
Effect of Job Motivation on Job Satisfaction of Broadcast Media Journalists in Kano State

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Abstract

Research on job motivation and satisfaction is one of the most widely studied subjects as it affects organizational behavior, productivity and job commitment of the staff. However, organizations (including mass media) in Nigeria do not effectively pay much attention to the job motivation of their workers. Therefore, the present study examines the effect of job motivation on job satisfaction of broadcast media journalists in Kano State. Mixed Method Research (MMR) was used as 324 questionnaires were distributed to the respondents of the study while 5 directors from News and Current Affairs Department of the selected media participated in an in-depth interview. Descriptive statistics and thematic analysis were used and the collected data was analyzed with the help of Statistical Package of Social Sciences (SPSS) and Atlast.ti software. Furthermore, the study is centred on the premise of Expectancy theory and Equity Theory. The quantitative data showed that majority of the respondents (74.2%) agreed meeting deadline was their source of motivation, 70% agreed that their organizations appreciate their work, promote them fairly (52%) and 85% agreed that modern equipment in their studio motivate them to work better. However, 38.3% agreed that they will leave their job because of poor salary and 44.3% agreed that their organizations prefer making profits than their welfare. On the other hand, the qualitative data indicated that there was a cordial relationship between journalists and their organizations and public media have obsolete and inadequate equipment in their news room and studio. It also found out that broadcast media organizations promote in-house and outside training of their staff, but there was no job satisfaction in terms of salary. A comparative study on journalists' job satisfaction between private and public media should be conducted using correlation or regression statistical analysis.

Keywords: Job Motivation, Job Satisfaction, Journalists, Broadcast Media

1. Introduction

Job satisfaction is one of the most widely studied subjects in the field of management as it affects organizational behavior, productivity and job commitment. Furthermore, it is considered as one of the determinants of the quality of the working context in any organization. Job satisfaction is affected by many factors such as job motivation and job performance which in turn, lead to organizational productivity. Job motivation is an attitudinal factor which leads towards job satisfaction. Studies on job satisfaction among workers in organizations are becoming popular (Aziri, 2011; Loi & Yang, cited in Matar, 2011; Spector as cited in Reinardy, 2014; Xiaoming, George & Cong, 2016). Therefore, factors of job satisfaction, motivation, and performance are interwoven.

According to Reinardy (2014), for over five decades, scholars have been examining the factors of journalists' job satisfaction and most of these studies were conducted in Europe (Nawawy & Strong, 2012). While many researches on journalists' job satisfaction and motivation have been taken in many parts of the world, such studies are few in Africa (Ileri, 2012). Thus, it leaves a huge research gap on journalism and journalists in Africa in general, and in Nigeria in particular. Ofili et al. (2014) buttress that while studies on journalists' job satisfaction are prevalent in other places, there is a relatively limited investigation on journalists' job satisfaction in Nigeria. This shows that both researchers and management of various organizations seem to care less about factors that can enhance their performance towards their job. Ehidiamen (2012, p.3) supports that "some employers in Nigeria do not believe much in effective motivation of workers to produce high performance. They believe that even if workers are not properly motivated, they will stay on the job as a result of the high unemployment rate in the labour market". Unfortunately, this is the situation of many journalists in Nigeria as the popularize phrase puts it "your ID card is your meal ticket". Therefore, this study intends to contribute toward narrowing this gap.

Furthermore, with the emergence of new media technology, expansion of social media and the growing concern of online journalism; journalists' job satisfaction, and their relationship with their organizations are issues of growing concern (Reinardy, 2014). Therefore, the need to investigate the factors of motivation and satisfaction is imperative. The central idea of this study is to investigate the determinants of journalists' job motivation and satisfaction as; lack of these factors could have a devastating effect on journalists' work performance (Asemah, 2011). The aim, therefore, is to come up with findings that will comprehensively establish a relationship of job motivation and satisfaction and their relevance in journalists' job performance in this time when traditional journalists are facing enormous challenges and existential threat as newsrooms are forced to be digitized.

1.2 Justification of the Study

Research on job satisfaction survives more than 50 years, making it one of the most frequently studied subjects in research on organizational behavior. In this competitive global market, humans are considered to be the most important resources of an organization. However, employees' job commitment is one of the challenges organizations are facing today. To achieve success and efficiency, employees' job motivation and satisfaction are imperative as they are among the factors that determine the existence of any organization (Beam, 2006; Ishaq, Shoukat & Rizwan, 2014; Matar, 2011).

