Assessment Framework for Employees Job Satisfaction Levels in News Channel

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Abstract

The paper primarily aims to understand the employees job satisfaction levels in news channels using the multi-grade fuzzy approach. Job satisfaction level will enable news channels to evaluate their current level of employees and their expectations, identify strong and weak attributes, and thereby make necessary improvements to them. The employees' job satisfaction index of case-news channel is an average of 7.23, which indicates that the current job satisfaction level in the news channel is 'highly satisfied.' The study was further extended to find the weaker attributes using Importance Performance Analysis. The case-news channel's weaker attributes were found to be "remuneration", "promotion", "position", "sick leave", and "social support". This framework will help news channel's managers to measure the job satisfaction of employees and give more importance to the weaker attributes to boost their job satisfaction level.

Keywords
Job satisfaction, News channel, Working environment, Multi-grade fuzzy, and Importance Performance Analysis

1. Introduction
Employment satisfaction can be described as a measure of a worker's comfort with what they do in their job, even if they like their work or any particular attribute or aspect of the work, like the nature of the work or administration. Journalism is considered a profession that requires high truthfulness with oneself and towards its audience too and expects a high quality of commitment from its practitioners. For many, job satisfaction is based on both spiritual and material benefits. The study tries to identify various attributes that affect job satisfaction in news channels.

News channels are very important to the public as they act as a resource that provides information about the world to the public in simple language. So taking care of the people who provide this information is a must, as the public trusts them. This study tries to understand the attributes that affect employee contentment of people working in news channels in various designations. The unique contribution of this study is the usage of a multi-grade fuzzy framework to evaluate job satisfaction in news channels, which helps them to enhance their understanding of job satisfaction.
This study also provides an understanding of weaker attributes that are possible and can affect employee satisfaction in news channels by using Importance Performance Analysis (IPA). Acknowledging these weaker attributes will enable the HR manager to recover their employee's dissatisfaction with their job and make their work-life better.

There are numerous news channels and, hence, there is a need for the organization to satisfy their employees as much as possible to increase their business.
The research questions (RQ) that have been answered through this study are
RQ1: How can job satisfaction be measured in the news channels?
RQ2: What are the enablers, criteria, and attributes that influence the job satisfaction of workers in the news channels?
RQ3: How can weaker attributes be addressed to enhance job satisfaction in news channels?

2. Literature Review
Smucker et al.(2003) studied female sports journalists' job satisfaction and indicated that they have fewer promotional opportunities compared to their male colleagues. Badawy and Magdy, (2017) study revealed that workload and perceived quality of news were associated with job satisfaction significantly. Also, competitors played a role in job satisfaction. Dziuba et al., (2020) talk about the importance of job satisfaction and how it can affect the safety and perception of employees. Barner (1999) talks about how stereotypes about gender can affect television programs. This study is more of a viewer's perception than an employee of a television organization. Waters et al., (2010) studied

how online and social media are making changes in the course of media and also tries to understand the trends in viewers of news.

Lim (2013) studied the importance of competition in employees as a factor of employee satisfaction using an online survey of journalists who work online. The study revealed that journalists feel positive about the quality of news they produce and less positive about the workload they are given.

Xiaoming et al. (2013) studied factors that can affect employee satisfaction among journalists in Singapore. The findings were that most Singapore journalists see how their institution provides news to the public. According to Ofili et al. (2014), management played an important role in reducing job stress in the work environment, which leads to job satisfaction among journalists. Reinardy (2009) paper indicated that family conflicts happening due to their work, work overload in their designated role, and job expectations promote discontent, whereas perceived organizational support and social support produce contentment. Also, it was found that 25.7% of journalists plan to leave the organization or the industry itself due to dissatisfaction with their job, work environment, or lack of support and encouragement.

Welter (2017) mentions employee satisfaction, stress out, and civil responsibilities for local TV news reporters with three years of experience or less. It showed that employees with better job satisfaction have good relations with management and colleagues, while others show early stages of burnout. According to Reinardy (2014)'s study, the majority of employees see their motivation at work as time, quality of news, multiple-screen obligations, rivalry in the industry, and the inspiration to produce good journalism as possible, and employees with higher support from the organization have a higher level of employee satisfaction, while another set of employees plans to resign their job within five years, majorly due to low salary satisfaction, family issues, and uneasiness due to the quality of news produced.

