilled and lack variety and autonomy are less satisfying than are jobs which allow for the individual's abilities to emerge" (p. 53).

2.2.2 Pay and job satisfaction

Material rewards are considered as important factors in job satisfaction. Money meets needs and wants of people, along with their fundamental needs. Pay can both positively and negatively affect job satisfaction (Irvine & Evans, 1995). Greenberg and Baron (1995) stated that a fair and equitable pay system contributes to job satisfaction. Research outputs indicates that Pay is among the primary factors of satisfaction for almost every type of employee in private, public, small, medium and large organization. Strengthening this point, Luthans (1995, p. 127) notes that "wages and salaries are recognized to be a significant, but complex, multidimensional predictor of job satisfaction." Research appears to be unclear regarding the influence of pay on job satisfaction.

2.2.3 Supervision and job satisfaction

Literature suggested that a positive relationship exists between job satisfaction and supervision (Peterson et al., 2003). Managers are one of the main factors which affect job satisfaction. Bruce and Blackburn (1992) ranked good managerial relations second among variables affecting job

satisfaction. They asserted that both job satisfaction and job performance are dependent on supervisors in the organization.

Managers interested in employees' work, assisting them in solution of their work related and personal life problems and also developing informal relations together with the formal ones are increasing employees' job satisfaction.

According to Luthans (1995), there seem to be three dimensions of supervision that affect job satisfaction. The first dimension has to do with the extent to which supervisors concern themselves with the welfare of their employees. The second dimension has to do with the extent to which people participate in decisions that affect their jobs. A third dimension of supervision which is related to job satisfaction, according to Luthans (1995), is an employee's perception of whether they matter to their supervisor and their organization.

2.2.4 Promotional opportunities and job satisfaction

Vroom (1982) explained promotional opportunity as a desired, positive, personal goal. A number of researchers are in the opinion that job satisfaction is strongly related to opportunities for promotion (Peterson et al., 2003). Promotion opportunities influence job satisfaction in different ways. Vroom (1982) found reliable evidence in existing literature to suggest that promotional opportunities are important to a worker's satisfaction with the job. Robbins (1989) maintains that employees seek promotion policies and practices that they perceive to be fair and unambiguous and in line with their expectations

2.2.5 Fellow workers and job satisfaction

A number of authors are in opinion that having friendly and supportive colleagues contribute to increased job satisfaction (Kreitner & Kinicki, 2001). Work groups have a direct effect on the

job satisfaction of employees. For example, acceptance of an employee among his/her teammates, helping him/her and developing informal relations increase job satisfaction. Strengthening this point Luthans, (1995) reported that “the work group normally serves as a source of support, comfort, advice and assistance to the individual worker” (Luthans, 1995, p. 127).

2.2.6 Job security and job satisfaction

The study of Khalid & Irshad (2010) revealed that employees of public sector organizations are more satisfied with job security as compared to their counterpart (Private sector organizations). Morris et al., (1993) reported that increases in job security will result in greater organizational commitment.

2.3 Importance of job satisfaction

Job satisfaction is an important subject because of its relevance to the physical and mental wellbeing of any employees. It has a positive association with life satisfaction (Buitendach & De Witte, 2005), organizational commitment (Fletcher & Williams, 1996) and job performance (De Witte, 2005). It is vital not only for employees but employers as it increases productivity and decreases employee turnover. As Tietjen & Myers, (1998, p226) observes “Satisfaction creates confidence, loyalty and ultimately improved quality in the output of the employed”.

As we have seen earlier, job satisfaction describes how satisfied an individual is with his or her job. Many researches output indicated that Satisfied workers will be more productive and stay with the organization longer, while dissatisfied workers will be less productive and will have more tendency to quit the work in between (Sarker, et al, 2003). Another benefit of job satisfaction is it reduced turnover. Previous researchers have shown that satisfied employees are

more likely to stay in the organization than those who are dissatisfied (Mobley et al., 1979). Besides its retention power job satisfaction is deemed to be an effective labor force and become an important asset for the organization's effectiveness (Masri, 2009).

In line with the importance of job satisfaction argument, Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. In the existence of such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. More over high levels of job satisfaction may be sign of a good emotional and mental state of employees. Second, the behavior of employees depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees. Third, job satisfaction may serve as indicators of organizational activities.

In addition to the above features, Job satisfaction positively affects employee behavior and this fact provides additional contribution to organizations performance. Employees with high job satisfaction expect long-term perspectives regarding their position in an organization, and they can be much more devoted to that organization and can obtain a high-level productivity in their work.

In contrary employee's dissatisfaction will affect their commitment to work and lead them to depart from the organization physically and/or mentally (Pathak, 2012). More over since job satisfaction involves employees' emotions and feelings, it has a major impact on their personal, social and work lives (Sempane et al., 2002), and for this reason may also influence their behavior as employees. Spector (1985) wrote: "Attitudes have shown to relate to behavior

although correlations are typically modest. Withdrawal behavior, turnover, absenteeism, and withdrawal intentions are expected to correlate with satisfaction..." (p. 695).

Likewise Cherrington (1994) postulates that employees experiencing high satisfaction levels contribute to organizational commitment, job involvement, improved physical and mental health, and improved quality of life both on and off the job. Job dissatisfaction on the other hand, culminates in higher absenteeism, turnover, labor problems, labor grievances, attempts to organize labor unions and a negative organizational climate. Bruce and Blackburn (1992) wrote: "Satisfied employees are more likely to experience high internal work motivation, to give high quality work performance, and to have low absenteeism and turnover" (p. 6).

According to Alavi and Askaripur (2003, p. 591), there are at least three general reasons why managers must focus on the job satisfaction of their employees:

1. Evidence suggests that unsatisfied individuals leave organizations.
2. Satisfied employees are in better health and have longer life expectancy
3. Job satisfaction in the workplace also affects individuals' private lives which in turn has an effect on absenteeism and other important work-related attitudes and behavior

Schultz and Schultz (1998) emphasized that people spend one third to one half of their waking hours at work, for a period of 40 to 45 years, and that this is a very long time to be frustrated, dissatisfied and unhappy, especially since these feelings carry over to family and social life, and affect physical and emotional health. For them a concept with such huge effect on personal and organizational life clearly deserves a corresponding amount of attention. More over being one part of life satisfaction and a critical factor in organizational behavior, job satisfaction needs to be understood and studied so as to avoid the potential ramifications of dissatisfaction.

2.4 Journalists and Job satisfaction

Examining the unique aspects of job satisfaction in these professions will help to understand what affects job satisfaction in journalism profession because job satisfaction exists in every profession and the nature of the profession may greatly influence job satisfaction.

The American Heritage Dictionary, (2010) defines journalists as a person who does the job of “collecting, writing, editing and presenting of news or news articles in newspapers and magazines and in radio and television broadcasts.” In order to effectively implement the above major duties of journalists, it is reasonable to think that journalists should exercises optimal level of satisfaction.

It is assumed that a well-managed media institution, as of any other organizations, normally considers journalists as the primary source of productivity gains. Many researchers have acknowledged the importance of manpower in smooth operation of any organization. A high quality journalist is the cornerstone of successful implementation of the profession of journalism.

Therefore, it is important to pay attention to job satisfaction of the journalists. A healthy media institutions environment will not only increase the job satisfaction of journalists but it will at the same time improve the quality of production of news, articles, futures and the like. More over Job satisfaction of journalists can be considered as one of the main factors when it comes to efficiency and effectiveness of media institutions.

The assumption regarding job satisfaction is that a satisfied employee is a happy employee and a happy employee is more off a successful employee. As we have seen earlier Job satisfaction is

important in any profession, but it is particularly important in the media industries where product quality is largely dependent on the individual talents and motivations of key personnel (Massey and Ewart, 2007).

Existing studies regarding journalist's job satisfaction come up with different conclusions. For example a study conducted by MORI research inc. (1998 mentioned in Amanuel, 2005) reported that 64.5% of newspaper journalists were satisfied. Likewise the study of Stone (2000) reported that 75% of media workers were 'satisfied' or 'very satisfied'. Study shows (weaver and wilhoit, 2005, quoted in Amanuel, 2005) that majority of their media subjects who covered TV, radio and news paper were satisfied with their work.

Studies of job satisfaction and journalists seem to consistently show there is a relationship between professional status and the job satisfaction. As Beam (2006) observed Journalists' satisfaction level can possibly influence job commitment, turnover, productivity, and other factors that affect the successful operation of an organization".

Similar to any organization employee, lack of journalist's professional satisfaction can have a negative impact on both the personal and organizational levels. McQuarrie (1999) explain that a dissatisfied worker may suffer more stress, be absent from work more often, and be more likely to leave the organization.

Although the literature referred to several factors that affect journalist's job satisfaction, such as pay, promotion, and ability to influence public opinion, two aspects of professional journalism—job security and editorial autonomy—were highlighted as strong predictors of journalists' job satisfaction, particularly in Europe and United States (Beam ,2006).

In contrast, satisfaction can create a positive environment in which journalists are committed and motivated to perform their duties. “Satisfied workers perform better on the job and are less likely than dissatisfied workers to display withdrawal behaviors, such as absenteeism” (Chang and Massey 2010: 52).

Generally speaking several theorists have developed categories for job satisfaction. According to Herzberg et al, Motivation-hygiene theory for example, there are “intrinsic” factors that affect job satisfaction, such as “achievement, recognition, growth, etc.” and “extrinsic” factors, such as “salary, status, working conditions, etc (Stamm and Underwood 1993).” When it comes to journalists , Intrinsic factors can be understood as those which relate to the job the journalist performs (such as worker’s autonomy and a sense of accomplishment); extrinsic factors are those things related to the journalistic work environment (such as salary or a person’s boss)” (Ryan 2009: 650).

Similarly Chan et al. (2004) explain extrinsic satisfaction as an emotion which is derived from tangible rewards, such as salary and fringe benefits, while intrinsic satisfaction is derived from the more intangible aspects of work, such as autonomy, the feeling of having a challenging job, etc.

Reinardy’s (2009) research confirms the motivation-hygiene theory within journalism in that the lack of motivators does not lead to dissatisfaction, just no satisfaction. The biggest tie to job satisfaction for newspaper journalists is the professionalism of the newspaper — the quality of the journalism produced (Reinardy, 2009).

Studies on journalist's job satisfaction have provided strong evidence that Journalists who felt their news organization placed high importance on profits felt that the quality of journalism suffered, leading to decreased satisfaction. The most satisfied journalists are those with high autonomy in their work, those with influence within the newsroom and those who feel they are doing a good job at informing the public — all intrinsic values (Beam, 2006). A 2006 study by Beam revealed that perceptions of organizational goals and priorities play a key role in an employee's sense of job satisfaction. In a telephone survey of 1, 149 media professionals working in radio, television and print media outlets, Beam(2006) found that job satisfaction was linked to the value a news organization placed on journalism over profit and was affected by the position the employee held within the organization.

Likewise the study of Roya(1998 mentioned in Amanuel, (2005) reported that helping people(61%) and autonomy(51%) were the fundamental determinants of job satisfaction for journalists. In this study pay is not the major factors for journalists, only 20% of journalists considered it as an important factor for journalists. Mensch and Wham (2005) suggested, it may be the lack of professional recognition and not so much the actual dollar amount which ultimately affected job satisfaction.

Similarly Research by Pollard (1995), as cited in Beam (2006), showed that journalists professional satisfaction with their job goes up if they are provided with “more autonomy, authority, and control over their work—hallmarks of what he characterized as professional control” (Beam 2006: 172). One of the factors that have a negative impact on journalists autonomy is the intervention by what Weaver et al. (2007) referred to as “outside agents,”

particularly government officials who try to control the news flow, affect the news gate keeping role and deny access to information.

In a survey of local news employees in several television markets, Powers (1991) found that a manager's leadership style is critical in determining job satisfaction. According to web-based survey of American journalists, Job security has proven to be among the major factors in journalist retention rates, according to some studies. Based on this study American journalists showed that job security, represented in steady employment, received the highest average rating for job satisfaction, topping 13 other categories (Ryan 2009).

Likewise in a compilation of journalist attitudinal studies in 22 countries, Weaver and Willnat (2012) concluded that job security was one of the top four factors for journalists. It was rated important by 47.9 percent of journalists, close to helping people (47.2%) and only slightly lower than their company's editorial policy (48.4%) and editorial autonomy (49.5%).

In their research Bergen and Weaver (1988) showed that journalists who were satisfied working in small- and medium-sized papers were "willing to trade off some pay for more job security". In their survey of American journalists, Bergen and Weaver (1988) found that the opportunity to choose the stories they will report and the chance to specialize in the field were among the significant predictors of job satisfaction for journalists at medium-sized American newspapers. Based on their research it is evident that the importance of professional recognition exceeding actual dollar amounts has been documented in professional journalists.

Similarly, the result of some other studies also have shown meaningful relations between job satisfaction and wages, management policy, working conditions, possibilities of promotion,

gaining respect, the size of the organization and self development and achievement of the use of talents. In a 1995 study of Canadian news workers, print and broadcast, Pollard (1995) looked at the ongoing conflict between organizational structure and the role of professionalism.

Pollard cites several factors as critical to a news employee's sense of professionalism, "service to community, full use of education or training, opportunities for initiative and growth, and being able to enjoy the work..." (Pollard, 1995), all things his research showed contributed to job satisfaction. Several studies have shown that a key indicator of job satisfaction in the realm of journalism comes from the employees' perception of their ability to produce high quality journalism.

However, even with the widespread recognition of the importance of job satisfaction and minimizing turnover in media industries, there are varying perspectives on the means of doing this. The earliest strategy is to use wage increases to link job satisfaction and motivation to retain and satisfy journalists (Hill & Wiens-Tuers 2002). With the recognition that this is not enough to bring about job satisfaction, other perspectives emerged giving particular importance to working conditions like the level of autonomy an employee exercises. Again since this only covers only an aspect of the job, a holistic approach emerged that targets the development of a certain quality of employment life (Champion-Hughes, 2001) that covers fair wages, benefits, other employment conditions, and career development to support the facilitation of motivation and job satisfaction directed towards organizational commitment.

As we have seen earlier the studies of job satisfaction of journalists in Europe and America have reported different outcomes. Researches on job satisfaction of journalists from African in

general, and Ethiopia in particular are very limited. In support of this Amanuel (2005) has this to say:

Literature on journalist's job satisfaction in Africa is not only limited but apparently affected by circulatory problems. However the limited literature available seems to indicate that the job satisfaction of journalists is in the main a reflection the political- economic realities of the continent similar to the pressure of transitional democracies as in Eastern Europe of the early 19990s.