In spite of several recommendations and importance of employees' job satisfaction from the previous studies, very few organizations consider it seriously (Amarasena et al., 2015). This assertion is true especially in Nigeria where organizations seem to care less about the

physical and mental balance of their employees (Chima, 2014; Ehidiamen, 2012). Furthermore, most of the previous studies (Ofili et al., 2014, Adejola, 2011, Bo & Ukeh, 2013; Ngochindo, 2014; Ufuophu-Biri, 2010) on journalists' job motivation and satisfaction were carried out in the Southern part of the country. Unfortunately, in Northern Nigeria, it seems journalists' job satisfaction has not received sufficient attention from both scholars and management of various media organizations. Similarly, existing researches tend to focus on journalists' work-life balance (Nogochindo, 2014) job stress and psychology (Bo & Ukeh, 2013; Ofili et al., 2014) and welfare rather than their job motivation, satisfaction and performance. Therefore, in order to bridge the gap not covered by the above mentioned researchers; the present study investigates the factors of job motivation and satisfaction among journalists in the broadcast media stations in Kano State.

1.3 Objectives of the Study

The study sets out to achieve the following objectives:

1. To investigate the determinants of job motivation among journalists in the broadcast media stations in Kano State
2. To investigate the factors that affect the job satisfaction of journalists in the broadcast media stations in Kano State
3. To explore the relationship between broadcast media organizations in Kano State and their journalists

2. Literature Review

Researches on job satisfaction have been conducted as far back as the Hawthorne studies and a great number of theories and models were established to explain the complex nature of the employees' job satisfaction and motivation. Previous studies (Bo & Ukeh 2013; Ngochindo, 2014; Ofili et al., 2014; Ufuophu-Biri & Iwu, 2014) examine the effect of journalists' job stress, work life, gender on job satisfaction and performance. This study expands on them by examining the determinants of job motivation and satisfaction among journalists in the broadcast media stations in Kano State.

2.1 Job Motivation

Defining the term "motivation" in a fixed category is difficult and problematic as it is defined as a process that initiates, directs, maintains and decides the intensity in behavior, and "the biological, psychological and social factors that can explain behavior" (Kaufmann & Kaufmann, cited in Fonnelop, 2015). According to Luthans (as cited in Chima, 2014; Matar, 2011), the term "motivation" was derived from the Latin word "*movere*" which means "to move". Therefore, to be motivated means *to be moved* to do something. Therefore, motivating people entails directing people to move in the direction you want them to move, it can be described as a goal-directed behavior. The relationship between, needs, drives, and incentives is the key process to understanding the meaning motivation (Armstrong, cited in Chima, 2014; Ryan & Deci, 2000).

Most of the definitions of motivation are psychological (Adejola, 2014; Chima, 2014; Matar, 2011) in nature. Luthans (as cited in Saleem et al., 2010) defines motivation as a psychological process that arouses, energizes, directs, and sustains behavior and performance. This definition is similar to Asemah's (2011, p.304) that "It is what energizes human behavior; what directs or channels such behavior and how such behavior is maintained and sustained." Adejola (2014) adds that motivation usually involves the biological, emotional, social and cognitive forces that activate behaviour. However, in everyday usage, it is

frequently used to describe why a person does something. According to Fonnelop (2015), motivation is neither static nor generic. It can change over time, given the context and preferences. Therefore, the common ground in the divergent views on motivation according to Matar (2011) is that it is a dynamic process that starts with human needs which, in turn, make people act in a certain way to achieve the organizational goals and objectives, and hence satisfy their needs there are three common denominators which when researchers discuss motivation, they primarily focus: what energizes human behavior, what directs or channels such behavior, and how this behavior is maintained or sustained within organizations. How then an individual is motivated in an organization? According to Chima (2014), in modern organization, individuals can motivate themselves or could be motivated by their organizations. There are two sources of motivation: Intrinsic and Extrinsic, Push and Pull motivation, Self and Management Motivation.