Rimscha (2015) studied how working conditions and personality traits can affect employee satisfaction. For television producers, autonomy is seen as the most significant driver of job happiness, but for media sellers, the most important factors of job happiness are the fit of their employment with their personality extroversion and a sense of appropriate pay. Ireri (2016) indicates that the majority of the employees (61.8%) are not satisfied with the pay they get, despite being satisfied with their current jobs. The main predictors of job satisfaction are found to be income, job security, and job autonomy.

Hoshino (1998) studied women sports reporters and found that there is male dominance in the industry when it comes to promotions. She also found there is gender discrimination and sexual harassment towards female sports reporters. Massey and Elmore (2011) studied female journalists' job satisfaction and found that the workers are happy with factors like work hours and their income. However, a comparison of male and female online journalists yields less satisfactory results.

Ryan (2009) tries to measure the job satisfaction of TV news journalists and finds that they have satisfaction on factors such as autonomy and freedom as freelancers and discusses the trends of more freelance workers than permanent employees. Beam and Spratt (2009) studied the emotional facets journalists can have after being exploited by events that are violent and traumatic and also discussed the attitudes of management towards their employees after these events using employee satisfaction. Pain and Chen (2019) studied how gender as an attribute has a role in news reading. The study also covers gender-based harassment, mainly based on physical appearances, that happened repeatedly online in Taiwan.

Pollard (1995) studied Canadian newsroom workers and found that job satisfaction is more related to internal factors like authority and the power they hold at work than external factors like salary and security in their job. Sigelman (1973) focused more on newspaper reporters than television news reporters and tried to understand how recruitment, power, and civilizing can affect the mindset of workers. It also discusses how the organization tries to avoid problems between senior authorities and news reporters. Barrett (1984) studied the level of job satisfaction among female newspaper reporters. The paper reflected on factors like marital status, education, age, and discrimination. It was found that factors like recognition and growth opportunities contribute to a high level of employee satisfaction, and factors like working environment, income, and handling things through supervision were considered to be less satisfying among the reporters.

3. Research Methodology
3.1 Multi-grade fuzzy
The multi-grade fuzzy was applied to manufacturing and service industries' assessment of lean, agile, performance, safety practice level, and supply chain management effectiveness (Vinodh and Aravindraj, 2015; Sridharan and Suresh, 2016; Ganesh and Suresh, 2016; Vinodh and Chintha, 2011; Anil and Suresh, 2020; Suresh et al., 2020; Vimal et al., 2015; Almutairi et al., 2019).

The study used multi-grade fuzzy to assess the job satisfaction of news channel employees. The current study begins with a literature review on employee job satisfaction in the media industry and a multi-grade fuzzy assessment. A new conceptual model is framed to assess the job satisfaction index with five enablers, eleven criteria, and twenty-four attributes shown in Table 1.

Table 1. Conceptual model of employee's job satisfaction in news channel

Enablers	Criteria	Attributes
Job factor (A1)	Performance appraisal (A11)	Remuneration (A111)
		Promotion (A112)
		Position (A113)
	Motivation at work (A12)	Salary satisfaction (A121)
		Competition (A122)
		Interest (A123)
Health factor(A2)	Working atmosphere (A21)	Sick leave (A211)
		Shifts (A212)
	Mental health (A22)	Work overload (A221)
		Stress (A222)
Physical factor(A3)	Demographics (A31)	Gender (A311)
		Age (A312)
	Appearance (A32)	Young (A321)
		Beauty conscious (A322)
Organization(A4)	Facilities (A41)	Newsroom management (A411)
		Supervision (A412)
	Political behavior (A42)	Career development (A421)
		Organizational support (A422)
	Communication (A43)	Relation with a coworker (A431)
		Employee-employer relation (A432)
Viewers(A5)	Social responsibility (A51)	Quality of news (A511)
		Social support (A512)
	Social values (A52)	Public opinion (A521)
		Public interest (A522)

4. Case Study
4.1 Case of the news channel
The case-news channel is located in India. The employee's job satisfaction index is represented as A. It is the product of the overall assessment level of ratings based on each driver (R) and the overall weights (W) given by the experts. The equation for the employees' job satisfaction index is

$A = W \times R$ (Vinodh, 2011)

Because the whole employee work satisfaction index involves ambiguous judgment, the evaluation has been separated into 10 classes. H = ten, nine, eight, seven, six, five, four, three, two, one. 9–10 indicates 'Extremely Satisfied,' 8–9 embodies 'Very highly Satisfied,' 7–8 embodies 'Highly Satisfied,' 6–7 embodies 'Satisfied,' 5–6 embodies 'Moderately Satisfied,' 4–5 embodies 'Low Satisfied,' 3–4 embodies 'Very low Satisfied,' 2–3 embodies 'Extremely low satisfied', 1-2 embodies 'Not satisfied', and less than 1 embodies 'Absolutely not Satisfied'.

