

QUALITY OF WORK LIFE AND JOB SATISFACTION AMONG JOURNALISTS OF TELEVISION NEWSROOMS IN KATHMANDU

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Abstract:

This descriptive research study is conducted among journalists in television newsrooms in Kathmandu identifies that safe working conditions, adequate health benefits, and equitable compensation are critical factors in enhancing job satisfaction among journalists. Job autonomy, opportunities for professional development, social responsibility, and positive image are also significant in fostering employee satisfaction which is in line with past literature on workplace safety, employee satisfaction, and perception of work environment among journalists. The study's results suggest that companies should create a positive work atmosphere by compensating employees fairly, providing opportunities for professional growth, and fostering a culture of social responsibility and positive image.

Keywords: quality work-life, job satisfaction, work-life equilibrium, journalists, job autonomy.

1. Introduction

Job Satisfaction (JS) is one of the key elements that has caught the attention of organizations and academics in recent years. Managers have given the notion of job satisfaction a lot of weight in light of the escalating competitiveness brought on by globalization. This may be as a result of the findings of numerous research showing that organizational commitment is significantly influenced by work satisfaction (Thangaswamy et.al, 2017). Job satisfaction is generally defined as the attitude of a person toward their

employment. It is also understood as a pleasant emotional state brought on by the perception that one's job is helping them reach their professional goals. Likewise, the ability of a person to perform roles in both the work and home environments is referred to as work-life balance. It includes the ability of the employee to balance professional commitments with their health and personal time. It also includes work-family balance (Voyandoff, 2005). A person's capacity to balance work and home life is influenced by a variety of workplace factors, such as the level of flexibility and support the position offers (Netemeyer et al., 1996),. But some work environments, especially newsrooms, are unlikely to provide such flexibility. Journalists are having to put in erratic hours - early morning and late-night shifts and even during their holidays (Tuggle et al., 2014) and their capacity to balance the demands of work and life has been impacted by their busy schedules and frequent access to digital technology. The use of digital technology at work is suggested to have an impact on how well employees interact with their families while they are at home (Friedman, 2014).

As digital technology is used more frequently in the news media sector, journalists are increasingly expected to provide news segments for a variety of platforms. In addition to producing their television segment or print story, news reporters for both print and television frequently post on social media and produce other online material (Friedman, 2014). Many workers maintain constant contact with their jobs through the use of mobile devices, email, and social media (Tahmincioglu, 2011). This digital connectivity has aided staff members in media newsrooms in connecting and interacting with their audiences, however, also resulted in increasing demands for employee productivity and a decline in their capacity to balance the two responsibilities.

According to the disconfirmation theory, employees judge their jobs favorably or unfavorably by contrasting actual performance with expected results. When actual performance exceeds expectations, there is a positive disconfirmation that leads to satisfaction (Matzler et al., 2004). Negative disconfirmation, on the other hand, takes place when the performance is judged to be below expectations. If actual performance is in line with expectations, confirmation is thought to only produce simple contentment.

A study by Sirgy et al. (2001) based on the need satisfaction and spillover theories to comprehend the fundamental aspects of Quality of Work Life (QWL) asserted that people have basic wants that they try to satisfy through labor.

They made a case in line with Porter (1961), who created a quality of work life measure to evaluate need satisfaction in an organization. According to the quality of work life theory, an employee's total job satisfaction (JS) will change directly with how well their personal needs are met; the greater the need, the more closely work satisfaction will be correlated with its satisfaction.

2. Objectives of the study

This study aimed to attain three objectives:

- To assess perceived quality of work life need attributes among journalists in Television newsroom in Kathmandu
- To evaluate the job satisfaction status among journalists in Television newsroom in Kathmandu
- To identify the relationships between quality of work life attributes and the overall job satisfaction

3. Statement of Problem

Advances in information technology, information overload, the requirement for quick responses, the value placed on providing excellent service and the need for ongoing availability, as well as the rate of change, all demand our time and can put pressure on employees (Taiwo et.al, 2016). Most managers are unaware of the positive effects that a healthy work-life balance has on employee productivity and performance; they also don't understand that good management and higher productivity come at the expense of work-life balance. Companies' commitment to work/life initiatives and employee engagement and productivity are tightly correlated and when these initiatives are lacking, employee motivation and productivity suffer. The disregard for employee work-life balance and quality work can cost employers money, thus it must be given a top priority.