2.5 Ethiopian Journalists' Job Satisfaction

Similar to the experience of other African countries, there are also relatively few studies on factors that affect job satisfaction of Ethiopian journalist's. Existing research has tended to focus on government media institutions. As mentioned previously, there have not been many studies done specifically regarding job satisfaction amongst Ethiopian private and government media institutions journalists.

In this regard worth noting, however, is a study conducted in the year 2006 on journalists' job satisfaction among government media journalists working for 3 different national news outlets in Ethiopia , namely ERTA, ENA and EPA (Ethiopian Press Agency). According to this survey study Amanuel, (2005) concluded that 89.6% of the journalists were 'dissatisfied' with their work situation and 2.2% were 'very dissatisfied'. In this study only 8.2% of journalists from government media institutions were satisfied.

In another study conducted by Skjerdal (2008), it was reported that the lack of proper technical equipment and journalistic competence is mentioned by many informants as a major source of

dissatisfaction. More over poor salary was also mentioned by journalists as factors that contribute for their dissatisfaction. Likewise similar outcomes were revealed by the study of Amanuel (2005), only 11.9% of the respondents were indicated that they are satisfied with their pay, most of them, 58.2% were dissatisfied and 29.9% were very dissatisfied.

After analyzing the existing reality in Ethiopian state owned Medias, Amanuel, (2005) explained the situation of journalists who work in government media institutions as:

“The professional journalistic value of balance and fairness have been challenged, leaving many professional journalists to bouts of guilt awareness and self reproach”

Generally speaking the biggest tie to job satisfaction for journalists is the professionalism of the media institutions — the quality of the journalism produced (Reinardy, 2009). In this regard hear in Ethiopia, the study of Skjerdal (2008) reported that all 34 informants for his study were found to be critical to the operations of the government media for professional reasons. More over in this study informants indicated that” the private media in Ethiopia are no better than the state-owned media when it comes to values like objectivity and fairness in reporting”. Kruger (2005 mentioned in Amanuel, (2005) reported the situation of Ethiopian state owned media institutions as:

“The heavy handed state control caused considerable discomfort to journalists working there....it was clear that they felt unhappy and deeply compromised by the tight controls being exercised over their work.”

As we have seen earlier there are many factors that can affect journalist’s professional satisfaction. Even if they face many challenges in line of duties, it is a documented fact that

journalists enjoy exercising the profession. Job stress is inherent in almost every job and is a condition or event that requires an adaptive response by an individual (Spector, 1997). Stress and burnout have been mentioned in many studies as fact factors affecting journalists' job satisfaction in western Medias.

While analyzing sources of dissatisfaction among Ethiopian journalists, Amanuel, (2005) ignored the assumption that pressure for profit as the cause of dissatisfaction. Rather he concluded that "the teething troubles of the evolution of a democratic state and a civil society, the conflicting social and political groups and their interplay with the state media causing role conflicts in the journalists". Generally speaking based on the above literatures, job satisfaction in allied journalism professions is influenced by factors such as pay, job stress, professional recognition, working environment, personality of supervisors, and promotion. These factors may have both positive and negative effects on an individual's overall job satisfaction

Identifying and understanding the sources of job satisfaction however can be only the first step. Understanding and addressing the potential consequences of job satisfaction is crucial in order to appreciate the importance of examining job satisfaction of Ethiopian journalists.

2.6 Relationship between Job satisfaction and turnover

It has been said that job satisfaction is a collection of positive feelings or an emotional state that a person perceives based on a variety of aspects of the work itself or work environment. Job satisfaction can be an important indicator of the employees' feeling about their job and a predictor of turnover (Saari & Judge, 2004 quoted in Wikipedia, 2009). According to French (2003), a high employee turnover rate is often prevalent in an environment where employees are

highly dissatisfied. In line with this argument Brough and Frame (2004) state that job satisfaction is a strong predictor of turnover intentions.

High turnover and absenteeism are reported to be related to job dissatisfaction, while low absenteeism is associated with high job satisfaction (Saifuddin, et al, 2008). Similarly Rahman et al (2008) found that job satisfaction had negative effect on turnover intentions of IT professional. The Mobley model (1977 quoted in Lee 1988) was a significant conceptual piece that explained the process of how job dissatisfaction can lead to employee turnover. Based on this model an employee normally experiences seven sequential and intermediate stages between job dissatisfaction and eventual turnover.

Many researches on job satisfaction reveals that job satisfaction can be used as a broad concept to determine turnover. For example Research conducted by Vanderberg and Lance (1992) during which they surveyed 100 professionals in the information services for five months showed a strong relations between job satisfaction and employee loyalty. Their research proved that the higher the degree of job satisfaction the higher is the level of employee loyalty. A study conducted by Steel and Ovalle (1984) established a moderately strong relationship between job satisfaction and turnover, indicating that less satisfied workers are more likely to quit their jobs. Even though the effects are modest the fact that job satisfaction contributes to decreasing the level of employee turnover remains.

2.7 Theoretical framework of the paper

When examining the nature of job satisfaction and turnover, it is important that different theoretical explanations such as Herzberg's two factor theory and Discrepancy theory are used

to put the study of factors that affect job satisfaction and turnover of journalists in perspective. Those theories can serve as useful model for investigators to understand job satisfaction of journalists.

2.7.1 Discrepancy theory

According to Amodt, (2004) job satisfaction is determined by the discrepancy between what employees want, value and expect and what the job actually provides. Based on this theory, when the actual received satisfaction is less than expected or perceived satisfaction, it causes dissatisfaction. Similarly porter (1961) states that satisfaction is the difference between what a person actually received and what he/she thinks he/she should receive. According to this theory satisfaction (or lack of it) arises from the discrepancy between what income an employee thinks he or she deserves to get and is actually getting, as well as what income others deserve and are actually getting.

Discrepancy theory claims that satisfaction is related to the extent to which real outcomes match the expectation of the individual: the closer the match, the higher the person's satisfaction with it. Locke, (1969 cited in Kucel and Vilalta-Bufi, 2011) adds that individuals' job satisfaction is the result of their subjective evaluation of the existing discrepancy between what they want from their job and what they perceive they get from the job.

Researchers suggest that satisfaction is a function of what a person actually receives from his job situation and what he thinks he should receive or what he expects to receive (Agrawal, 1982 quoted in Abraru, 1998). Strengthening this point locke (1969 quoted in Abraru, 1998) explained job satisfaction and dissatisfaction as a function of perceived relation between what one wants

from ones job and what one receives. An individual's satisfaction is determined by their self-perceived desires and self-perceived delivery. Discrepancies between them are associated with turnover (Jiang et al. 2002).

2.7.2 Herzberg Two - Factor Theory

Frederick Herzberg's motivation-hygiene theory, also known as the two-factor theory, concludes that there are two factors in determining job satisfaction (Xolani Enoch. 2005). Herzberg started the study of job satisfaction in the 1950's in Pittsburg. He started with the idea that what causes the job satisfaction are the opposite of those things that cause job dissatisfaction. He conducted a survey where he asked participants to identify those things that made them feel positive with their job and those that made them feel negative. As a result Herzberg found out that what makes people happy is what they do or the way they're utilized and what makes people unhappy is the way they're treated. Things that make people satisfied at work are different from those that cause dissatisfaction so those two feelings can't be opposite (Ruthankoon, 2003 quoted in Riley, 2005).

Based on these findings Herzberg created his theory of Motivators and Hygiene factors. One set of factors caused happy feelings or a good attitude within the worker, and these factors, on the whole, were task related. This intrinsic set of factors is called motivators and these include recognition, achievement, growth (possibility of growth), advancement, responsibility, and work itself. The other grouping is primarily present when feelings of unhappiness or bad attitude are evident, and these factors are not directly related to the job itself, but to the conditions that surround doing that job. This second group of factors, Herzberg called hygiene factors (extra-job factors). These include salary, interpersonal relations – supervisor, interpersonal relations – subordinates, interpersonal relations – peers, supervision – technical, company policy and

administration, working conditions, factors in personal life, status, and job security (Miller 2002 quoted in Xolani Enoch. 2005).

Both factors can contribute for employee satisfaction but they work for different reasons. Hygiene factors tend to cause only short-term satisfaction to the workers while motivators most probably cause longer-term job satisfaction.

2.7.2.1 Motivators

Motivators, or satisfiers, are those factors that cause feelings of satisfaction at work. Gibson et al (2000) say motivators pertain to the job content. Their absence doesn't prove highly dissatisfying. But when present, they build strong levels of motivation that result in good job performance. Therefore, they're called the satisfiers or motivators. Motivators are job characteristics that are related to what the individual does in the work, such as achievement, recognition, the tasks of the job and responsibility. These factors are intrinsic to the occupation, and they lead to satisfaction (Herzberg, 2005).

Motivators are those that come from intrinsic feelings. In addition to responsibility and learning opportunities also recognition, achievement, advancement and growth are motivation factors. These factors don't dissatisfy if they are not present but by giving value to these, satisfaction level of the employees is most probably going to grow.

Motivation factors are the characteristics of work environment, which promotes employee growth and development. On the other hand, the motivating factors are explained as the six 'job content' factors including achievement, recognition, work itself, responsibility, advancement, and possibility of growth by (Ruthankoon, 2003 quoted in Riley, 2005).

2.7.2.2 Hygiene factors

Hygiene factors, or dissatisfiers, are those that the employee expects to be in good condition. As motivators are those that in present cause satisfaction, hygiene factors are those that don't cause satisfaction but if they are lacking, it causes job dissatisfaction (Herzberg, 2005). Hygiene factors are the 'job context' factors, which include company policy, supervision, relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security" (Ruthankoon, 2003 quoted in Riley, 2005).

Hygiene factors can lead to dissatisfaction. Increasing satisfaction and decreasing satisfaction will be caused by two different factors (Herzberg, 2005). Salaries or wages must be equivalent to those salaries that other people in the same organization. The status of the person must be recognized and maintained. Employees must feel that their job is as secured as it is possible in the current economical situation. The working conditions should be clean, sufficiently lit and safe in other way. Sufficient amount of fringe benefits like health, pension and child care must be provided and compensation in general equivalent to the amount of work done.

These factors relate to the content of the work and if they are in proper form, it tends to eliminate job dissatisfaction (Gibson et al 2000). The opposite of satisfaction is not dissatisfaction, but rather it is no satisfaction. The same is true for dissatisfaction: the opposite of dissatisfaction is not satisfaction, but rather it is no dissatisfaction (Riley, 2005). Although hygiene factors do not motivate employees, and that's the reason their absence increases dissatisfaction. In contrast, motivation factors encourage effort; however, an absence of these will not increase

dissatisfaction as will the hygiene factors, rather, it will lead to dissatisfaction (Hartel et al., 2007).

Generally speaking the basic premise of the Two-Factor Theory is that if an employer or manager is trying to increase job satisfaction and ultimately job performance for an employee or coworker, then they need to address those factors that affect one's job satisfaction. The most direct approach is to work on the intrinsic, job content factors. Giving encouragement and recognition to the employee helps them to feel more valued within the company, as well as giving a sense of achievement and responsibility (Riley, 2005).

Even if Herzberg two factor theory has been enjoyed a wide spread recognition all over the world, some Criticism at the same time leveled at Herzberg's motivation-hygiene factor theory implication. Hartel et al., (2007) indicated three main shortcomings of Herzberg's two factor theory. One of the criticisms of Herzberg's theory is that it oversimplifies work motivation. There are job factors that lead to both satisfaction and dissatisfaction.

Secondly Hartel et al., (2007) point out that empirical evidence for Herzberg's theory is scarce and most support around this theory has been obtained using Herzberg's own unique methods consisting of critical interviews. Last but not least the small sample of accountants and engineers he used as subjects become a subject of skepticism. The issue is whether results from such a small sample could be generalized to other occupational groups and to other countries.

CHAPTER THREE

RESEARCH METHODS

3.1 Introduction

In this chapter the research process is described. Moreover the chapter describes the methods used in the collection and analysis of data for this investigation. The subject selection process, research methods, data collection, and measuring instruments used in this study are also discussed. This investigation would analyze the factors that affect job satisfaction and turnover of journalists employed both in private and government media institutions. It focuses on journalists who work in the Reporter news paper, Addis zemen new papers, Sheger FM 102.1, Fana FM 98.1, Ethiopian Herald news paper and FM 97.1.

For the purpose of this study, a survey method was employed. Even though the selection of research design depends on the nature of the study, there is an increasing importance of using both qualitative and quantitative methods as a research strategy. According to Bazeley(2002) employing both qualitative and quantitative methods are preferable because using both enable the researcher to verify and substantiate the data and discover something that would have been missed either qualitative or quantitative approach had been used. This combined approach offers “a combination of research methods [that] will produce a better and deeper understanding” (Hansen et al., 1998: 1).

Therefore, both qualitative and quantitative techniques were employed to meet the stated objective of the study. Quantitative technique was used to analyze the data gathered by questionnaire. The data which were obtained through interview were organized and analyzed by qualitative method. The chapter also explains the methods of data collection, such as sampling, individual in-depth interviews, and self-completion questionnaire.

Generally speaking, the research was aimed at profiling the factors that affect job satisfaction and turnover amongst journalistic staff of Ethiopian private and government media institutions. It is an attempt to answer the questions:

- How do journalists characterize their job satisfaction?
- What are the factors that contribute for job satisfaction of journalists?
- Is there any difference in job satisfactions between government and private media institutions journalists

3.2 Research Design and methodology

A research design is a framework specifying the methods and procedures for collecting and analyzing the needed information (Cooper & Schindler, 2003). As it indicated earlier, this study was attempted to investigate the factors that contribute to job satisfaction and turnover of journalists in Ethiopia by using six selected media institutions. It is understandable that based on the intended research questions and problem, researcher can choose the relevant method. The researcher must also specify the sources of information, the research method or technique (e.g. survey or experiment), the sampling methodology and the schedule and the cost of the research (Zikmund, 2003).

Bryman, (1988: 61) states that researchers should choose methods based on their research problem. He explains that:

If some research topics are more suited to a survey, while others would be served by a qualitative approach, still others will be even better served by a marriage of the two traditions, whereas the integrated strategy may not fit some issues. The critical issue is to be aware of the appropriateness of particular methods (or combinations of methods) for particular issues.

Therefore, based on the research questions, the research employed both quantitative and qualitative research method as it was best suited to answer the four research questions. According to Creswell (2009), in mixed research, the overall strength of the study is greater than either qualitative or quantitative methods.

3.2.1 Quantitative Method

In order to assess the factors that contribute to job satisfaction of journalists who work in private and government media institutions, the study used mainly quantitative method. Quantitative research gives high infuses to descriptive analytical breadth of coverage and produces data in the form of numbers that can be aggregated and analyzed to describe and predict relationships (Holland and Campbell, 2005). It is quiet true that statistics gives an opportunity to generalize. Quantitative technique was used to analyze the data gathered by questioners.