2.2.1 Intrinsic & Extrinsic Motivation

Factors of intrinsic motivations are intangible in nature. They cannot be touched but only felt. They refer to forces within the individual. In other words, they are self-generating factors that influence people to act in a particular way. These factors include skills, abilities, and expertise of the employee, challenging work, as well as the degree of autonomy of the employee. Intrinsic rewards are very effective for getting motivation and efficiency of employees. Extrinsic motivation refers to the external reward an individual stands to get on completing a task. These factors are tangible in nature as they come from outside an individual. In other word, these rewards do not come from the work itself- they are given by others. They are external factors that motivate people to work. These factors include salary/pay, incentives, bonuses, training, awards, supervision, promotion, the work itself, the work environment, titles, etc. (Chima, 2014; Ryan & Deci, 2000; Jones & George, cited in Adejola, 2014; Zafar et al., 2014).

2.3 Job Satisfaction

Over a long period of time, job satisfaction remains a remarkable area of discussion in the field of management, and especially in organizational behavior and human resource management. Studies on job satisfaction among workers in organizations are highly popular subjects. Job satisfaction is a multi-disciplinary concept as it has been defined in various ways. For many years, studies on job satisfaction have suffered from a lack of a single universally accepted definition. This is because of the disagreement among scholars about whether job satisfaction and dissatisfaction are separate constructs or simply different sides of the same coin. However, most of the definitions of job satisfaction focus mainly on the feelings of workers about their jobs and those factors or conditions that give rise to the feelings of happiness or satisfaction (Beam, 2006; Berihu, 2012; Matar, 2011; Saleem et al., 2010; Spector, cited in Reinardy, 2009).

Job Satisfaction denotes an employees' general attitude (especially pleasant or positive) towards their job. It emanates from their perceptions, expectations and experiences of their jobs and the degree to which there is a mutual understanding between them and their organizations (Zafar et al., 2014; Chima, 2014). However, some scholars (such as Liu et al., 2017) view it as "a psychological condition that exists when an individual's wants, wishes or desires are fulfilled". These workers' needs and wants are what Matar (2011) and Reinardy (2011) describe as those intrinsic and extrinsic needs that affect the employee's behavior and work attitude, which may in return have an effect on the organizational functioning. Thus, job motivation and satisfaction are related and intricately interwoven. Vis-a-vis, job satisfaction can be linked with employees' job motivation. Because, motivation leads to job satisfaction.

The employees who are satisfied with their job are expected to adapt to both changes in circumstances; either bad or good. Therefore, workers who enjoy their jobs are expected to have strong motivation or vice versa (Saleem et al., 2010; Zafar et al., 2014).

However, one argument that still remains valid and relevant to this is the question, is job satisfaction and dissatisfaction a tail of the same coin? This brings Herzberg's proposition (cited in Liu et al., 2017) that job factors that satisfy and dissatisfy workers are not arranged on a conceptual continuum but are mutually exclusive. A less debatable argument in categorizing factors that affect job satisfaction or dissatisfaction is to divide various factors into personal and environmental antecedents. Personal antecedents tend to be related to personality and other internal factors to an employee, whereas environmental antecedents are external factors often beyond personal control (Spector, cited in Liu et al., 2017).

2.4 Empirical Review

In Belgium, Deprez and Raeymaeckers (2012) conducted a longitudinal study on job satisfaction among Flemish journalists. Online questionnaires were sent to the respondents and they were selected using non-probability sampling. The result showed that average Flemish journalist was fairly satisfied with their job and factors such as contract, individual autonomy, and the nature of job itself were related to journalists' job satisfaction. Furthermore, female journalists were not less satisfied than their male counterpart. But in Nigeria, Ufuophu-Biri (2012) surveyed the correlation between job motivation and performance among newspaper workers in Delta State. The researcher hypothesized that there was no high job motivation and performance among the print media journalists in Delta state and job motivation does not lead to job performance. Survey method was used, and by using stratified random sampling; 2797 respondents were selected from 12 newspapers basing in the state. The result expressed that there was low job motivation among the workers whereas there was high job performance among them. This suggests that the respondents maintained high job performance despite their low job motivation. Still in Nigeria, Bo and Ukeh (2013) surveyed journalists' job satisfaction and stress in Benue state. The researchers used survey method and 153 journalists comprising 129 males and 24 females from 31 print and electronic media organizations in Benue state were randomly sampled. The findings revealed that there was a negative correlation between journalists' job stress and job satisfaction. However, there was a significant difference between male and female journalists' job satisfaction.