The employees' job satisfaction ratings are collected from the case news channel's experts. For the attribute's ratings, we used a questionnaire with a 10-point Likert scale, representing extremely high (10 points) to extremely low (1 point). The reverse scale is used to capture ratings for negative attributes (minimum is best). The weightage has been collected from five experts from various news channels using a 10-point Likert scale that represents extremely high importance (10 points) to extremely low importance (1 point). The normalized mean weightages are captured in Table 2.

Table 2. Weights and performance rating

Ai	Aij	Aijk	R1	R2	R3	R4	R5	*Wijk*	*Wij*	*W*
		A111	7	7	8	8	6	0.351		
		A112	6	5	7	9	7	0.3085		
	A11	A113	6	5	6	8	8	0.3404	0.5119	
		A121	8	8	8	9	8	0.2727		
		A122	9	9	8	9	8	0.4242		
A1	A12	A123	7	8	8	8	8	0.303	0.488	0.2694
		A211	6	5	5	7	5	0.5357		
	A21	A212	2	3	4	4	3	0.4642	0.4705	
		A221	5	6	6	5	4	0.5		
A2	A22	A222	4	3	3	5	3	0.5	0.5294	0.2455
		A311	10	10	10	10	10	0.5454		
	A31	A312	10	10	10	10	10	0.4545	0.3695	
		A321	10	9	10	10	10	0.4545		
A3	A32	A322	10	10	10	10	10	0.5454	0.6304	0.1497
		A411	8	7	8	9	9	0.5		
	A41	A412	9	9	8	9	9	0.5	0.3516	
		A421	7	6	8	9	8	0.5161		
	A42	A422	9	9	8	9	9	0.4838	0.3296	
		A431	9	8	9	9	9	0.4814		
A4	A43	A432	8	8	8	9	8	0.5185	0.3186	0.1736
		A511	8	8	7	8	7	0.5		
	A51	A512	7	8	8	8	6	0.5	0.4838	
		A521	7	6	8	8	6	0.5		
A5	A52	A522	7	6	8	8	6	0.5	0.5161	0.1616

4.1.1 Primary assessment calculation

The primary calculation done for the "Performance appraisal (A11)" is given below.
Weights concerning to "Performance appraisal" criterion is W_{11} = [0.351, 0.308, 0.340]
Assessment for the practice of "Performance appraisal" criterion is given below as

$$R_{11} = \begin{bmatrix} 7 & 7 & 8 & 8 & 6 \\ 6 & 5 & 7 & 9 & 7 \\ 6 & 5 & 6 & 8 & 8 \end{bmatrix}$$

Index concerning of "Performance appraisal" criterion is given by
$A_{11} = W_{11} \times R_{11}$

A_{11} = [6.351, 5.702, 7.010, 8.308, 6.989]

Utilizing the above principle, the index concerning the following criteria in employees' job satisfaction assessment is obtained and given below.
A_{12} = [8.121, 8.424, 8.000, 8.696, 8.000]

4.1.2 Secondary assessment calculation

The calculation concerning to enabler of "Job factor (A1)" is given below as
Weights concerning to "Job factor" enabler given as W_1 = [0.512, 0.488]
Assessment of "Job factor" enabler is given as below

$$A_1 = \begin{bmatrix} 6.351 & 5.702 & 7.010 & 8.308 & 6.989 \\ 8.121 & 8.424 & 8.000 & 8.696 & 8.000 \end{bmatrix}$$

Index concerning of "Job factor" enabler is given by

$A_1 = W_1 \times R_1$

$A_1 = [7.215, 7.030, 7.493, 8.498, 7.482]$

Utilizing the above principle, the index concerning the following enabler in employees' job satisfaction assessment is obtained and given below.