However, as Silverman (2006) pointed out, the degree of generalizing depending on a sample and can increase validity of the study and consequently veracity of the relevant conclusion. Furthermore using quantitative method can be easy to make the work structured and objective.

But at the same time, the quantitative method, being fixed, limits flexibility of the work (Silverman, 2006).

3.2.2 Qualitative Method

Another part of analysis was made on the basis of the qualitative research method. Qualitative method can help to understand the inner life experiences of journalists in media organizations. Priest (1996) explains that when the aim is to understand the “insider’s” perspective, a quantitative design is just not the way to go, one requires a holistic and inductive approach which provides the opportunity to develop a descriptive, rich understanding and insight into the individual’s beliefs, concerns, motivations, culture, aspirations, behavior and preferences.

Strengthening this point Maxwell (1996) states that this method is best suited for some specific purpose; (a) understanding meaning (b) context (c) identifying unanticipated phenomena and influences (d) generating new theories and (e) understanding the process by which actions take place and developing causal explanations (Maxwell 1996:19-20 quoted in Tasnim, 2006).

Therefore, selected journalists and editors who left their media institutions were interviewed to understand their feelings regarding the factors that contribute to job satisfaction. In the use of qualitative method, Babbie and Mouton (2002, cited in Haile-Giorgis, 2008, 6) said that:

*the researcher/s has to make a deliberate attempt to put themselves in the shoes of the people they are observing and studying and try to understand their actions, decisions, behavior, practices, ritual and so on, from their perspective. *

Likewise, according to Fossey et al, (2002) Qualitative research is concerned with the interpretation of subjective meanings, description of social context and the privileging of lay knowledge. In *Qualitative Communication Research Methods* Lindlof (1995,28) describes the importance of interviews:

in qualitative research, one interviews people to understand their perspectives on a scene, to retrieve experiences from the past, to gain expert insight or information, to obtain descriptions of events or scenes that are normally unavailable for observation, to foster trust, to understand a sensitive or intimate relationship, or to analyze certain kinds of discourse

Babbie and Mouton quoted in Haile-Giorgis (2008,7) also say the following on use of qualitative study.

The researcher/s has to make a deliberate attempt to put themselves in the shoes of the people they are observing and studying and try to understand their actions, decisions, behavior, practices, ritual and so on, from their perspective.

3.3 Data collection methods

Since this is descriptive study, interviews and the survey data methods were used to collect the needed information. Quantitative methods – in this case using questioners– can show the contributing factors for journalist's job satisfaction, the actual level of satisfaction, and compare and contrast the factors between private and government media institutions. In doing so, I believe that the objective nature of the paper was maintained by distancing the researcher and journalists. As Bryman (1988) argued, in order to have a reliable outcome in any study, the paradigm factors such as objectivity are important. Qualitative research method, in this case structured and unstructured interview of journalists to understand the underline factors for

journalists job satisfaction. Finally the collected data was analyzed based on the research questions.

3.3.1 Target population

The target population is the complete group of specific population elements relevant to the research project (Zikmund, 2003). For this study the target population was journalists who work/worked in private and government media institutions. The respondents were selected from the reporter news paper, Addis zemen new papers, Sheger FM 102.1, Fana FM 98.1, Ethiopian Herald news paper and FM 97.1. Other media outlets were excluded due to time and financial constraints.

3.3.2 Sampling method

For the purpose of this study a non-probability sampling design in the form of a convenience sampling method was adopted and considered to be appropriate to gather the data. The rationale for using a convenience sampling method was due to the respondents being easily accessible, their availability, as well as it being less time consuming and inexpensive to gather the research information. Welman and Kruger (2001, p. 62) contend that “the advantage of non-probability samples is that they are less complicated and more economical than probability samples.” The authors further postulate that convenience sampling involves collecting information of members of the population that are near and readily available for research purposes. However, a limitation highlighted by Leedy (1993) in terms of utilizing convenience sampling is that it is not necessarily representative of the population and therefore the results are not generalisable to other entities.

3.3.3 Sample size

A sample is a subset, or some part, of a larger population. The purpose of sampling is to enable researcher to estimate some unknown characteristic of the population (Zikmund, 2003). Those media outlets, the reporter news paper, Addis zemen new papers, Sheger FM 102.1, Fana FM 98.1, Ethiopian Herald News paper and FM 97.1, were selected considering their accessibility and convenience to the researcher. Moreover for management and feasibility reasons determining the sample size of the study is mandatory task. For this study, sample sizes of about 100 journalists who work in the above six media institutions were considered. The actual collected sample was 91%. The reason for not meeting the desired sample was in some media institutions journalists were assigned for field work in the time of this study and never returned the questionnaires.

I contacted journalists personally in their organization and apprise them of the purpose for which the questionnaire could be used for prior to administering the questionnaires. So they completed it within twenty minutes and returned on the spot. In order to support the questionnaire and to find out the real factors behind journalist's job satisfaction the study intended to interview 15 journalists. Even if the intended numbers were 15 journalists, due to time constraints and the fact that few of them were not in the country at the time only 10 journalists were available for the interview. These 10 journalists were interviewed to find out their detail views regarding the factors that affect their job satisfaction. Similarly these 10 sample journalists were also selected based on considering their accessibility to the researcher.

Mainly Personal contacts, informal communications and friends in the media industry were used both to facilitate the process for questionnaire and to facilitate the interview of journalists who have leaved media institution. Without their help, it wouldn't be possible to get the relevant information especially from some media institutions.

3.4 Data collection process

A survey questionnaire with two sections A and B was constructed and distributed to journalists from six media institutions. I was responsible for distribution and collection of questionnaires with support from friends in those media institutions.

Section A gathered biographic information. Participants were asked to furnish information with regard to their marital status, gender, educational level, age, job status and years of service employed in the media industries. In section A respondents were also required to indicate factors that contribute for their job satisfaction, overall job satisfaction, intentions to leave the institutions and the profession and finally in section B journalists asked to fill spector (1997) job satisfaction survey questions. One hundred self-administered questionnaires were printed. They were distributed to journalists from six media institutions during working hours.

In all institutions journalists were asked to fill questionnaires at the spot after giving explanation about the project and return almost completed questionnaires. While most of journalists (91%) filled the questionnaires immediately with enthusiasm, others took time to return. Very few journalists took questionnaires and never filled them properly. The other research method which was employed in this study was interview. In order to substantiate the questionnaire ten journalists were interviewed. Data collection procedures are discussed in the text that follows.

3.4.1 Questionnaires

Dessler (2000) points out the following in terms of using questionnaires as a method of data collection:

- It is a quick and efficient way to obtain information from a large number of Individuals
- It is less costly than interviewing a vast number of people; and
- Questionnaires secure participants' anonymity.

For this study, fixed alternative questions were employed. Zikmund (2003:336 – 343) offers some guidelines in asking questions. In summary, these are:

- Avoid complexity: Use simple, conversational language.
- Avoid leading and loaded questions.
- Avoid ambiguity: Be as specific as possible.
- Avoid making assumptions

The major drawbacks of using questionnaires are however, outlined by Bless and Higson- Smith (1995):

- the response rate for questionnaires tend to be low; and
- the researcher runs the risk of receiving incomplete questionnaires that will have to be discarded

3.4.2 In-depth interviews

According to Jupp (2006, p.157), interviews offer a researcher several advantages, particularly when done in-person:

The advantages of interviews are that they enable the interviewer to follow up and probe responses, motives and feelings and their potential added value is that the recording of nonverbal communications, facial expressions and gestures, for example, can enrich the qualitative aspects of the data.

Fontana and Frey (1994 p. 365) also write the following about unstructured interview, which is “the open-ended ethnographic (in-depth) interview”:

Unstructured interviewing provides a greater breadth than the other types, given its qualitative nature. ... [It] is used in an attempt to understand the complex behavior of members of society without imposing any a priori categorization that may limit the field of inquiry.

Participants were contacted one week prior to their pre-determined interview date with a reminder to complete the pre-interview questionnaire for preparation and confirming the time and location of the interview. Individual semi-structured interviews were conducted in order to thoroughly capture the rich and unique experiences of each journalist. In light of this, 10 journalists (editors and reporters) who were working in different media institutions were interviewed about factors that contribute to their turnover and job satisfaction. The interviews, each semi-structured and unstructured, probed the major factors and the actual practices.

The interviews, done on a voluntary basis, took place between March 10th and May 2 of 2014. Interviews were done in-person, one-on-one and lasted on average 45 minutes, with some

running as short as 35 minutes while others went as long as an hour. Most interviews took place in the national theater “green garden”, while a few took place in their offices. Most interviews were completed in one sitting with the researcher asking permission to follow up via email if necessary. Only few journalists were agreed to make the interview through audio recording device. In most cases recording the discussion through hand writing was used. After each interview sessions journalists were asked to check whether or not their views were misrepresented or misunderstood.

The list of questions for the interviews was designed to enable the researcher to simply have a conversation with the participants. Starting with questions about the participant’s education and experience in the field gave them an opportunity to share about themselves and made for an easier transition into the specific questions about how they perceived their job, how they characterize the factors for their turnover and what impact that may have had on their job satisfaction.

Interview questions included:

- How do you characterize the working environment in media organizations?
- What factors contribute to your job satisfaction?
- Would you say there were relationships between the factors to your turn over and job satisfaction?

3.5 Data analysis procedures

The collected data were analyzed in terms of literature and research questions. To achieve the objectives of the study 100 survey questionnaires were distributed for journalists who work in the above six media institutions. After gathering the data, the analysis over the results began. Firstly the results were entered into computer software known as statistical package for social sciences (SPSS) version 16.0, after which they were examined.

The first things to be analyzed were the background information of the respondents such as gender, age, full-time/part-time, work experience and position. The analysis went on to examining the tendencies arising from the data and interpreting it correctly in order to build them into tables. Moreover the responses given was analyzed and presented by the use of simple descriptive statics such as percentages, frequencies, mean and standard deviation.

3.6 Measuring instruments

To measure the contributing factors for journalist's job satisfaction, a questionnaire comprising of Spector (1997) job satisfaction survey and some demographic items were constructed. Generally speaking Job Descriptive Index (JDI), the Minnesota Satisfaction Questionnaire (MSQ) and Job Satisfaction Survey (JSS) were the most widely used scale to provide separate measure for satisfaction with specific aspect of job and employment conditions (Krietner and Kinicki, 1992, 186). Literature indicates that Job Descriptive Index (JDI) is practical attitude question developed by Smith et al (1969). It was designed to measure five aspects of the work situation and it was used to secure job satisfaction (Francis and Gene, 1980). Another widely used instrument to measure job satisfaction is Minnesota Satisfaction Questionnaire (MSQ)

which is adopted from the likert-type scale items. In the likert type scale respondent is requested to mark each statement by selecting one of the five alternatives from strongly agree to strongly disagree and responses are scored by marking 5,4,3,2 and 1 respectively(Abraru,1998).

According to Weiss et al (1967, cited in Abraru, 1998) the Minnesota satisfaction Questionnaire (MSQ) has also five scales with 20 items each. It is aimed at to measure facets of job satisfaction like working condition, pay and benefits, advancement, attitude towards the organization and other facets of job satisfaction. Like the likert-type for each item respondents are asked to mark one of the five alternatives to indicate their level of satisfaction. It is also a self administered and doesn't requires high qualification (Anastasi, 1979).

The Job Satisfaction Survey(JSS) assessed nine facets of job satisfaction (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of the work and communication), as well as overall job satisfaction(Spector 1997). The questionnaire consisted of a set of 36 items, all of which were considered to be of equal value and to which subjects responded in terms of how true the statement was. The scale was a summated rating in the form of a six-point Likert-type scale. The purpose of this questionnaire was to stimulate the respondents' thoughts about their own areas of job satisfaction in relation to the nine facets of the JSS.

The validity and reliability of all, Job Satisfaction Survey (JSS), the Minnesota satisfaction Questionnaire (MSQ) and Job Descriptive Index (JDI) were tested by the study of Spector (1997), Anastasi,(1979) and smith et al (1969) respectively.

After comprehensive reading and evaluation of the available job satisfaction measurement model the study was selected a modified form of spector (1997) Job Satisfaction Survey (JSS). The

main reason to not use the Job Descriptive Index is that it only measures five areas of job satisfaction, whereas Spector(1997) Job Satisfaction Survey (JSS) included additional, more areas of the job; in an effort to obtain a more definitive picture of what influenced job satisfaction levels of human services employees.

The Minnesota satisfaction Questionnaire (MSQ) as Spector (1997) rightly observed contained too many broad questions to accurately identify the exact job characteristics. More over Job Satisfaction Survey (JSS) enables to cover major and selected facets of job satisfaction like pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of the work and communication and overall job satisfaction. Also, unlike the questionnaires such as JDI and Minnesota questionnaire (long form) that have many questions, this questionnaire has relatively small number of questions in more fields. My final reason is that it is easily and freely accessible for researcher.

The questionnaire was separated into two sections: demographics and job satisfaction survey. The demographic questions in this survey included age, rank (managers and non managers), education, gender, marital status and length of service in media industries. Answers to these questions provide a good picture of respondent's background.

A modified version of the Job Satisfaction Survey (JSS) and other additional open ended and fixed questions were utilized in this study to assess job satisfaction of journalists from private and government media institutions.

The job satisfaction questions cover barriers to their job satisfaction, factors that contribute to their job satisfaction, overall rating of their job satisfaction and incidents that contribute for satisfaction and dissatisfactions. The questions that were related to journalists career plans, plans

to remain in the profession, plans to remain in current position, and the choice of choosing journalism as a profession again were also included.

A questionnaire survey was conducted from March 2014 up to April 2014. The sample for this study comprises full-time journalists including editor-in-chiefs, assistant editors, senior journalists and junior journalists. The data were collected from six media institutions; three belong to the private sector (The reporter news paper, Sheger FM 102.1 and Fana 98.1), and the other three belonging to the public sector (Addis zemen news paper, Ethiopian Hearald and FM 97.1).

3.7 Pilot Testing

Pilot testing was conducted on a total of 5 participants (4 male and 1 female). Participants were selected from extension class of Addis Ababa University School of journalism and communication. In this case students (journalists by profession) were told how to give response to the questionnaire that provided them and some vague questions, which forwarded by the students, had been made clear during the pilot distribution.

The instruments which assessed in the pilot try out generally constructed to measure the factors that contribute to job satisfaction of journalists. The instruments were piloted to check the clarity of the items and the internal consistency of the instruments.