In the United States of America (USA), Reinardy (2014) examined Television news workers' perceptions of job autonomy and quality of work towards job satisfaction. The researcher hypothesized that TV news workers with high levels of job autonomy will have higher levels of job satisfaction while news workers with low levels of job satisfaction, organizational support, autonomy and perception of work quality will likely to leave broadcast journalism. In Nigeria, Ofili et al. (2014) assessed journalists' job satisfaction and stress in Edo State. Cross-sectional survey method was used and 320 journalists from 5 media organizations were the respondents of the study. The result indicated that majority of the respondents (60.6%) expressed dissatisfaction with their job while journalists who had been in journalism for 15 years had high job stress and were more dissatisfied with their job than others. In another quantitative study, Zafar et al. (2014) analyzed the impact of motivational factors towards job satisfaction of workers in Pakistan. 200 respondents from six organizations were selected through convenience sampling. Descriptive survey technique was used and data was collected using an adapted questionnaire in a 5 point Likert scale format. The study discovered that workers' salary and appreciation from organization were not directly related to their job satisfaction.

2.5 Theoretical Framework

Theories that explain the relationship between job motivation and satisfaction and how and why they (motivation and satisfaction) occur are mostly used or borrowed from psychology (Fonnelop, 2015). Understanding what motivates and demotivates journalists, what makes them satisfied or dissatisfied with their job will be very important to media organizations that aspire to produce quality journalism or meet the standard of core journalism profession. From the dominant theories of motivation that have been very useful in analyzing and evaluating factors that influence the employees' job satisfaction and performance in an organization, this study is centered on Expectancy Theory.

Expectancy Theory (also known as Affect Theory or Cognitive Evaluation Theory) was propounded by Victor H. Vroom in 1964. Arguably, Expectancy Theory is the most popular and comprehensive theory of job motivation, though it has its critics. This theory presupposes that beliefs, attitudes, perceptions and behaviour influence employees' motivation to perform better (Asemah, 2011; Berihu, 2012; Uju, 2013). The major assumption of the theory is that satisfaction is derived as a result of what an employee wants and what is obtainable. Further, the theory argues that the level of commitment an employee shows towards his work moderates the level of satisfaction or dissatisfaction he gets. Furthermore, what an employee expects from his organization affects may likely affect his level of satisfaction positively or negatively. This theory is relevant to this study as it predicts that a journalist who is happy with his job and whose expectations are met by his organization will likely perform better than the one who could not find any. Fonnelop (2015) suggested that the Expectancy Theory may be a good approach in studies that intend to analyze employees in an organization where rewards such as a promotion or better salary would lead to high job performance. This is true in a study by Berihu (2012) which revealed that salary and promotion were the determinants of journalists' job satisfaction and performance.

Journalism is a profession which people and management of media organization expect a lot from journalists and it is this expectation that motivates them to put more effort in their work. Ohaja (as cited in Ngochindo, 2014; p.119) supported that "an organization expects its workers to be punctual, do their work diligently, and remain loyal to the organisation. In return, the workers expect that management will pay them regularly, be fair and just regarding their promotion, job security, health at work, and status". Fonnelop (2015) added that anticipation of reward, can also be a triggering factor to employees to achieve certain goals. Though this theory seems relevant to this study, however, its simplistic nature will make it less fruitful in explaining the attitude and behavior of journalists covering different beat.

3. Methodology

This study investigates the factors of job motivation and satisfaction among the broadcast media journalists in Kano State. In order to achieve this objective, the study applied Mixed Method Research (MMR). Cross-sectional survey and in-depth interview were used collect the data from the respondents and participants of the study.

3.1 Population and Sampling Technique

Kano State is the centre of broadcast media – radio and TV stations in Northern Nigeria. The state boasts of over 27 broadcast media. But the study was limited to studying journalists working in newsroom from only 10 news media namely: Radio Kano (A.M& F.M), Nigeria Television Authority (NTA) Kano, Abubakar Rimi Television (ARTV), Freedom Radio, Dala F.M, Rahama Radio, Express Radio, Wazobia F.M, Cool F.M and Arewa Radio. 324 journalists

were selected using stratified proportionate sampling technique. The overall respondents were sub-divided into homogeneous units – editors, reporters, translators, producers, presenters and news casts.