$A_2 = [4.331, 4.298, 4.516, 5.285, 3.768]$
$A_3 = [10.00, 9.713, 10.00, 10.00, 10.00]$
$A_4 = [8.318, 7.819, 8.153, 9.000, 8.664]$
$A_5 = [7.241, 6.967, 7.758, 8.000, 6.241]$

4.1.3 Tertiary assessment calculation

The job factor assessment value of the case news channel's employee's job satisfaction has been calculated as follows

Complete weight $W = [0.269, 0.245, 0.149, 0.173, 0.161]$

Complete assessment vector $R = \begin{bmatrix} 7.215 & 7.030 & 7.493 & 8.498 & 7.482 \\ 4.331 & 4.298 & 4.516 & 5.285 & 3.768 \\ 10.00 & 9.713 & 10.00 & 10.00 & 10.00 \\ 8.318 & 7.819 & 8.153 & 9.000 & 8.664 \\ 7.241 & 6.967 & 7.758 & 8.000 & 6.241 \end{bmatrix}$

Employees job satisfaction index, $A = W \times R$

$A = [7.120, 6.888, 7.295, 7.940, 6.952]$

The final employees' job satisfaction index is the average of $A = 7.23 \in (7 \text{ to } 8)$. $\therefore$ 'Highly Satisfied'

4.2 Importance Performance Analysis (IPA)

In the industrial and service sectors, IPA is commonly used to identify qualities based on their relevance and performance (Tzeng and Chang, 2011; Sreedharshini et al., 2021). The x-axis in IPA represents the performance rating of the qualities, while the y-axis represents the relevance (Vaishnavi and Suresh, 2021). The mean of the x-axis is 7.58 and the mean of the y-axis is 5.42 as a perpendicular line in the given below Table 3.

Table 3. IPA analysis for employee's job satisfaction assessment of case news channel

Importance	3	3.5	4	4.5	5	5.5	6	6.5	7	7.5	8	8.5	9	9.5	10
8.6	Quadrant -I											A122			
8.2											Quadrant -II				
7.8															
7.4															
7															
6.6								A113	A111	A421					
6.2						A211				A123	A411	A412, A422			
5.8								A112	A512	A511	A432				
5.4		A212						A521, A522			A121	A431			
5			A222			A221									
4.6															
4.2															
3.8															A311, A322
3.4															
3	Quadrant -IV										Quadrant -III				A312, A321

Performance Rating →

Quadrant I (concentrate here): The attributes in the quadrant should be paid attention (Chacko et al., 2021) to by the case-news channel's HR managers to increase the employee job satisfaction level of their project. The attributes are "remuneration; promotion; position; sick leave; and social support".

Quadrant II (Keep up the good work): The attributes in the quadrant should be maintained at the same level (Suresh and Gopakumar, 2021) and the attributes are "Competition; interest; newsroom management; supervision; career development; organizational support; employer-employee relations; quality of news".

Quadrant III (Possible overkill): The attributes in this quadrant are of lower importance but have high performance(Subramanian and Suresh, 2022). The performance of these attributes should be minimized. The attributes are "Salary satisfaction; gender; age; young; beauty conscious; and relations with coworkers".

Quadrant IV (Low priority): The attributes in this quadrant are of less importance and have low performance (Thomas and Suresh, 2022). The attributes are "Shifts; work overload; stress; public opinion; public interest".

5. Results and discussions

The employee satisfaction index calculated for the case-news channel is 7.23. This belongs to the range (7-8), which falls into the category "Highly Satisfied". The current job satisfaction in news channels is high which can be improved to the level of 'Extremely Satisfied' by focusing on the weaker attributes and making adequate process modifications to improve the satisfaction with respect to these attributes, which are remuneration, promotion, position, sick leave, and social support.

Major strong areas of news channels are competition, interest, newsroom management, supervision, career development, organizational support, employer-employee relations, and quality of news. These attributes significantly contribute to the satisfaction of employees of the news channel.

IPA was used in the case study to classify attributes based on performance and relevance, thereby identifying the weaker attributes. The news channel needs to analyze potential shortcomings like remuneration, position, promotion, sick leave, and social support so that there will be satisfaction among employees in the news channel. Focused action plans are required to improve satisfaction with respect to each attribute that can contribute to job satisfaction in the news channel.

The suggestions for the improvement of weaker attributes are given in Table 4.