Each item of these scales was validated by journalists. Three of them have unanimously agreed on the relevance of the items for the desired target information. Therefore, two and one items to demographic variables, and facets of satisfaction were included after consultation. The clarity

and appropriateness of the items for the respondents of the items was further checked by management expert from the institution which I work. One language expert checked the appropriateness and clearness of the questions.

3.8 Difficulties encountered

There is no perfect study. Each researcher encounters an obstacle of some kind along the way. The first challenge that this researcher encountered in his study endeavor was lack of time and resources. Due to this fact this project only focused on six media outlets and forced to use convenient sampling.

Secondly, in carrying out the study, the researcher did not get the maximum amount of materials about journalist's job satisfaction experience in Ethiopian context. More over it has been very difficult to find those journalists who have left the institutions. In administering the questioners some journalists did not fill out the questionnaires completely; some questions they skipped – Purposefully or accidentally – could affect the number of responses on a specific issue but it did not impact dramatically the quality of the data.

Thirdly in few media institutions some managers were not accepting the issue of studying the job satisfaction of their journalists and the factors that contribute for satisfaction. Significant amount of time were passed to convince the purpose and significance of this study.

3.8 Ethical considerations of the research

Proper steps were taken to ensure the privacy and confidentiality of the data collected. In most cases before starting to conduct the study, permission were assured from the selected study area

management bodies. Ethical consideration were taken in to account so that the concern integrity consent and other human elements of the participant. Essentially, respondents were enlightened to know the purpose of the study prior to responding to the question. The sample to whom the questionnaire was administered was informed of their free will to participate in the research. This ensured that the responses they gave were not “clinically correct”, but rather reflected their own feelings due to their own free will to participate and no management involvement. Data obtained in connection with this study were reported in the aggregate and remained anonymous

CHAPTER FOUR

FINDINGS and DISSCUSSIONS

4.1 Introduction

The purpose of this study was to examine the factors that affect job satisfaction of Ethiopian journalists using a sample of six selected media outlets. This chapter presents the statistical analyses and descriptions examining factors that affect job satisfaction of journalists in those selected Ethiopian Private and Government Media Institutions. The chapter also outlines the demographic information in table format. The descriptive statistics and results of interview are presented thereafter.

As we have seen in second chapter, most of the results from previous research on job satisfaction amongst Ethiopian journalists are focused on government media institutions only. The researcher hopes this study will break some ground, presenting facts from both private and government media institutions. The researcher reviewed and categorized the responses of journalists using the constant comparative method and presents it with simple statistical mean, percentage and standard deviations. The following research questions were the cornerstone of this study.

Those questions were

- How do journalists characterize their job satisfaction?
- What are the factors that contribute for job satisfaction of journalists?
- Is there any difference in job satisfactions between government and private media institutions journalists

This chapter is organized into three main sections which will address the research questions examining the factors that affect journalist's job satisfaction, actual job satisfaction level, and the comparative statistics between job satisfaction of journalists from private and government media institutions.

4.2 Respondent characteristics

The actual collected (91%) questionnaires participants for this study covered every level of job in the profession of journalism according to the following breakdown: editor in chiefs, editors, senior reporters and reporters. The demographic characteristics of the sample journalists are illustrated in figure below.

Demographic Characteristics of the Respondents

		Frequency	Percent	
1	Sex	Male	66	72.53
		Female	25	27.47
		Total	91	100.00
2	Age	<=21	0	0.00
		21-34	58	63.74
		35-44	33	36.26
		45-54	0	0.00
		>=55	0	0.00
		Total	91	100.00
3	Marital status	Married	23	25.27
		Unmarried	68	74.73
		Total	91	100.00
4	Educational qualification	Diploma	3	3.30
		Bachelor Degree	71	78.02
		Masters Degree	17	18.68
		Total	91	100.00
5	Employer type	Government	45	49.45
		Private	46	50.55
		Total	91	100.00
6	Salary	<2000.00	7	7.69
		2001.00-3000.00	24	26.37
		3001.00-4000.00	33	36.26
		4001.00-5000.00	18	19.78
		>5001.00	9	9.89
		Total	91	100

Table 1: Demographic Characteristics of the Respondents

A bigger percentage (63%) of respondents was between the age of 21 and 34 years, followed by 33% between the ages of 35 and 44 years. There are no respondents in the age of 21 years and younger and more than 55 year's category. Likewise of the 91 respondents 25% were female

and majority of them 75% were male. As we can see from table 1, the majority of respondents (78%) had Degree; 3% had post high school or diploma; 18% had a Masters Degree qualification while none had a qualification less than grade 12. Most journalists 36%, fall in the salary category of 3001-4000 Ethiopian birr per month, where as 26% of the respondents earn between 2001 - 3000 Ethiopian birr per month. 7% of journalists who participated in this study indicated they earn less than 2000 Ethiopian birr per month. Only 9% of the respondents declared they earn more than 5000 Ethiopian birr per month. Majority of the respondents 74.73%, are unmarried and the remaining 25.27% of the respondents are married. From the total respondent's journalists who work in private media institutions consists 50.55% and 49.55% represents government media institutions.

4.3 Descriptive Statistics Frequencies

The following are Descriptive statistics of the combined (private and government media institutions) responses of journalists to the questionnaire which asked their intentions to leave their current job, current profession, choosing journalism as a profession again and their willingness to recommend an employment in their media organization. There were a total of 91 valid responses for the open ended questions and most respondents from the original 91 did answer most of the questions. The responses are presented below.

Journalists Intentions

S.N.	Questions	Response	Employer type of the respondents		Total	%
			Government	Private		
1	Do you plan to leave your present job within the next two years?	Yes	44	18	62	68.13
		No	1	28	29	31.87
		Total	45	46	91	100.00
2	Do you plan to leave the profession of journalism within the next two years?	Yes	18	6	24	26.37
		No	27	40	67	73.63
		Total	45	46	91	100.00
3	Would you recommend employment at your media institution to a friend?	Yes	17	35	52	57.14
		No	28	11	39	42.86
		Total	45	46	91	100.00
4	Knowing what you know now, if you had a chance to start your carrier over, would you again choose journalism as your carrier profession?	Yes	26	37	63	69.23
		No	19	9	28	30.77
		Total	45	46	91	100.00

Table 2: Journalists intentions towards their current job, journalism profession, choosing the profession again and their willingness to recommend an employment.

Journalists were asked if they planned to leave their current job within the next two years. The majority of respondents (68.13%) indicated they planned to leave their current job, and 31.87% indicated they did not plan to leave their current position.

This research also finds out journalists perspective regarding their plans to leave journalism profession within the next two years. An overwhelming majority of respondents (73.63%) stated they did not plan to leave the profession and 26.37% of the respondents stated they did.

Responding to an open-ended question, knowing what they know now if they had the opportunity to start their career over, would they choose journalism as a profession again. The majority of subjects 69.23% stated they would choose journalism as a career again, but 30.77% of the subjects would not choose journalism as a career again. In the case of recommending employment at their media institutions to a friend, 42 % of the respondents indicated that they wouldn't recommend their friend to work in their media organization. 57% of the respondents were happy enough to recommend a friend to work in their media organization.

4.4 Facets of Job Satisfaction for journalists

Job satisfaction survey (JSS) was used to obtain aggregate job satisfaction scores and to determine the 36 job facets subjects rated as important to their job satisfaction. The results obtained with the JSS are described in the following section. As I have discussed in chapter 3, the Job Satisfaction Survey, JSS is a 36 item, nine facet scales to assess journalist's attitudes about the job and aspects of the job. These nine facets of job satisfaction are: Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Procedures, Coworkers, Communication and Nature of Work (spector, 1997).

The following table lists the nine subscales and their corresponding survey item numbers. Each of the nine subscales contained four items and a total satisfaction score could be computed combining all 36 items.

Facet	Item Number
Pay	1, 10r, 19r, 28
Promotion	2r, 11, 20,33
Supervision	3, 12r, 21r, 30
Fringe benefits	4r, 13, 22, 29r
Contingent rewards	5, 14r, 23r, 32r
Operating conditions	6r, 15, 24r, 31r
Coworkers	7, 16r, 25, 34r
Nature of work	8r, 17, 27, 35
Communication	9, 18r, 26r, 36r

Table 3. Subscales and corresponding item numbers of JSS (spector, 1997)

Spector's (1997) summated scoring system, as mentioned in Chapter 3, based on the following Likert-type responses: 1 = *disagree very much*, 2 = *disagree moderately*, 3 = *disagree slightly*, 4 = *agree slightly*, 5 = *agree moderately*, and 6 = *agree very much*, was utilized to measure the job satisfaction level of journalists from private and government media institutions. The individual scores, once summed, determined the corresponding level of job satisfaction. Scoring for each item was performed automatically by the survey software statistical package for social sciences (SPSS) version 16.0, following the completion of the survey.

According to Spector (1997), by subscale, using the summated scoring system, the following scores were hypothesized as representative of the corresponding level of satisfaction: scores with a mean item response (after reverse scoring the negatively-worded items) of 4 or more represents satisfaction, whereas mean responses of 3 or less represents dissatisfaction. Mean scores between 3 and 4 are ambivalence.

4.5 Results of the Job Satisfaction Survey

Descriptive statistics in the form of arithmetic means and standard deviations were computed for the various dimensions assessed by the Job Satisfaction Survey (JSS). The results are presented in following table.

Descriptive Statistics Frequencies

		Pay	Promotion	Supervision	Contingent rewards	Operating conditions	Coworkers	Nature of work	Communication
N	Valid	91	91	91	91	91	91	91	91
	Missing	0	0	0	0	0	0	0	0
Mean		2.79	3.50	3.41	3.17	3.51	3.61	4.23	3.77
Std. Deviation		0.55	0.66	0.65	0.70	0.84	0.70	0.44	0.67

Table 4 total results of the job satisfaction survey

Table 4 indicates that the arithmetic mean for job satisfaction of the sample is low with a mean score of 2.79 for pay, 3.50 mean score for promotion, 3.41 mean score for supervision, 3.51 mean score for operating conditions, 3.61 mean score for coworkers and 3.77 mean results for communication. Among these nine sub scales of job satisfaction nature of work recorded the highest mean score of 4.23. Based on the fact that an average level of job satisfaction, as measured by the JSS, it may be concluded that the overall job satisfaction of the sample is relatively low. The following tables presented the nine facets of job satisfaction in accordance with journalist's occupation. Table 5 presented the mean score of the nine facets of job satisfaction for both government and private media institutions journalists. Table 6 and 7 on the

other hand presented separate facets of job satisfaction for government and private media institutions journalists' respectively.

**Facets of job satisfaction for both government and private media institutions
journalists**

S.N.	Sub scales of JSS	Employer type of the respondents	N	Mean	Std. Deviation
		Government	45	2.60	0.52
1	Pay	Private	46	2.97	0.51
		Government	45	3.27	0.53
2	Promotion	Private	46	3.72	0.71
		Government	45	3.02	0.44
3	Supervision	Private	46	3.80	0.58
		Government	45	2.86	0.75
4	Fringe benefit	Private	46	3.39	0.65
	Contingent	Government	45	2.92	0.61
5	rewards	Private	46	3.42	0.71
	Operating	Government	45	3.65	0.76
6	conditions	Private	46	3.38	0.89
		Government	45	3.35	0.64
7	Coworkers	Private	46	3.86	0.68
		Government	45	4.09	0.29
8	Nature of work	Private	46	4.36	0.52
		Government	45	3.47	0.34
9	Communication	Private	46	4.06	0.78

Table 5 Facets of job satisfaction for both government and private media institutions journalists

Facets of Job satisfaction for Journalists in Government Media Institutions

S.N.	Sub scales	Employer type of the respondents	N	Mean	Std. Deviation
1	Pay	Government	45	2.60	0.52
2	Promotion	Government	45	3.27	0.53
3	Supervision	Government	45	3.02	0.44
4	Fringe benefit	Government	45	2.86	0.75
5	Contingent rewards	Government	45	2.92	0.61
6	Operating conditions	Government	45	3.65	0.76
7	Coworkers	Government	45	3.35	0.64
8	Nature of work	Government	45	4.09	0.29
9	Com09	Government	45	3.47	0.34

Table6

Facets of job satisfaction for Private Media Institutions journalists

S.N.	Sub scales	Employer type of the respondents	N	Mean	Std. Deviation
1	Pay	Private	46	2.97	0.51
2	Promotion	Private	46	3.72	0.71
3	Supervision	Private	46	3.80	0.58
4	Fringe benefit	Private	46	3.39	0.65
5	Contingent rewards	Private	46	3.42	0.71
6	Operating conditions	Private	46	3.38	0.89
7	Coworkers	Private	46	3.86	0.68
8	Nature of work	Private	46	4.36	0.52
9	Communication	Private	46	4.06	0.78

Table 7 Facets of job satisfaction for Private Media Institutions journalists

4.6 Results for overall Job Satisfaction

This research also find out journalists overall satisfaction with their current job. In this particular question journalists had the option of choosing from the following four job satisfaction options: very satisfied, satisfied, dissatisfied, and very dissatisfied. The overwhelming majority of subjects indicated they are either dissatisfied (54%) or very dissatisfied (16%). Among the respondents 25.27% of them indicated that they are satisfied. Only 3.30% of the respondents said that they are very satisfied.

Overall Job satisfaction

Overall, how satisfied are you with your present job?

Satisfaction level	Frequency	Percent
Very dissatisfied	15	16.48
Dissatisfied	50	54.95
Satisfied	23	25.27
Very satisfied	3	3.30
Total	91	100

Table 8 overall job satisfaction

The following table (9) presented the overall job satisfaction of private and government media institutions journalists independently. Based on the finding 21.98% of journalists from government media indicated that they are dissatisfied, where as 32.97% of respondents from private media declared they are dissatisfied. 14.29% of journalists from government media indicated that they are very dissatisfied, but only 2.20% of journalists from private state they are very dissatisfied.

Overall, how satisfied are you with your present job?

Satisfaction level	Employer type of the respondents				Total	
	Government	%	Private	%		%
Very dissatisfied	13	14.29	2	2.20	15	16.48
Dissatisfied	20	21.98	30	32.97	50	54.95
Satisfied	12	13.19	11	12.09	23	25.27
Very satisfied	0	0.00	3	3.30	3	3.30
Total	45	49.45	46	50.55	91	100

Table 9 overall job satisfaction of private and government

4.7 Discussions of the findings

As we can see in table 2 journalists were asked about their intention to leave their current job. Majority of the respondents 68.13% indicated that they do have an intention to leave their current job. Based on this study, only 31.87% of the respondents declined to say yes. In addition, if subjects stated they were planning to leave their current job, they were asked to indicate their reasons. By using different expressions many mentioned that the current salary scale (19%), luck of job satisfaction (18%), “unfavorable” working environment (23%), luck of recognition for the work they did(12%), bad management (13%) and luck of promotion (6%) were the reason for leaving their current job. The remaining respondents simply mentioned “personal reasons” as their reasons for leaving their present job.