3.2 Data Collection and Analysis

There is no consensus among researchers about the best or rather standardized way to measure job satisfaction, however, single global rating and summative score are the most widely used technique of asking respondents how satisfied they are about their job. These questionnaires include Job Descriptive Index (JDI), Minnesota Satisfaction Questionnaire (MSQ), and Job Satisfaction Survey (JSS). Therefore, in order to investigate the respondents' perceptions of the effect of job motivation on job satisfaction of the respondents, a 5-point Likert-Scale questionnaire were distributed to the respondents of the study. Their responses were analysed through an SPSS. For an in-depth report about the relationship between journalists and their media organizations and what these organizations are doing to promote effective job performance of their journalists, intensive interviews with 6 six station managers were conducted. This enables the researcher to get closer to the participants' perspectives. Furthermore, it would help in validating is the authenticity of the information given by the respondents and find out whether the management is taking care of the factors that motivate their staff to perform better or not.

4. Findings

For the quantitative findings, 324 questionnaires were distributed to the respondents, 303 were successfully returned signifying high response. The study investigates job motivation and satisfaction among broadcast media journalists in Kano State. Therefore, in order to examine the first research objective; to investigate the determinants of job motivation among journalists in the broadcast media stations in Kano State, respondents' opinions were collected through questionnaire and analysed using descriptive statistics with SPSS version 22.

4.1 Demographic Information of the Respondents

Demographic information related to gender, age, work experience, organization, and job specialization was obtained and analyzed and presented in this manner:

About the gender of the respondents, the data showed that 64.4% (n= 195) were males while 35.6% (n=108) were females. On the issue of age, the data reveals that 41.3 % (n=125) of the respondents were between the ages of 26-35 while 25.4% (n=77) were between the ages of 36-45. Similarly, 18.8% (n=57) of the respondents were young people between the ages of 18-25 while 12.9% (n=39) were between the ages of 46-55. Concerning their educational status, the data indicated that 48.5% (n=147) of the respondents were Degree holders while 40.6% (n=123) were either Diploma or NCE holders. Furthermore, 8.3% (n=25) of the respondents were had Master's degree while only 2.6% (n=8) were holding secondary school certificates. On the type of their job appointment, the data showed that 62.4% (n=189) of the respondents were permanent while 25.4% (n=77) were appointed on contract. Similarly, 11.6% (n=35) of the respondents were either freelance or casual or artists.

4.2 Presentation of the Quantitative Findings

The variables in the present study were measured using simple percentage and frequency obtained in 5-point Likert scale based on the opinions of the respondents. The quantitative phase of this study was set to achieve two major objectives. The first objective is to investigate the determinants of job motivation among journalists in the broadcast media stations in Kano State. The second objective is to investigate the factors that affect the job

satisfaction of journalists in the broadcast media stations in Kano State. Each of the objectives has a major finding which is reported according to the research questions as follows:

Table 1: I am into journalism profession by choice

	Frequency	Percent
Strongly Agree	155	51.2
Agree	95	31.4
Neutral	31	10.2
Disagree	16	5.3
Strongly Disagree	6	2.0
Total	303	100.0

Table1 above presented the frequency of the respondents' opinions on why they joined the journalism profession.

Table 2: Meeting deadline is my personal source of motivation

	Frequency	Percent
Strongly Agree	101	33.3
Agree	127	41.9
Neutral	50	16.5
Disagree	17	5.6
Strongly Disagree	4	1.3
Unanswered	4	1.3
Total	303	100.0

Table 2 above presented the frequency of the respondents' beliefs on meeting on meeting deadline as the source of their personal motivation.

Table 3: Modern equipment in my studio motivates me to work better

	Frequency	Percent
Strongly Agree	172	56.8
Agree	87	28.7
Neutral	21	6.9
Disagree	18	5.9
Strongly Disagree	4	1.3
Unanswered	1	.3
Total	303	100.0

Table 3 above presented the frequency of the respondents' opinions on whether modern equipment in their studio motivates them to work better.

Table 4: I am happy with the work condition of my organization

	Frequency	Percent
Strongly Agree	95	31.4
Agree	113	37.3
Neutral	59	19.5
Disagree	25	8.3
Strongly Disagree	11	3.6
Total	303	100.0

Table 4 above presented the frequency of whether the respondents were happy with the work condition of their organization.

Table5: My workload affects my job satisfaction

	Frequency	Percent
Strongly Agree	43	14.2
Agree	110	36.3
Neutral	76	25.1
Disagree	56	18.5
Strongly Disagree	17	5.6
Unanswered	1	.3
Total	303	100.0

Table 5 above presented the frequency on whether the respondents' workload affects their job satisfaction.