Table 4. Suggestions for weaker attributes

| Weaker attributes	Suggestions for improvement
Remuneration	• It is considered to be one of the best motivators at work. Remuneration policy should be re-framed. • Determine how much money can be set aside to improve. • Provide needed information to top management about remuneration.
Promotion	• Understand employees' expectations about their career development • Provide necessary data to top management for action.
Position	• Analyze whether the employee is doing their best in their position. • Get feedback on what is preventing them from efficiently working in their position
Sick Leave	• Health and welfare must be given priority.
Social Support	• Understand what the public expects from the news channel. • Feedback from the public can help to resource this problem.
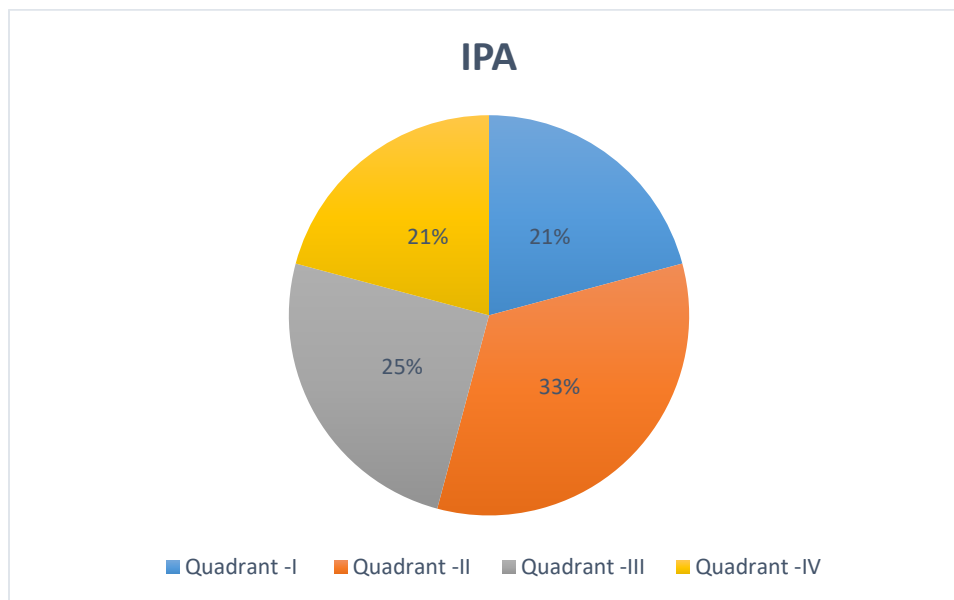
Figure 1. Graphical representation of IPA

Figure 1 shows the graphical representation of IPA. 21% of the factors in quadrant I need concentration and the management should take appropriate actions to improve it.

6. Practical Implication

This study has twenty-four attributes that can be considered as factors that can affect employee satisfaction in news channels. These attributes were categorized into five main categories. This study can be considered the first study to have used multi-grade fuzzy to assess employee satisfaction of employees in news channels. This study enables one to understand the factors affecting employee satisfaction and also point out the weaker attributes using Importance Performance Analysis (IPA) in news channels. The results of this study can provide knowledge on how news channel organizations can work to achieve employee satisfaction among their employees, which will result in their long-term growth. This study offers a list of attributes that can benefit both individuals and organizations. HR managers are the spinal cord between the employee and the organization. This study can help HR managers of news channels understand their employees more and focus more on their problems. Through IPA, the study provides the managers with the opportunity to know the weaker attributes and work on them to make employee satisfaction in news channels extremely satisfied. Employees in any organization are considered the biggest investment and, hence, their welfare and job satisfaction are something the top management should give the most priority. The same applies to news channels too. Half of the employees on the news channel represent the face of their respective organizations and provide information to the public. To provide quality news, each individual should have a feeling of belonging to their organization to work to the fullest. This study can help HR managers of a news channel effectively improve the efficiency of employees in their organization and achieve the long-term growth of the news channel. The continuous assessment of this study will help to analyze the difference the attributes can make in the news channel and also improve the higher performance of weaker attributes.

7. Conclusion

The research provides an understanding of what attributes affect the contribution of work the employees of the news channel can have. The objective of this study was accomplished by assessing news channels and understanding the weaker attributes that affect employee satisfaction in news channels. Using the multi-grade fuzzy model and case study, it was found that the employee satisfaction in case-news channels is "highly satisfied". Further, the study also provides an understanding of what the weaker attributes are that can affect employee satisfaction in news channels using IPA, which can be improved when focused on in order to achieve "extremely satisfied" employees in news channels. The continuous assessment of this research further makes it understand how the attributes are changing in

one's organization when focused more on them and HR managers can use this as an evaluation of their attempts to reduce dissatisfaction among their employees.

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