In this study luck of job satisfaction was mentioned by 18% of journalists as their reason to quit their current job. Researchers found strong relationship between job satisfaction and turnover. For example Research conducted by Vanderberg and Lance (1992) during which they surveyed

100 professionals in the information services for five months showed a strong relations between job satisfaction and employee loyalty. Their research proved that the higher the degree of job satisfaction the higher is the level of employee loyalty

Lack of promotion was also raised by journalists as a reason to leave their job. Similar research outcome can be also found in the literatures. For example according to Grobler, et al, (2006) lack of opportunity for advancement or growth can cause a high turnover rate for any organization. Likewise employees have been found to leave their organizations due to the lack of appreciation, recognition and rewards. Recognition is another critical ingredient in sustaining employee performance (Nel *et al.*, 2004).

As we can see from table 2 among who they said they are going to leave their current job 19% indicated poor salary scale is their reason. This finding is consistence with the argument of Rampur, (2009), for him the most common reason for employee turnover rate being so high is the salary scale. Those who didn't have a job may take the first one that comes along to carry them through while searching for better paying employment (Rampur, 2009). However Griffeth *et al.* (2000) noted that pay and pay-related variables have a modest effect on turnover.

The existence of bad management (13%) was also mentioned as a reason for turnover intention for Ethiopian journalists. Similar outcome also revealed by Blake (2006), for him, existence of poor relationship between the employee and his/her immediate manager is also factor for turnover. There is a saying that "people leave managers, not organizations" (Blake, 2006).

With regards to leaving journalism profession, only 26.37% of the respondents said they are going to quiet journalism. But majority of them 73.63% indicated that they are not going to

change their profession. This finding is somehow consistent with the findings in Uganda. In Ugandan press Mwesige(2004) found that 64% of the studied journalists in Uganda reported they would remain in journalism profession. For journalists confirming they did plan to leave the profession, they explained their reason for changing profession. Most respondents use sentences like: “luck of freedom in doing my job”, “losing my passion to pursue in the journalism profession”, “I fear political persecution”, “ tired of serving under incompetent bosses”, “ luck of autonomy”, and ”luck of satisfaction in what I am seeing in my office”. Very few respondents indicated poor salary and benefit package in journalism profession are their reasons to change their career in to another profession.

This finding is supported by the study of Felder, (2004), who reported that only few journalists leave the profession solely because of low salary and frustration. Those who said they would leave the industry cited poor journalism quality as the main reason. Similarly the study of Reinardy (2009) indicated that journalists will not leave the industry because of the workload, deadlines and low salary, but if those things lead to a decrease in the quality of journalism, they will.

Majority of, 69.23%, of the respondents stated that after knowing what they know now, if they had a chance to start their carrier over, they would choose journalism again. This finding reassured the assumption that most journalists love their profession in whatever conditions and their nature of work. Only 30% forwarded no answer for this question. If respondents indicated they would not choose journalism as a profession again, they indicated why not. The most prevalent reasons given for not choosing journalism as a profession again were “its poor salary”,

“luck of meeting professional goals”, “extensive political pressure”, “work stress” and some respondents simply said the “country is not ready for professional journalism”.

The other significant finding of this study is that still journalists in Ethiopia are not enjoying satisfaction in their overall job situation. This study revealed that most journalists were dissatisfied with their current job situation. As indicated in table 8, 54% of journalists expressed their dissatisfaction with their overall job situation, 16.48% of them said they are very dissatisfied; where as 25% of the respondents indicated that they are satisfied, only 3.3% state they are very satisfied.

This finding is slightly different with the study of Amanuel, (2005), which concluded that 89.6% of the journalists were ‘dissatisfied’ with their work situation and 2.2% were ‘very dissatisfied’. In this study only 8.2% of journalists from government media institutions were satisfied. Amanuel, (2005), finding revealed only 8% of journalists from government media institutions were enjoying satisfaction. The outcome of this study is also quiet contrary with a study conducted by MORI research inc. (1998) which reported that 64.5% of newspaper journalists were satisfied.

When we look at journalists from government media institutions separately after 9 years of the study of Amanuel, (2005), this research revealed that 44% and 28% of studied journalists from government media declared they are dissatisfied and very dissatisfied respectively. Satisfaction is enjoyed by only 26% of journalists from government media institutions.

Though Amanuel, (2005) study was conducted in a situation where media were overstretched in a difficult election time, still however after 9 years many journalists from government media

institutions couldn't enjoy satisfaction. One thing which we can take as good news is that unlike 8% in 2005, 26% of the studied journalists from government media institutions enjoy satisfaction. When we look at journalists from private media institutions separately majority of them 65.2% are dissatisfied, 23.9% and 6.5% of them declared that they are satisfied and very satisfied respectively.

In Ethiopian media institutions, based on Spector(1997) nine subscales of job satisfaction survey questionnaire, the study finds out that journalists find the relationship with their direct supervisor is unwelcoming, mean score of 3.41. Here supervision means to supervise journalists by the "senior editors", "gate keepers" or "team leaders" in media institutions. It plays an important role in context of job satisfaction. This is supported by Vroom (1982), he stated that there is considerable evidence demonstrating that satisfaction is related to the consideration an employee feels is received from supervisors. Similar research outcome was revealed by the study of Amanuel(2005) in Ethiopian government media institutions, which said majority of journalists were dissatisfied with supervision in their media institutions.

In order to find journalists satisfaction with their supervisor, they were asked about how they feel about the amount of information they get, the amount of constructive feedback, one of the most important aspects when thinking about the employees' work satisfaction, the appreciation the direct manager shows towards the work they do and they think the boss is quite aware of the abilities of the worker and the time their supervisor takes to listen to the employees' concerns. Most of journalists were ambivalence about the above factors.

The finding shows that journalists from government media institutions are more dissatisfied than journalists from private media institutions in terms of supervision. The mean score for journalists

from government media is 3.0%, where as journalists from private media institutions scored 3.8 mean. Most of the respondents felt that they are very dissatisfied with how their supervisor led the work. According to Linda's (1998) significant factors regarding to supervision which affects subordinates job satisfaction are; personality, interpersonal behavior, and management skills.

Journalists from both private and government media in this survey indicated they are not satisfied with the way their bosses lead the work. When asked to indicate factors that affect their job satisfaction in the open ended question, the majority of respondent's journalists indicated that "having bad and incompetent" supervisor affects their job satisfaction. This result of the study correlates with the study of Powers (1991). In a survey of local news employees in several television markets in the Midwest, Powers (1991) found that a manager's leadership style is critical in determining job satisfaction, as was an employee's perceived ability to play a part in the organization's decision-making process.

The relationship between supervisor and journalists is very essential when thinking of the job satisfaction and work motivation. Relatively journalists from government media institutions found that they are not getting positive support from "editors" or "gate keepers" which they desire. Some said that their editors openly forbidden them "not to say anything negative about their media institution even there are something to talk about". As Bruce and Blackburn (1992) reported good managerial relations is the second among variables affecting job satisfaction. They asserted that both job satisfaction and job performance are dependent on supervisors in the organization.

In this survey study in order to find out journalists perception regarding operating conditions, they were asked about rules and procedures making doing a good job difficult, their efforts to do

a good job are blocked or not, whether there are too much work to do and about paper work to do. Satisfaction in relation to operating conditions, this research revealed that journalists are also ambivalence with the work place environment. The mean score of 3.51 was recorded for journalists in Ethiopia. Based on the finding of this study relatively private media journalist's recorded the lowest mean 3.38 with that of journalists from government media institutions(3.65). According to Frame (2004) work conditions are defined as an employee's work place, work instruments, the work itself, organization policy, and organizational rules

Based on Herzberg (2005) two factors theory work environment is another motivating factor for the employees, since good working environment increases the productivity of the employees. Journalists in Ethiopia are not satisfied with the media institutions as a place to work; meaning that they consider their media institutions is not welcoming. In an open ended question to find the factors that cause dissatisfaction for journalists, most journalists use sentences like, "tense working conditions", "luck of basic equipment", "unfriendly relationships", "political pressure", "subjective and unjust evaluation methods" to express the factors for their dissatisfaction.

Likewise some Journalists told of being dissatisfied in the workplace because of discriminatory acts directed toward them by management and fellow workers. Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction.

In some cases journalists who participated in this study express their dissatisfaction regarding the supporting equipment at the workplace in an open ended question. Few journalists suggest that equipment is not good in their media organization. It is quite necessary to make sure that the

working environment of journalists is good and does not cause any disturbance and discomfort for the journalists during the work process. Based on the information gathered for this study, it can be concluded that most organizations haven't created appropriate working environment for the journalists at their work place.

Promotion was also an area of ambivalence for Ethiopian journalists, the mean score for opportunity for advancement for journalists in this survey was 3.50 (see Table 4) indicating that, on the average, journalists in this survey do not perceive that advancement is likely. Journalists from government media institution again score the lowest mean 3.02 with that of journalists from private media companies, 3.72 mean score. This finding shows that the participants surveyed had a mean score of three or higher for opportunity for advancement indicating that on the average, journalists do not perceive the opportunity for advancement is good. In an open ended question to find negative factors that lead to dissatisfaction, Journalists report being passed over for promotions and found "other journalists" with less experience and qualifications were given the jobs. They reported feeling isolated in the organization because they are not supporting how media organization runs.

Salary, fringe benefits and contingent rewards are the top most factors which cause dissatisfaction for both private and government media institutions journalists. This is found from the response of the journalists of studied media institutions in Ethiopia. As shown in the table (Table 4) irrespective of private and government media institutions journalists opined that they aren't satisfied by their salary, reward and benefit. The mean score of 2.60 and 2.97 were reported by this study for pay for both journalists from Government and Private Media companies respectively. In this case all surveyed journalists are very dissatisfied by their pay.

More over only few journalists think there are fair benefit conditions for journalists. The results are almost the same in relation with rewards, 2.92 and 3.42 mean score were reported for contingent rewards in journalists from government and private media institutions. The majority of journalists in this study find the fringe benefits compared to other profession is not fair. Only 2.86 and 3.39 mean score were recorded for fringe benefits in journalist from both government and private.

As we all know pay and benefits are the main motivating and stimulating factors. According to Herzberg's(2005) two factor theory, salary is a hygiene factor which causes dissatisfaction. If salary is lower the employees become dissatisfied with their jobs. If the pay and benefits system is managed well at the media institutions, it can raise employee motivation, productivity and satisfaction. In open ended question journalists stated that the reason for their dissatisfaction is that they think the current salary is not coping with contemporary economic condition is required.

Some journalists even thought that they are "victim of overlord" and they thought they are not paid in the way they do their work. This finding is different from the study of Tstati and Livio(2005 cited in Amanuel, 2005) , which reported pay is not indicated by journalists in Israeli as a major factor for dissatisfaction. The subscale of pay, benefits and rewards were a major predictor of intention to leave and the literature supports this. In addition, pay and salary have been well established as major indicators of job satisfaction and thus indirectly affected intention to leave (Campbell, Miller, & Robinson, 1985)

The other preliminary finding for the current study is that it indicates journalists are enjoying relatively better satisfaction with their relation to coworkers. Average mean score for coworkers

are 3.61, and journalists from private media enjoying satisfaction by reporting 4.09 mean score. Journalists from government media reported 3.86 mean score for sub scale of coworkers. This is consistence with the findings of Pitts (2004). In his study 80.2% of Serbian and Montenegro journalists were satisfied with relation to their colleague.

In Ethiopian media institutions communication with co journalists is one of the few areas where journalists enjoy relative satisfaction with mean score of 3.77. In this survey study, to find out journalists satisfaction with communication, they were asked about communication in their organization, whether the goal of their organization is clear to them, whether they believe they know what is going on with the organization and whether work assignments are explained fully or not. Journalists from private media institutions enjoyed satisfaction by recording the highest mean score of 4.6 with that of 3.47 for journalists from government media institutions. According to the study conducted by Miller (1980), it was discovered that management & friendly staff communications contribute to the level of job satisfaction.

This study revealed significant outcomes about satisfaction in relation to Nature of Work for journalists. Journalist from both private and government media institutions are enjoying satisfaction by the nature of their work. Among the nine sub scales to examine job satisfaction nature of work scored above 4 points. Journalists indicated that they are satisfied with the nature of their work by scoring average mean score of 4.23. Mean score of 3.47 reported for government and 4.36 mean score for journalists from private media institutions. The majority of the respondents think that they feel good or very good about working as journalists and performing at their best. In 2005, journalists from government media institutions expressed

similar satisfaction about their nature of work (Amanuel, 2005). Miller (1980) found that there is evidence of a connection between day-to-day job conditions and a worker's satisfaction level.

4.8 Interview results and discussions

In this part I present interview findings and discussions of the research regarding factors that contribute to journalist's job satisfaction. The data presented has been extracted from the transcripts of the personal interviews with the selected journalists. Using journalist's responses, I presented their feelings about the factors that contribute to job satisfaction of journalists. All most all interviewed journalists asked conformation for the confidentiality of their responses.

In the transcriptions of the interviews quoted throughout this section, instead of their name I used numbers to differentiate them. In the quotations from the transcripts I used generic terms such as "media institutions" or "managers" or "senior editors" enclosed in brackets in place of the actual name spoken by the participant in the interview. This has been done to protect the confidentiality of journalists. The findings are presented in accordance with the presumed research question.

In order to find out their view regarding factors that affect journalist's job satisfaction, the researcher planed to interview 15 journalists. But only 10 journalists were available at the time. These 10 journalists have worked in different media institutions and have different experiences. In order to find out the real factors, with the rank of junior reporter to senior editors in the Ethiopian media institutions were interviewed.

The interviews were conducted through face to face. In most cases phone conversation and email were used to clarify things and to make sure I noted their responses properly .The interview

questions include questions about the factors that contribute for their job satisfaction, incidents that lead them to leave the organization, questions about their job satisfaction level while working as journalists, their perception of the management style and work environment in their respective media organization and its relationship to their job satisfaction.

How do you characterize your job satisfaction?

Journalist 1 holds an undergraduate degree in literature from Addis Ababa University.

Before becoming journalists he was a teacher in one of the private school in Addis Ababa. When I asked if he experienced job satisfaction while he was a journalist, he answered:

“I really loved the job. I had to take a pay cut. What I’m earning as a journalist was not what I used to earn. I was earning much more with the former job by taking extension classes. I was satisfied and that I was happy with what I was doing as a journalist that makes up for even that monetary loss”.