Table 6: I can leave this job because of poor salary

	Frequency	Percent
Strongly Agree	55	18.2
Agree	61	20.1
Neutral	52	17.2
Disagree	87	28.7
Strongly Disagree	47	15.5
Unanswered	1	.3
Total	303	100.0

Table 6 above presented the frequency of whether the respondents could leave their journalism work because of poor salary.

4.3 Qualitative Findings

The purpose of this qualitative phase was to answer the third research objective which was to explore the relationship between broadcast media organizations in Kano State and their staff (journalists) and also find out the extent in which they promote the factors of job motivation and satisfaction and to also supplement what the respondents said in the quantitative phase. A

semi-structured interview questions were used to gather data from some selected members of broadcast media managers in Kano.

4.3.1 Characteristics of the Participants

Of the 5 participants that participated in this interview, 2 of them were from public media and 3 from private media organization. All the 5 participants were Managers and Directors of News and Current Affairs Department of the selected media organization. Furthermore, with the exception of one, all of them were males. The interviews with them lasted for 32 – 48 and were analysed using Atlast.ti software and many themes and subthemes emerged during coding of the respondents' opinions.

The following questions were asked during the discussion:

Question 1: What is the relationship between you the management and the staff?

This was the leading question and it was aimed at allowing the interviewees to feel relaxed and be open to the interviewer. The participants responded differently but they all unite to say that the relationship between them and their staff is cordial and they work as family and friends. Some managers responded in the following manner:

P 1: Participant 1 - 2:1 (1:3140-2:142)

Very cordial. Because we relate with one another all the time. The relationship is extremely good. If you will come and observe how we are doing our work here, you will see how the managers are correlating with the members of the staff. It is very cordial. We are just like friends and sisters and brothers.

Question 2: What type of media management policy do you operate?

Similarly, this question emerged as participants were trying to answer the question about their relationship with their staff. The question would add value on the extent in which media organizations work towards the improvement of factors of job motivation and satisfaction of their staff. Almost all of them claim to operate based on an open door policy and encourage participatory communication. Some of them responded in the following manner.

P 5: Participant 5. - 5:6 (1:780-1:1151)

An open door policy is being done here. Every staff has the right to channel his grievances or whatever.

Question 3: What are the factors that motivate your staff to work better?

This was another leading question and it was aimed at supplementing the information given by the respondents in the questionnaire. Factors of job motivation were many, thus, the head of News and Current Affairs Department responded differently. But what majority of them kept repeating among other factors were: giving a journalist a free hand, having a good atmosphere, praising them, giving them recommendation letter, supervising them, having adequate equipment, giving them incentives, loans, etc. One of them responded in the following manner:

P 1: Participant 1. - 2:2 (1:194-1:808)

The atmosphere has to be conducive. The staff would feel at ease. Second is to be free with your staff. That's how the job would move smoothly. Then another thing is recommendation. When somebody did something good recommend him.

Question 4: How do you reward your staff when they did an excellent work?

To explore the extent in which media organizations promote factors of journalists' job motivation and satisfaction, this question was asked. The interviewees responded differently regarding how the reward their staff when a job is done well. But the most repeated words in their response towards the questions include giving commendation letter, praising them, appreciating their work, giving them gift, selecting them to attend some international event like Hajj, etc. Some of them uttered the following words:

P 1: Participant 1. - 2:3 (1:1438-1:1934)

There was a time I think last year, some of the best performed staff were issued with the recommendation letter. Secondly, we have verbal recommendation. Maybe in the form of praise. When one of your news casters cast his news good, you praise him.

P 3: Participant 3. - 4:4 (5:958-5:1709)

We give commendation letters. If any opportunity comes like training, we select the best. Like now somebody has gone to Hajj. He was not there when I recommended his name.

4. Discussion

To begin with the demographical information of the respondents, of the 303 respondents that participated in the first phase of the study, 64.4% were males and 35.6% were females. This indicates that there were more males than females in the study. This finding was consistent with the previous survey by Adejola (2014), Berihu (2012), Bo and Ukeh (2013) and Ofili et al. (2014) which revealed that there were more male journalists than female journalists in Nigeria. On the issue of job experience, majority (38.6% and 24.4%) of the respondents in this study had journalism work experience of 1-5 and 6-10 years. Very few had work experience of 20-40 years. A similar result was found in Adejola (2014), Berihu (2012), and Ofili et al. (2014) whose findings show that majority of Nigerian journalists had a job experience of not less than 15 years. On education, majority (48.5%) of the respondents of this study had B.A/BSc/HND degrees while 40.6% had only ND/OND diplomas. Very few 8.3% had M.A/MSc degrees. This finding was consistent with the previous survey by Adejola (2014) and Berihu (2012) where majority 71.7% had B.A/BSc/HND degrees while 18.8% had ND/OND diplomas. One unique finding in this study was investigating the nature of the respondents' job appointment. The result shows that 62.4% of the respondents were appointed on permanent basis while 24.4% were on contract and 11.6% were freelance and artists. Unfortunately, the previous reviewed studies did not inquire about this.

Journalism is not a profession in which its practitioners enrich themselves, however, it is the profession where people make name and become popular. As such, majority of the respondents of this study, 40.1% agreed that they joined journalism profession to make name and as such, 47.2 and 35.6% agreed and strongly agreed that their job was their source of motivation. In the study of Schallom (2012) on job satisfaction among layout designers in

print media newsroom in the United States of America (USA), a similar finding was obtained where the respondents stated that seeing their published work on the paper was their greatest source of satisfaction.

Age and gender are among the demographic factors that have been investigated in employees' job motivation and satisfaction. Majority of the respondents in this study, 31% and 24.1% agreed and strongly agreed that their age pushed them to work better. 21% of them disagreed and another 21% were neutral. This finding was against the result in Berihu (2012) where it was discovered that there was no significant correlation between journalists' age and job satisfaction. Meeting deadline is one of the burdens which journalists live with, majority of the respondents, 41.9% and 33.3% agreed and strongly agreed that meeting deadline was a personal source of their motivation. This finding went together with what respondents in Schallom (2012) stated that meeting deadline and dealing with pressure were another means of job satisfaction to them. However, half of the respondents in this study, 36.3% and 14.2% agreed and strongly agreed that their workload affected their job satisfaction. The same negative result was obtained in Reinardy (2014).

Employees' remuneration is one of the most researched topic in Africa and Nigeria. Thus, journalists' job salary is one of the discussed topic in Nigeria's journalism. Less than half of the respondents of this study, 24.4% and 19.8 agreed and strongly agreed that they were happy with the salary structure of their organization. 29.4% were neutral while 26% disagreed. In essence, this shows that majority of the respondents were happy with their salary while many were neutral and disagreed. This finding is in contrast with what respondents in Adejola (2014), Berihu (2012), Liu, Xiaoming and Wen (2017) and Ofili et al. (2014) were not satisfied with their salary. Journalists who are not satisfied with their salary may think otherwise. That is why, many journalists in this study, 20.1% and 18.2% intended to leave journalism profession because of poor salary while 17.2% were neutral. The same result was echoed in Lucht (2015) and Reinardy (2014) where respondents said that they intended to leave their work because of poor salary, but if they get a pay raise, they will continue working with their organizations. However, it contradicts the findings of Liu, Xiaoming and Wen (2017) where 64.9% of the respondents said that they intended to remain in journalism profession. Thus, poor salary was the major source of their job dissatisfaction. Work condition or rather the environment where journalists work is another factor which goes together with the journalists' remuneration. Majority of the respondents in this study, 37.3% and 31.4% agreed and strongly agreed that they were happy with their work condition. A similar result was found in Adejola (2014) where journalists' work condition was ranked high among the determinants of their job satisfaction.

Employees' job reward and recognition are another important determinant factors of job satisfaction. 38% and 27% of the respondents agreed and strongly agreed that they were satisfied with the job reward and recognition they receive in their organization. This finding is in line with the findings of McGovney and Irani (2006), Reinardy (2014) and Zulqarnain and Hassan (2014) where majority of the respondents agreed that they were satisfied with the job reward and recognition they receive in their organization. It also confirms the Expectancy Theory which supports that anticipation of reward is a triggering factor to employees to perform better (Fonnelop, 2015). Similarly, giving a fair training opportunity to the respondents is another means of enhancing their input. 28.1% and 24.1 of the respondents in this study agreed and strongly agreed that there was an equitable training opportunity in their organization. On the contrary, 19.5% of them disagreed while 28.1% were neutral.