Journalists 2, who have undergraduate degree in political science and international relation, worked as a journalist for the last 5 and half years in two different media institutions. He remembered his time as a journalists as satisfactory one. He went on to say that:

“From the outset the notion of serving the society through truth gives you something extra. Something which other professions do not give you. Reporting relevant issues used to give me pleasure and sense of self accomplishment I love just being a journalist. That just makes me feel good. I feel like I’m helping my people through giving relevant information”.

Journalist 8 has been working as journalist in the last three years. Before his current duty he worked as PR expert in one public institution in one regional state. When asked about his time as a journalist, he expressed somehow a feeling of overall job satisfaction. He said that:

“Everything’s was pretty good with the exception of the pay. The pay could be a little bit better and my boss could be a little bit better. Outside of those two factors, job satisfaction is pretty much there”.

Journalist 3, 4, 5, 6, and 9 hold different view regarding their experiences as journalists. They expressed their dissatisfaction as:

“I didn’t fully exercise what I wanted to do and that makes me dissatisfied”

“The issue which I used to report as a journalists were not something which I aspired to do. I used to complain about it. I felt I wasn’t doing journalism at all”

“I should say that I loved the profession but my boss makes me to hate it. So it is very difficult to say I was happy being a journalist”

“I wasn’t only dissatisfied but also decided to change the profession which doesn’t gives me hard time. From the outset I didn’t study journalism; I only joined “media institution” for securing a job”

“I feel that if things were deferent in the “media organization” and if “managers” were a little bit supportive enough to coach us I would love to stay there”

I asked them how they felt about job satisfaction, the media organization, their bosses and their professional freedom. Few of them responded as” well, not good, not bad, good and nice”

For example journalist 1 said that:

“Well I really feel that the management was great there. They didn’t feel that they have to come out every minute to check to see me writing news articles, how I prepared the story and whether I come on time or not. I don’t know if that’s part of their management style, I’m not really sure.

So they pretty much modern. As I told you I worked in private news paper, my bosses only care about what I come up with. They kind of leave you to with your work”.

Journalist 8, in response to the same question she said:

“Yes, I have job satisfaction. I feel creating story for children gives me the greatest satisfaction (she told me that she was working in one TV stations in children program section). I don’t know why but unlike my friends my bosses were good for me. My friends used to say to me it was because I was doing children program that I didn’t encounter what they claimed it “bad face of our bosses”

Journalist 3 expressed dissatisfaction in her time as a journalist. She had worked in one “media organization” for 6 years as professional journalists and did not experience job satisfaction in that classification. I asked if she experienced job satisfaction. Her response:

“I was a senior editor and I liked the profession because it gives me an opportunity to help people but I don’t think that what I was doing is included in the category. I wasn’t not doing story telling or serving our audiences. I was doing a lot of paperwork like editing staff and being in the office a lot”.

I asked how they perceived journalism profession and here are some of their responses.

Journalist 7 has M.A degree in English language. He stated that:

“I like the respect that I get from my bosses and audiences. I was a professional journalist who has to think about societal problems and the one to show the way out from that problems”.

Similarly, journalist 10 in response to the same question, he stated:

“I was enjoy working as a professional journalists much more than working as what can I say any other respected professions in our society. You know like for example being a doctor or an engineer. There is a certain amount of respect you get from the people because you have touched their life. I used to prepare future articles about economic issues which touch the life many people directly or indirectly”.

Unlike the above journalists, journalist 4 has different views regarding media institutions, journalism profession, their leaders, job satisfaction and factors that lead his turnover. He has been in the profession of journalism almost for 9 years. He said that all he knows in his professional work is about journalism. This journalist had recently changed jobs to another organization. The change occurred after he believed he would no longer exercise the profession as he wished. He expressed dissatisfaction with his professional work because of the increased responsibilities and lack of recognition for his work. Here is how he answered my question about the media organization he used to work and his boss's:

“It is really amazing to describe how the “media organization” was operating. I have done everything they asked me to do. I realized that there was not fair distribution of work. Literally speaking my boss was not qualified to lead the news room. I remembered how we argued day in day out about the way we were reporting. The first thing he used to check was whether the story has words or sentences which he framed to as “offending words to the government” rather than weather the story had news worthiness or had significant impact to the society or so on”.

Likewise journalist 5 describes why he leave “media organization”. Note that the reason given for his departure is pressure to do what he doesn't believe in, lack of autonomy and his perception of the incompetence of his manager.

“My supervisor was not competent to show me what I missed and he didn’t appreciate the work I have done. For your surprise he usually took the credit for the work I have done. We were obliged to do what we didn’t believe in. Like reporting some economic achievements while I was witnessing serious economic problems in my day to day life. The worst thing is there was not autonomy in selecting issues and we were obliged to frame news’s in certain ways”.

I asked specific example for his view and he recalled one incident:

“I felt bad when I saw discrimination in our media institutions. When opportunity came for us to cover stories in abroad, our manger simply gave it to someone whom we believed was incompetent but “loyal” to the government. You can see clear discrimination between party members and none party members”.

When asked to elaborate about his claim of lack of autonomy and way of framing news’s, he said:

“We all know what our editorial policy says. Clearly in paper we do have autonomy to cover and report, but what I have done usually edited again and again and sometimes even I felt that the original story was dead. During my first years in the media organization I used to argue about the way we frame the news but after a time I just let it go”.

Another journalist (journalist 9) also holds the same feeling and expressed it as:

“The way “people” perceived us in the way of a government cadre contributes significantly for my decision to leave the media station. I just wanted to be considered as a professional journalist rather than a propagandist. The antagonistic communications between journalists in our media institution were also made me dissatisfied. I couldn’t continue while I was not enjoying what I was doing”.

Most journalists expressed general terms to their departure from “media organization”. In most cases interviewed journalists claimed that bad management, lack of job security, discrimination among journalists based on different things, lack of fairness, fearing political persecution, lack of autonomy, lack of independences and the poor work environment in their media institutions were the factors that lead to their turnover.

For example one journalist (journalist 4) explained the situation as:

“Well in general I found out that the “media institution “was mismanaged. There was no clear objective about what we suppose to achieve. I felt that they only care about the copy of the news paper or numbers of sponsors. The problem exists in both private and government media institutions. Luckily enough I have the experience of both. They believed that balance is “a luxury thing” in Ethiopia media. I sometimes wonder what I was doing. You know what some individual perhaps dictate the content of the paper or radio productions. I expressed my strong disagreement regarding how we cover political stories”.

When asked to elaborate about “some individual dictate the content of the paper” comment he declined to mention detail things but said that:

“Outside of the news room or even sometimes individual who are not a journalist by profession have exerted their strong hands to influence the content of the paper. You may not believe me but the truth is that these individuals have strong say about the content of the paper; especially during we report political issues. These individuals are business man or politicians who have their interior motives. Things in news paper are more dynamic than in other wing of media. After agreeing on stories which is going to be covered in our weekly editorial meeting, our editor in chief usually changed it”.

Unlike other journalists, journalist 10 explained in detail about what few journalists said” discrimination among journalist based on different things”.

“I don't believe that what I do is appreciated or understood by my colleagues or management. Also, I didn't feel safe in my work environment due to my political stance. In one meeting regarding developmental states and developmental journalism I expressed my disagreement openly and then after that meeting I labeled as “right wing extremist”. He further explained the situations as:

“My immediate boss was afraid of giving assignments to me. My colleagues afraid of socializing with me. At one point you know, you have to decide whether you have a future here or not. I decided that they wanted me to leave so I did leave the “media organization”.

In similar notion journalist 6 stressed lack of freedom and sense of insecurity in media industry pushed him to leave his job. For him journalism in Ethiopia is very risky profession. He further explains his view:

“To tell you honestly I am not ready to sacrifice my youth. My family used to remind me that I should take care of myself while I was producing something. I strongly believe that both the government and the people are not ready for professional journalism in Ethiopia. Sometimes I exercised self censorship due to fear of persecution. Living your life in existence of such fear is very stressful, so I decided to leave”.

Likewise Journalist 9 stated multiple reasons:

“Well I was not satisfied with the way I was doing my job because there are so many dynamics in journalism profession that I think that most people don't even understand. For example I'm young and I'm in a profession where journalists need to serve the society with passion I was

dissatisfied because I'm in an organization that's top heavy with administrators and the people in the front line, like me are not encouraged to exercise real journalism. I'm not encouraged to think differently or to see things in different perspectives".

Similarly journalist 5 explained his reason for leaving media organization:

"I was tired of do this; don't do that policies regardless of its importance to the people. It's not encouraging to do what they asked me only. So that's a big issue for me".

Six of the 10 interviewed journalists have made a decision to change their careers and involve in another profession. Among the repeatedly mentioned profession by them, these are the major ones: a NGO communication officer, legal practitioner, PR officers in different organizations, and start their Owen business. The following statements describe participant's reason for choosing another profession. I asked this of each participant: "Tell me why you chose to change your profession"

For example Journalist 7 states multiple reasons for changing journalism profession:

"The number one factor was that I was pretty much dissatisfied in my professional life and I started reflecting on what made me happy and the first thing that came to mind was starting my Owen business in advertising". He further states that:

"You know what I had two goals when I joined this profession. First of all I had strong dream to become professional journalist as of those who work in Aljazeera or BBC. Sometimes after watching their documentaries and live coverage, I override by guilty conscious of not serving the society. While I was working as a journalists in one "media organization" I didn't fulfill my aspiration to tell the stories that could change the lives of many other, I did also wish to get the

experience to start my Owen news paper in the future. Both of my dreams couldn't become real".

(In one way or another most journalist share these views)

In similar not one journalist expressed his reasons to change the profession. For this journalist the issue of job security was the fundamental reason to choose other profession:

"First I was I junior journalist in one private news paper, and I didn't have a contract. My job was not secured. I couldn't really figure out why they didn't give me a permanent position so that I don't worry about the future. Every time my boss faces become angry I was really scared of what he is going to do. I knew I wanted to work and support my family. If opportunity came up I joined one NGO and I am really satisfied now". Most journalists who decided to involve in another career shared the above two journalists view.

Each of the interviewed journalists worked in a government or private media, both in print and broadcast, institutions. Though they may have pursued other occupations after obtaining their undergraduate degrees, each had three to nine years of experience working in a media organization. Their stories suggest that their decision to make a career and job change was based on a sense of dissatisfaction with their job environment and what they repeatedly called it "lack of autonomy" and "political interference". The assertion of these journalists is very much consistent with the findings of Weaver et al. (2007). According to this study, Weaver et al. (2007) reported that "outside agents," particularly government officials who try to control the news flow, affect the news gate keeping role and deny access to information. According to French (2003), a high employee turnover rate is often prevalent in an environment where employees are highly dissatisfied.

Most of them expressed their love for the profession. But other reasons for the career change were indicated. Journalists 5, 6 and 9 were forced to change their profession due to “bad working environment”, “lack of professionalism” and “lack of job satisfaction”. This assertion of Ethiopian journalists is also consistent with the study which was conducted in Arab journalists by Pintak and Ginges (2012). They reported that Arab journalists in 14 countries were disappointed in their media’s lack of professionalism and high levels of corruption and government involvement.

Journalists 2, 3, 7 and 10 found that they could use their experience as journalist in their work as advertiser. Most Journalists felt the pressure of doing “what they didn’t believe in” and due to “having incompetent bosses”. According to Armstrong (2006), many employees decide to resign from an organization as a result of conflict they may be having with their immediate managers.

Journalists 1,4,8, and 10 thought that work as a journalist in Ethiopia is not rewarding in both professional and financial aspects. They mentioned lack of development in the career path and lack of recognition for their achievements contributed a lot for their decision to quit journalism. This finding is key because, in a recent study of journalists who have left newspapers, it was revealed that over 50% of the survey respondents listed lack of career advancement as a very important factor in their decisions to leave (Media Report to Women, 1996).

Those who leave the media perceive wage as a contributing factor but not the main factor. If they asked “would you remain there, if the wage was improved? Many declined to yes. Only few journalists acknowledge minimum wage for journalists as the main factors for his departure from the media institutions. Similar outcome was revealed by the study of Reinardy, (2009), which

concluded that journalists will not leave the industry because of the workload, deadlines and low salary, but if those things lead to a decrease in the quality of journalism, they will.

The issue of stress was mentioned mainly from journalists working in news paper. Two of them mentioned that “our bosses only wanted to do the job with two or three journalists”. One journalist said “sometimes I slept on the floor of our office”. This finding is also consistent with the research of Felder, (2004), which reported that few journalists leave the industry solely because of the stress and frustration.

In some cases journalists complained about the institutional values of their media organization and how their media institutions run. For example one journalist said that “my boss only worried about numbers of the copies of the paper”. Research has shown that workers are more satisfied with their jobs when they “perceive their personal goals and values as congruent with the organization’s goals, values, and culture” (Beam 2006: 171). Similarly the study of Felder, (2004) indicated that those who said they would leave the industry cited poor journalism quality as the main reason.

All most all noted that the primary source of job satisfaction for journalists was performing a professional journalism. This finding was also revealed by the study of Bergen and Weaver (1988). In their survey of American journalists, Bergen and Weaver (1988) found that the opportunity to choose the stories they will report and the chance to specialize in the field were among the significant predictors of job satisfaction for journalists at medium-sized American newspapers.

The other main reason mentioned by most participants for satisfaction in performing the work of a professional journalism was the opportunity to “help people”, to set “agendas” in the community, to become a “voice” for those who don’t have access. The essence of serving the people has been mentioned as the main reason. This finding is consistent with the study of Pollard (1995). In his study of Canadian news workers, print and broadcast, Pollard looked at the ongoing conflict between organizational structure and the role of professionalism. He concluded that sense of professionalism and service to community are the main factors that contributed to job satisfaction of journalists.

On the other hand, the predominant factors contributing to their turn over were “management incompetence”, lack of independence, lack of autonomy to choose story’s, discrimination in work place, lack of fairness in distributing story’s, political pressure and lack of recognition for good job. Likewise research by Pollard (1995), as cited in Beam (2006), showed that journalists’ professional satisfaction with their job goes up if they are provided with “more autonomy, authority, and control over their work—hallmarks of what he characterized as professional control” (Beam 2006: 172).

Another significant finding of this paper was journalist’s perceptions that the poor performance of professional duties by “managers”, “senior editors” and “gate keepers” in their organizations was a major factor contributing to job dissatisfaction.

CHAPTER 5

SUMMARY, CONCLUSION and RECOMMENDATIONS

5.1 SUMMARY OF THE FINDINGS

The main objectives of the study were to investigate factors that affect job satisfaction of journalists from government and private media institutions. The study was also aimed at finding the overall job satisfaction of journalists. In order to address the intended research questions the research employed both quantitative and qualitative research methods. As for quantitative research method, questionnaire was utilized. Moreover to substantiate the questionnaire, qualitative method in the form of individual in depth interview was employed.

As we have seen in second chapter job satisfaction was understood as the fulfillment of one's expectation from job. It was also defined as the degree to which an individual likes their job and consists of an affective component which comprises an individual's feeling of satisfaction regarding their job and a perceptual component which evaluates whether one's job is meeting one's needs. So, job satisfaction cannot be generalized. From institutional perspective, reward, working environment, supervisory style affects the job satisfaction of any employee.

Generally speaking this study finds out 54.9% and 16.48% of the respondents are dissatisfied and very dissatisfied by their overall job situations respectively and 25.27% and 3.3% indicates they are satisfied and very satisfied respectively. We can see that still satisfaction for most journalists is not an attainable task. Majority of journalists, 68.3% who participated in this study have an

intention to quit their current job. As literature reveals dissatisfied employees have a high chance to leave their job. In this study only 31% of journalists planned to remain in their current job.

The other significant finding of this study is that an overwhelming majority of the studied journalists don't have a plan to change profession. 73.63% of the respondents declined to say yes when asked about whether they have a plan to pursue another profession. This clearly shows that though they are dissatisfied by their current job situation they love to remain in journalism profession.

The study shows that pay is the most dissatisfactory element for both private and government media institution journalists. Among the nine subscales of satisfaction pay recorded the lowest mean score. For both journalists from government and private media institutions average mean score of 2.79 was reported. They are getting poor salary which causes dissatisfaction to them. Herzberg identified salary as a hygiene factor in his 'two factor theory'. Salary, fringe benefits and rewards are recorded lowest mean for both journalists from private and government media institutions.

On the other hand communication, relation with coworkers, nature of work scored relatively highest mean score. Mean scores of 3.77, 3.61 and 4.23 were reported for communication, relation with coworkers and nature of work respectively. Among the nine subscales to measure job satisfaction of journalists only nature of work recorded above 4 point mean.

Possibility for advancement and supervision in contrary recorded low mean score. Mean scores of 3.5 and 3.4 were recorded for promotion and supervision. In an open ended question journalists stated their dissatisfaction when there is denial of an opportunity for promotion, not

being given the necessary responsibility and authority to perform delegated tasks, and lack of promotional opportunities.

The study also shows that nature of work with mean score of 4.23, contributes positively for creating job satisfaction for journalists in Ethiopia. For most journalists the nature of work creates satisfaction for them.

Journalists were also stated the factors affecting their job satisfaction. They indicated that bad working environment, unwelcoming interpersonal relationship, and supervision of boss are among the factors that affect their job satisfaction.

More over this study also found that because of unfavorable working condition journalists from government media institutions are more dissatisfied than journalists from private media institutions. Those journalists who participated in interview session described individual factors in their work that gave them job satisfaction. They identified helping people, autonomy, serving the people, getting feedback, having good supervisor who knows “what it takes” in the profession of journalism, as a major factor contributing to their job satisfaction. Most interviewed journalist’s directly or indirectly described the possibility to help people through their profession as the primary factor for their job satisfaction.

5.2 CONCLUSIONS

In light of the discussions of the findings, the following points serve as concluding remarks for the study. This researcher recognizes the fact that there are many factors which cause dissatisfaction to journalists while very few causes remain which brings satisfaction for Ethiopian journalists. There are also differences between private and government media journalists in enjoying job satisfaction. Moreover this study also revealed that journalists in Ethiopia feel ambivalence with communication and coworkers. However Ethiopian journalists are very dissatisfied with their pay, benefits and with their opportunities for promotion. In general the mean scores and the standard deviations for all the nine subscales of the JSS are relatively low.

Likewise, the factors which are the causes of satisfaction or dissatisfaction have also been different for journalists in private and government media institutions. But the existence of dissatisfaction by their work situation more or less has acknowledged by the respondents. It seems that journalists are critical to the implementation of professional journalism in Ethiopian media institutions. The situation for journalists in the media institutions in Ethiopia seems as one journalists put "unwelcoming".

Some repeatedly mention the existence of incompetent editors and leaders in media institutions as the major source of dissatisfaction. Some journalists raised questions about operational decisions they saw being made by editors in their newsroom. They expressed concern that some supervisors lack competency and willingness to exercise professional journalism. This suggests that bad management practices cause job dissatisfaction no matter what the organizational structure might be.

As this research study has discussed and illustrated, job satisfaction of Ethiopian journalists needs serious attention from all stakeholders. If the existing dissatisfaction by their overall job satisfaction continues, journalists cannot perform their job ethically and professionally.

5.3 RECOMENDECTIONS

The researcher would like to put few points as recommendations observed in carrying out this study. Even though these points were raised in chapter four and five in different dimensions, the researcher believes that mentioning them as recommendations would give further infuses to all stakeholders to deal with the problems and find out better solution for future.

- The majority of journalists are dissatisfied with their overall job situations. If effective functioning of the profession of journalism needed and if journalists are expected to perform well and serve the society, it needs attention from government and leaders of media institutions to critically examine the problems and address it.
- It appears that Media institutions need to improve the skill and personalities of supervisors since supervision crate dissatisfaction for most journalists.
- Though many journalists reflected dissatisfaction in the nine sub scales; almost all are enjoying satisfaction with their nature of work. This finding can work as a stepping stone for policy maker, and media leaders to address problem of professionalism in Ethiopia media industries. If problems are addressed properly most journalists are ready to work their job with passion.
- Media practitioners and leaders can also improve operating conditions for journalists so that they can enjoy satisfaction and remain in their current job and work productively.
- This study also revealed that among the many reasons which were forwarded by journalists to their job dissatisfaction, turnover and changing profession, fear of political persecution was the main one. The researcher believe such act from government and even the existence of assumed fear between journalists would sooner or later kill the

possibility of developing journalism profession in Ethiopia , so it needs immediate attention from government.

- As few journalists expressed it having different perspectives and opinion on certain matters can cause problems for journalists in some media institutions. There has to be press freedom that can allow journalists to have their Owen opinion.
- Maintaining the autonomy and freedom of journalists is also needed serious attention. This research revealed that in some media outlets individuals outside of the news room were determining the Contents of the paper. This clearly endangers the whole essence of independence, autonomy and serving the truth in journalism profession.
- Media institutions is advised to look on to providing appropriate benefits, pay and rewards based on the contribution of journalists
- Appropriate recognition is also needed for the journalists who perform well.
- Rest of the findings shows that there are unfinished tasks from journalists, media leaders and policy makers to elevate the problems of journalists in Ethiopia.

REFERENCES

- Abbasi, S.M., and Hollman, K.W. (2000). *Turnover: The Real Bottom Line*, Public Personal Management, 29(3): 333-342
- Abraru Sherif (1998). "Job satisfaction of teachers: a comparative study on male and female teachers in six senior secondary schools of A.A". Unpublished MA thesis , Addis Ababa university
- Amanuel Gebru (2006). "Job satisfaction of journalists in the Ethiopian federal state media". Unpublished MA thesis, Addis Ababa University.
- Agho, A.O., Mueller, C.W. & Price, J.L. (1993). *Determinants of employee job satisfaction: An empirical test of a causal model*. Human Relations, 46(8), 1007 – 1027.
- Aldridge, M. (1998). *The tentative hell-raisers: identity and mythology in contemporary UK press journalism*. Media, Culture & Society, 20(1), 109-127.
- Angel, P., & Cannella, A. (2004). Executive Turnover Revisited From an Efficiency Wage Perspective. *The Journal of the Iberoamerican Academy of Management*, 2(1), 7-23.
- Armstrong, M. (2006). *A Handbook of Human resource Management Practice*, Tenth Edition, Kogan Page Publishing, London,, p. 264
- E. Babbie and J. Muton (2002). *The practice of social research*. Belmont, CA: Wadsworth
- Beach, D.S. (1980). Personnel: The management of people at work (4th ed.). New York: Macmillan Publishing Co. Inc.)

- Beam, J. (2009, November 12). *What is Employee Turnover?* Retrieved November 13, 2013, from WiseGEEK: <http://www.wisegeek.com/what-is-employee-turnover.htm>
- Beam, Randal. (2006). "Organizational Goals and Priorities and the Job Satisfaction of U.S. Journalists." *Journalism & Mass Communication Quarterly* 83(1): 169-185.
- Bergen, Lori and Weaver, David. (1988). "Job Satisfaction of Daily Newspaper Journalists and Organization Size." *Newspaper Research Journal* 9(2): 1-13
- Benz, M. (2005). Not for the Profit, but for the Satisfaction? —Evidence on Worker Well-Being in Non-Profit Firms. *Kyklos*, 58(2), 155-176
- Blake, R. (2006) "Why employees leave". [Online] Available from: <http://www.articlesbase.com/affiliate-programs-articles/why-employees-leave-58361.html>[Accessed 2013, 16 August].
- Bruce, W. M., & Blackburn, J. W. (1992). *Balancing job satisfaction and performance*. Westport, CT: Quorum Books.
- Branham, L. (2005). *The 7 hidden reasons employees leave: How to recognize the subtle signs and act before it's too late*. New York, NY: Amacom
- Brikend Aziri(2001) *Job satisfaction: A literature review management research and practice* vol.3 issue 4(2001)pp:77-86
- Brough, P. and Frame, P. (2004). Predicting Police Job Satisfaction and Turnover Intentions: The role of Social Support and Police Organizational Variables. *New Zealand Journal of Psychology*, 33(1):8-16.
- Brush, D.H., Moch, M.K. & Pooyan, A. (1987). Individual demographic differences and job satisfaction. *Journal of Occupational Behavior*, 8, 139 – 155.
- Bryman, A(1988) *Quantity and Quality in social Research* , London: Routledge.

- Buitendach, J.H., & De Witte, H. (2005). Job insecurity, extrinsic and intrinsic job satisfaction and affective organisational commitment of maintenance workers in a parastatal. *South African Journal of Business Management*, 36(2), 27-37.
- Campbell, J.P. & Pritchard, R.D. (1976). Motivation theory in industrial and organizational psychology. In M.D. Dunnette (Ed.), Handbook of industrial and organizational psychology (pp.63 – 130). Chicago: Rand McNally
- Carsten, J.M. and Spector, P.E. (1987). Unemployment, Job Satisfaction, and Employee Turnover: A Meta-Analytic Test of the Machesney Model. *Journal of Applied Psychology*, 1987, 72: 374-381.
- Chan, Joseph, Pan, Zhongdang, and Lee, Francis. (2004). “Professional Aspirations and Job Satisfaction: Chinese Journalists at a Time of Change in the Media.” *Journalism & Mass Communications Quarterly* 81(2): 254-273
- Chang, Li-jing and Massey, Brian. (2010). “Work Motivation and Journalists in Taiwan and the U.S.: An Integration of Theory and Culture.” *Asian Journal of Communication* 20(1): 51-68
- Chruden, HJ & Sherman, AW (1972). *Personal management*, South-Western, Publishing Company.
- Cooper, Donald R. and Schindler, Pamela S. (2001) *Business Research Methods*. 7th edition. Boston. Macgraw-hill.
- Daft, L.R. (2005). *The Leadership Experience*. (3rd ed.). South-Western: Thomson
- Deprez and Raeymaeckers, 2012 A Longitudinal Study of Job Satisfaction Among Flemish

- Deshpande, S.P. (1996). The impact of ethical climate types on facets of job satisfaction: An empirical investigation. *Journal of Business Ethics*, 15, 655 – 660.
- Dess GD, Shaw JD(2001). Voluntary turnover, social capital, and organizational performance, *Academy of management*. 26(3), 446-56
- Diaz-Serrano,L. and Cabral Vierira,J.A, (2005). Low pay, higher pay and job satisfaction within the European union:Empricl evidence from fourteen countries, IZA Discussion papers no.1558, institute for the study of labour(IZA), 2005, available at: <http://ideas.repec.org/p/iza/izadps/dp1558.html>.
- Dunnette, MD (ed) (1996). *Nature and causes of job satisfaction*. In Handbook of industrial and organizational psychology. Rand McNally, Chicago
- Ellickson.M.C, and Logsdon, K.(2002). Determinants of job satisfaction of municipal government employees (electronic version). *Public personnel management*,31(3),343-358
- Fedler, F. (2004). Insiders' Stories: Coping with Newsroom Stress: An Historical Perspective. *American Journalism*, 2(3), 77-106.
- Feather, N.T. & Rauter, K.A. (2004) Organizational citizenship behaviors in relation to job status, job insecurity, organizational commitment and identification, job satisfaction and work values. *Journal of Occupational*
- Fontana & Frey, Fontana, A. & Frey, J. H. (1994) The group interview in social research. *Social Science Journal*, 28.
- Fossey,E et al.(2002). Understanding and Evaluating Qualitative Reaserch. *Australian and New Zealand Journal of Psychiatry*, 36:717-732

- Frauenheim, E. (2010). "Bosses don't drive workers away, poll concludes" *Workforce Management Journal*, 89 (4):1 [Online] Available from: <http://web.ebscohost.com/ehost/detail?vid=4&hid=113&sid=ef2b0cce-e728-4656-981f50788fbd30f4%40sessionmgr113&bdata=JnNpdGU9ZWwhvc3QtbGl2ZQ%3d%3d#db=a9h&AN=49148778>
- French, W.L. (2003). *Human resources management* (5th ed.). New York: Houghton Mifflin Publishers
- Francis.G and Milbourn Gene (1980). *Human behavior in the work environment: a managerial perspective*. Santamonía good year publishing company.
- Gazioglu,S and Tansel, A. (2002). *Job satisfaction in Britain: Individual and job related factors*, Economic Research Center working papers in economics 03/03, Ankara,2002. Available at: <http://ideas.repec.org/p/met/wpaper/0303.html>.
- George, J.M. and Jones, G.R. (2008). Understanding and Managing Organizational behavior, Fifth Edition,Pearson/Prentice Hall, New Jersey, p. 78
- Gibson, James, L., Ivancevich, John, M. and Donnelly, Jr. James, H. (2000). *Organizations – Behavior – Structure – Processes*. 10th Edition. Boston. McGraw-Hill
- Griffeth RW, Hom PW, Gaertner S (2000). "A meta-analysis of antecedents and correlates of employee turnover: update, moderator tests, and research implications for the next millennium", *J. Manage.* 26 (3): 463-88
- Grenberg, Jerald, Robert A. Baron. (2003). *Behavior in Organizations: Understanding and Managing The Human Side of Work*, 8th edition, Prentice Hall, New Jersey, 2003
- Gruneberg, M. (1979). *Understanding job satisfaction*. London: MacMillan

- Grobler, P, Warnich, S, Carrell, N, Elbert, D & Hatfield, R. (2006) *Human Resources in South Africa*, 6th Edition. London: Thompson Learning.
- Graham, G.H. (1982). *Understanding human relations. The individual, organizations, and management*. Science Research Associates, Chicago Inc.
- Haile-Giorgis (2008) Cultural attitudes and gender inequality in Ethiopia: The case of “Yeken Kiginit” serial drama, Unpublished MA thesis, Addis Ababa University
- Hansen, A. et al. (1998) *Mass Communication Research Methods*, London: Macmillan Press
- Hatton, C. and Emerson, E. (1998), "Organizational Predictors of Staff Stress, Satisfaction, and Intended Turnover in Services for People with Multiple Disabilities", *Mental Retardation*, **31(6)**: 388-399.
- Haven Tang, C., & Jones, E. (2012). Local leadership for rural tourism development: A case study of Adventa, Monmouthshire, UK. *Tourism Management Perspectives*, 4, 28-35. <http://dx.doi.org/10.1016/j.tmp.2012.04.006>
- Hertz, KT, Dunn, CL, Fabrizio, NA & Milburn, JB (2007). *Experts Answer 101 Tough Practice Management Questions*, Medical Group Management Association, Englewood, CO
- Hartel, CEJ, Fujimoto, Y, Strybosch, VE & Fitzpatrick, K (2007). *Human Resource Management*, Pearson Education Australia, Frenchs Forest NSW
- Herzberg, F. (2005). Motivation-Hygiene Theory. In J. Miner, *Organizational Behavior I: Essential Theories of Motivation and Leadership* (pp. 61-74). New York: M.E. Sharp.