On the qualitative part, the in-depth interview reveals that all the five participants that were interviewed claimed that the relationship between the management and the staff was cordial. Their views concur with the quantitative findings of this study where majority of the respondents agreed that there was a positive relationship between them and the management of their organizations. However, it was against the FGD result of Berihu (2012) where one of the participants claimed that there was no healthy relationship between workers and the managers. It was all about “do this and don’t do that. Similarly, two of the participants in this study stated that their organizations operate open door policy and the channel of communication was two-way. This finding also contradicts the qualitative result of Berihu (2012) where the participants complained that their organization operated “closed-door policy” and the channel of communication was one-way i.e. top-down.

Furthermore, participants complained about the salary package of journalists not only in their organizations, but the country as a whole. They stated that there is no job satisfaction in journalism in terms of salary. Some of them alleged that some media organizations give their staff an ID to feed from it. Thus, they encouraged corruption as many journalists engaged in collecting gratification. This finding agrees with the quantitative result of this study where majority of the respondents were not satisfied with their salary. It is also in line with the FGD findings of Berihu (2012) where the participants complained about their salary. Similarly, one of the participants complained about working the whole seven days of the week, from 7 am-8 pm. A similar result was obtained in Schallom (2012) where the respondents were dissatisfied with their working hours and missing family events because of their job.

Similarly, participants were asked about the work environment, working equipment and training opportunities in their organizations. The participants responded differently; 3 of them confessed that they have modern equipment in their newsroom and study, while 2 of them lamented that they are using obsolete equipment. All of them agreed that they were organizing in-house and out-side training for their staff. There was mixed reactions about work environment; 3 of them said that they have a good work environment by giving free transportation to their reporters, incentives and loans, while the two of them cried that the atmosphere in their organization is not easy, it is not good and it is their reporters who transport themselves when to report news. These findings concur with the qualitative data of Berihu (2012) and Schallom (2012) where the respondents were unsatisfied with their technical (analogue) equipment, insufficient working materials and equipment, lack of transportation services and poor work environment.

5. Conclusion

Investigating factors of journalists’ job motivation and satisfaction in media organizations, especially broadcasts media stations in Kano State of Nigeria is very important as the findings of this study revealed. The study indicated that majority (48.5%) of the journalists working in these media organizations are graduates. This showed that the profession of journalism is getting attention or rather, becoming prominent among the other disciplines in the country. Employing journalists based on their qualification and expertise will help in addressing some unethical practices bedeviling the profession of journalism. Okunna (cited in Olajide et al. 2012) buttresses this that the importance of higher education for journalists is widely recognized in both developed and developing countries. Journalists with higher education shows more professional and ethical consideration in their duties than those who have no or low journalism education. However, most of them have little job experience and there are very few experienced journalists in these media organizations. This indicated that

journalists when they reach some certain years in their profession they leave it and join other jobs – media aid, spin doctoring etc.

Furthermore, both the qualitative and the quantitative findings of the study revealed that there is problem in journalists' job satisfaction in terms of their remuneration as lamented by 38% of the respondents. Thus, the study joined the previous studies (Adejola, 2014; Berihu, 2012; Liu et al. 2017; Ofili et al. 2014) that revealed majority of journalists were not satisfied with their jobs in terms of salary and that is why some of them are saying they want to leave this profession because of poor pay. Journalism, unlike other professions expects a lot from those people who engage in the process of news gathering and disseminating. In this way, it places the life of journalists at risk, because both state and non-state actors do not want media people to expose their evil deeds. Despite this threat, journalists never succumb to this pressure but yet they are the least paid among workers in Nigeria. Unfortunately, some of them are just given ID cards to survive as highlighted by some participants during the in-depth interview. Ajaegbu, Ajaegbu, Akintayo, and Temple-Ubani (2015) elucidate that journalism in Nigeria is facing serious problems. Principal among them is their poor welfare package. Nigerian journalists both in private and public media are poorly remunerated. In spite of their enviable and immeasurable roles and contributions to national development, it is disheartening that their welfare is poor especially when compared with the risks associated with their job. Therefore, in order to ensure effective journalism in Nigeria, there is a need to address the problem of staff welfare.

Credit author statement:

Aisar Salihu Musa is the sole contributor to this manuscript.

Acknowledgement: This research was supported by a grant from the Tertiary Education Trust Fund (TETFUND) provided to the author with the reference (TETF/DR&D/CE/POLY/KANO/RG/2021/VOL.1).

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