- Hom, P.W. and Griffeth, R. (1995), "*Employee Turnover*", Cincinnati, Ohio, South Western College Publishing
- Hodgetts, RM & Hegar, KW (2005). *Modern Human Relations at Work*, 9th Ed., Thomson-West, Eagan, MN
- Holland and Campbell(2006). *Methods in Development Research: Combining Qualitative and Quantitative Approaches*, UK, Replika Press Pvt.Ltd
- Johnson J, Griffeth RW, Griffin M (2000). "Factors discrimination functional and dysfunctional sales force turnover", *J. Bus. Ind. Mark.*15 (6): 399-415
- Kaplan Robert S., Norton David P. (1996). The balanced scoreboard: translating strategy to action, USA
- Krietner R.and Angelo Kinicki (1992). Organizational behavior. USA von Hoffman press
- Luthans, F. (1998). *Organisational Behaviour*. 8th ed. Boston: Irwin McGraw-Hill.
- Lee, FW (1988). *How job dissatisfaction leads to employee turnover* *Journal of business and psychology*, Vol. 2, No.3, p. 263
- Mano Rita -Negrin, Shay S Tzafirir (2004). "Job search modes and Turnover" *Career development international*. (5): 442-446
- Masri, M. (2009). Job satisfaction and turnover intention among the skilled personnel in TRIPLE BERHAD.(Master), University Utara Malaysia
- Massey, Brian and Ewart, Jacqui. (2007). "Satisfaction of Australian Newspaper Journalists during Organizational Change." *International Journal of Communication* 17(2). Retrieved from: <http://vlex.in/vid/satisfaction-australian-journalists-56991831>

- McQuarrie, Fiona. (1999). "Professional Mystique and Journalists □ Dissatisfaction." *Newspaper Research Journal* 20(3): 20-28.
- Michael K. et al (2003). An Investigation of Job Satisfaction and Female Sports Journalists.
- Miller, Jane F. (2002). Executive Excellence. Provo: Dec. Vol. 19, Iss. 12; pg. 15.US.
- Mobley, WH (1982). *Employee Turnover: Causes, Consequences, and Control*, Addison-Wesley, Philippines
- Mobley, W, Griffeth, R, Hand, H, & Megliano, B (1979). *Review and conceptual analysis of the employee turnover process*. Psychological Bulletin, Vol. 86, pp. 493-522.
- Mobley J. and E.A Locke. (1970). "Some determinents of job satisfaction" journal of applied psychology 49, 161-163
- Mududa, E. O. (1983). Employing Trained Personnel for improved job satisfaction. A case Study of Kenya Civil Service. Unpublished MBA Research project
- Mwesige, P (2004). "Disseminators, advocates and watchdogs" a profile of Uganda journalists in the new millennium", *journalism* 5(1):69-96
- Nel, P, Werner, A, Haasbroek, G, Poisat, P, Sono, T & Schultz, H. (2008). *Human Resources Management*. 7th Edition. Cape Town: Oxford Southern Africa
- Oshagbemi, T. O. (1996). Job satisfaction of UK academics. *Educational Management and Administration* 24 (4): 389±400
- Oshagbemi, T. O. (1999). Overall job satisfaction. How good are single versus multiple item measures? *Journal of Managerial Psychology* 14 (5±6): 388±403

- Petri, H.L. (1996). Motivation: Theory, research and applications (4th ed.). New York: Brooks / Cole Publishing Company)
- Pinder, Craig C. (1998). *Work Motivation in Organizational Behavior*. Prentice Hall, New Jersey.
- Pitts, G (2004). "Job satisfaction and professionalism among radio and television employees in Serbia and Montenegro", submitted for review to global fusion 2004 faculti submission.
- Pollard, George. (1995) "Job satisfaction among newswriters: The influence of professionalism, perceptions of.." *Journalism & Mass Communication Quarterly* 72, no. 3 (September 1995): 682-697. *Communication & Mass Media Complete*, EBSCOhost (accessed December 8, 2013).
- Price, J.L (1977). *The study of turnover*, 1st edition, Iowa state university press, IA pp10-25.
- Professional Journalists, *Journalism and Mass Communication*, ISSN 2160-6579 January 2012, Vol. 2, No. 1, 235-249
- Rahman A, S. M. M. Raza Naqvi and M. Ismail Ramay (2008). Measuring Turnover Intention: A Study of IT Professionals in Pakistan: *International Review of Business Research Papers*, 4 (3):45-55
- Rampur, S. (2009). *Causes of Employee Turnover*. Retrieved November 13,2009, from Buzzle.com: <http://www.buzzle.com/articles/causes-of-employeeturnover>
- Reichheld, F.F. (1993), "Loyalty-based Management", *Harvard Business Review*, 71: 64-73
- Reinardy, S. (2009). Beyond Satisfaction: Journalists Doubt Career Intentions as

Organizational Support Diminishes and Job Satisfaction Declines. *Atlantic Journal of Communication*, 17(3), 126-139.

- Riley, S (2005). *Herzberg's two-factor theory of motivation applied to the motivational techniques within financial institutions*, Eastern Michigan University, Michigan
- Robbins, SP (2005). *Essentials of organizational behaviour*, 8th ed., Prentice Hall, New Jersey
- Rue, L and L.B. Loyd. (1990). *Supervision: key link to productive*. USA RR Donncilly and sons company
- Ryan, Kathleen. (2009). "The Performative Journalist: Job Satisfaction, Temporary Workers and American Television News." *Journalism Theory, Practice and Criticism* 10: 647-664.
- Russo, T.C. (1998). Organizational and Professional Identification: A Case of Newspaper Journalists. *Management Communication Quarterly*, 12(1), 72-111.
- Saifuddin, Hongkailert, N., Sermisri, S. (2008). *Job Satisfaction among nurses in Aceh Timer district Nanggroe Aceh Darussalam province Indonesia*. *Helth and Development Journal*, Vol. 6, No. 1, p. 155
- Saker, AH, Crossman, A and Chinmeteepituck, P (2003). The relationships of age and length of service with job satisfaction: An examination of hotel employees in Thailand. *J. Managerial Psychol.*, p. 18, pp. 745-58
- Sekuguchi, T. (2004). "Person - Organisation Fit and Person - Job Fit in Employee Selection: A review of the literature". [Online] Available from: http://www.osaka-ue.ac.jp/gakkai/pdf/ronshu/2003/5406_ronko_seiguti.pdf

- Seashore SE, Taber JD (1975). Job satisfaction indicators and their correlations. *American Behavior Scientists*, 18:333-368
- Schmieder, R.A., Parra, L. F. & Smith, P.C. (1998). The relation between job level and job satisfaction. *Group and Organization Management*, 23(4), 470 – 495.
- Schermerhorn, J.R. (1993). *Management for productivity* (4th ed.). Canada: John Wiley & Sons, Inc.
- Shamima Tasnim (2006). “Job Satisfaction among Female Teachers: A study on primary schools in Bangladesh.” Thesis submitted in partial fulfilment of the M.Phil. Degree Department of Administration and Organization Theory University of Bergen, Norway. Spring 2006
- Shamsuzzoha, A. (2007). *Employee Turnover-a Study of its Causes and Effects* . Finland: University of Vaasa
- Smith, P.A and C.L.Hulin (1969)” an empirical investigation of two implications of two factor theory of job satisfaction: *journal of applied psychology*. 48,158-161
- Steel, R.P., & Ovalle, N.K. (1984). A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover. *Journal of Applied Psychology*, 69, 673-686.
- Spector, PE (1997). *Job satisfaction: Application, assessment, causes, and consequences*. Thousand Oaks, CA: Sage
- Spector, P. E., (1997). Job satisfaction: Application, assessment, causes, and consequences. London: Sage Publications

- Stamm, Keith and Underwood, Doug. (1993). "The Relationship of Job Satisfaction to Newsroom Policy Changes." *Journalism & Mass Communication Quarterly* 70(3): 528-541.
- Staw, B.M. (1980). The consequences of turnover. *Journal of Occupational Behaviour*, 1, 253-273.
- Terje S. Skjerdal (2008) Conflicting professional obligations among government journalists in Ethiopia, Paper presented at the IAMCR congress, Stockholm, Sweden, July 24, 2008
- Tanke, M.L. (2001). *Human Resources Management for the Hospitality Industry*, 2nd ed., Thomson Learning, Albany, NY
- Ting, Y. (1997). "Determinants of job satisfaction of federal government employees." *Public Personnel Management*, 26(3), 313-334.
- The American Heritage® Dictionary of the English Language, 4th edition Copyright © 2010 by Houghton Mifflin Harcourt Publishing Company. Published by Houghton Mifflin Harcourt Publishing Company. All rights reserved.
- Tracey, B., & Hinkin, T. (2008). Contextual factors and cost profiles associated with employee turnover. *Cornell Hospitality Quarterly*, 49(1), 12-27. <http://dx.doi.org/10.1177/0010880407310191>.
- Vanderberg, R.J. and Lance, Ch.E. (1992). Examining the Causal Order of Job Satisfaction and Organizational Commitment, *Journal of Management*, Vol.18, No.1, pp. 153-167
- Vroom, V. (1982). *Work and Motivation*. New York: Florida Robert E. Krieger publishing company

- Van Dick, R. (2004). My job is my castle: Identification in organizational contexts. In Cooper & Robertson (Eds.), *International Review of Industrial and Organizational Psychology* (6).
- Walker, J. W. (1992). Human Resource Planning, McGraw Hill Publishing Company, USA.
- Weaver, David and Willnat, Lars (Eds). (2012). *The Global Journalists in the 21st Century*. New York: Routledge.
- Weaver, David, Beam, R., Brownlee, B., Voakes, P., and Wilhoit, C. (2007). *The American Journalist in the 21st Century*. Mahwah, New Jersey: Lawrence Erlbaum Associates.
- Willis, M (2002) 'Reducing Employee Turnover', Creating Quality Newsletter, Vol. 11, No. 5, viewed 25 October 2009, <http://www.missouribusiness.net/cq/2002/reducing_employee_turnover.asp
- Zikmund, William G(2003). Business Research methods. 7th Edition. USA. Thomson-south western.

Appendix

Journalist's satisfaction survey questionnaire

I am a student from Addis Ababa university school of journalism and communication and this is part of my M.A thesis research about factors affecting journalist's job satisfaction and turnover. The purpose of this questionnaire is to give you, and other journalists, the opportunity to tell how you feel about your present job. On the basis of your responses and those of others, I hope to get a better understanding of the things journalists like and dislike about their jobs. Kindly complete the following questions by circling or filling your answer where required. The information provided in this questionnaire will be treated confidentially.

Section A

1. Please indicate your gender: Male Female

2. Please indicate your age:

Under 21.....

21 to 34.....

35 to 44.....

45 to 54.....

55 or older.....

3. What is your marital status: _____

4. Please indicate the highest educational qualification you have obtained:

post high school diploma

Bachelors Degree

Masters Degree

Doctoral Degree

5. Please indicate you're major in Undergraduate School _____

Graduate School _____

6. How many years have you been worked as a journalist: _____

7. What is your current job title: _____

8. Indicate if you are presently employed: Full-time----- or Part-time ____

9. What is your monthly total before tax salary at your present job: _____

- Less than 2000 birr.....
- 2000 birr to less than 3000 birr.....
- 3000 birr to less than 4000 birr.....
- 4000 birr to less than 5000 birr.....
- 5000 birr or more.....

10. Do you plan to leave your present job within the next two years?

- No
- Yes: Indicate why _____

11. Do you plan to leave the profession of journalism within the next two years?

- No
- Yes: Indicate why _____

12. Would you recommend employment at your media institution to a friend?

- Yes
- No

13. Knowing what you know now, if you had the chance to start your career over, would you again choose journalism as your career profession?

- Yes
- No: Indicate why _____

14. Please list any barriers that hinder your present job satisfaction (use the back of this form to Complete your answer, if necessary).

15. Please indicate any other issues that contribute to your overall job satisfaction.

16. Overall, how satisfied are you with your present job? Please check only one response.

- Very Satisfied

___ Satisfied

___ Dissatisfied

___ Very Dissatisfied

17. Please list any positive factors that contribute to your present job satisfaction (use the back of this form to complete your answer, if necessary).

Section B

For the following questions, respondents requested to indicate whether they: Disagree very much, Disagree moderately, Disagree slightly, Agree slightly, Agree moderately, Agree very much

Copyright Paul E. Spector 1994, all rights reserved.

No	Survey Question	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.						
2	There is really too little chance for promotion on my job.						
3	My supervisor is quite competent in doing his/her job.						
4	I am not satisfied with the benefits I receive.						
5	When I do a good job, I receive the recognition for it that I should receive.						
6	Many of our rules and procedures make doing a good job difficult.						
7	I like the people I work with.						
8	I sometimes feel my job is meaningless.						
9	Communications seem good within this organization.						
10	Raises are too few and far between.						

No	Survey Question	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
29	There are benefits we do not have which we should have.						
30	I like my supervisor.						
31	I have too much paperwork.						
32	I don't feel my efforts are rewarded the way they should be.						
33	I am satisfied with my chances for promotion.						
34	There is too much bickering and fighting at work.						
35	My job is enjoyable.						
36	Work assignments are not fully explained.						