Theoretical Framework

Independent Variables

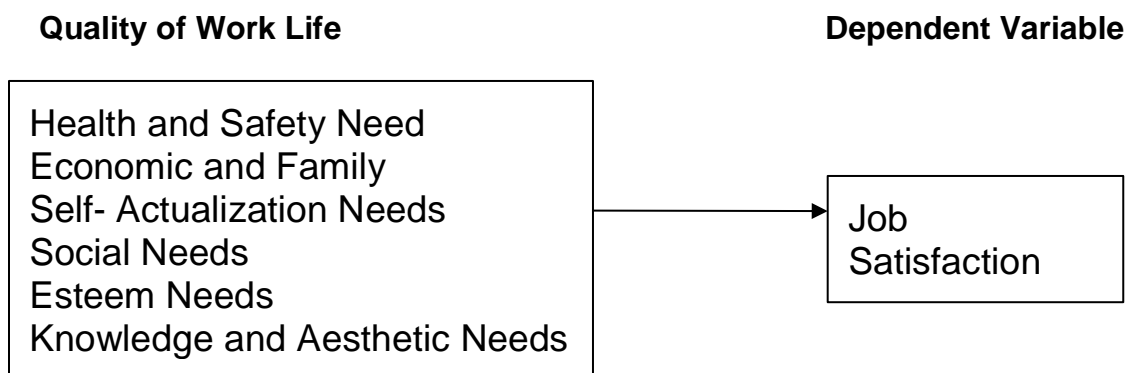


Figure 1 : Theoretical framework of the study

4. Literature Review

Job satisfaction is a multifaceted, complicated phenomena that is influenced by a number of variables, including pay, the workplace environment, autonomy, communication, and

organizational commitment (Vidal et al., 2007). Compensation, wages, rewards and recognition also have a telling impact. Job satisfaction will rise as convenience costs decline and organizational, social, and intrinsic rewards rise (Mulinge and Mullier, 1998). Stress can have organizational impacts like absenteeism, poor industrial relations and poor productivity, high accident and labor turnover rates, poor organizational climate and job dissatisfaction. Work satisfaction and unhappiness are influenced by the demands of the position as well as the nature of the work itself (Mahmoud, 2008).

Employees strive to meet a variety of needs at work, including those for health and safety (protection from potential injury or mental harm), job requirements (e.g., need for recognition and appraisals based on job characteristics; need for a reasonable workload), supervisory behavior (e.g., need for interpersonal interaction between employees, employers, and customers, as well as among themselves), and ancillary programs (e.g., need for training and flexible work schedules) (Porter, 1961).

Employees will therefore detect a positive level of quality of work life, which will raise the level of their job satisfaction, if they believe that these needs at work have been met or have exceeded their expectations (Champoux, 1981; Kahn, 1981; Sirgy et al., 2001). Additionally, according to the spillover theory, quality of work life affects job satisfaction as well as other types of life satisfaction, including those that are related to family, leisure, and social components (Schmitt & Mellon, 1980; Sirgy et al., 2001).

Several research have investigated quality of work life in the service sector (Janes & Wisnom, 2011; Manjunath & Kurian, 2011; Mirkamali & Thani, 2011) and there is agreement with the several dimensions that are consistent with the six underlying dimensions of quality of work life revealed by Sirgy et al., (2001). Based on the notion of

need satisfaction, the core QUALITY OF WORK LIFE structures of health and safety, economic and family needs, self-actualization needs, esteem needs, social needs, and knowledge and aesthetic needs were examined.

Interpersonal interactions among coworkers are extremely crucial (Berger & Vanger, 1986). Katzenbach & Smith (1993) emphasized the value of achieving social demands through effective teamwork. Employees, for instance, collaborate as a team to set and communicate clear goals. Team members provide better service when they cooperate to solve problems and build mutual trust. Employee assistance and information sharing are made possible by cooperative cultures, which promote JS and high-performance teamwork (Scott & Bruce, 1994).

Fair salary and rewards are also important drivers for fostering JS among employees (Abdullah & Wan, 2013). Employee JS, retention, and motivation are all influenced by a culture of fair rewards (Chiang and Birtch, 2008). Likewise, Sirgy et al. (2001) claim that aesthetic needs, which are influenced by knowledge needs, are treated as the desire to complete work in a novel and creative manner and are considered to be a component of quality of work life sub-dimensions that have a substantial impact on total job satisfaction.

4. Research Methodology

4.1 Research Design

Quantitative research techniques and descriptive-analytical research design has been employed to show the factors of quality of work life and job satisfaction among journalists of newsroom in Kathmandu. The purpose of this study's design was to determine the cause-and-effect relationship between the specified factors and the dependent variables.

4.2 Population and Sample

Based on the latest available Labor Force survey by Nepal government (released in fiscal year 2017/18), there are approximately 60,000 individuals employed in the information and communications sector, however, the report does not clarify on the number of journalists. According to Federation of Nepali Journalists (FNJ), there are over **13,000 media persons** working in all areas of modern media i.e., print, electronic and online across the country. This still does not clarify on the number of TV journalists. Bagmati province which includes Kathmandu, Bhaktapur and Lalitpur districts, according to the latest report by Ministry of Communication and Technology has **87 Television channels** including news, infotainment, entertainment, sports and religious TV channels. The population of the study comprise of journalist working in Television newsrooms having various hierarchical positions. Purposive sampling technique was employed and questionnaires were distributed through online platform. Of those filled, 63 responses were usable and the response rate remained at 90%.

4.3 Nature and Sources of Data

The study employed the quantitative nature of data. The questionnaires with close-ended questions were collected and coded in quantitative form. The study employed primary source of data.

4.4 Measurement and Scaling

The first part of the questionnaire gathered the respondent's demographic information. The questionnaire was used to measure quality of work life and job satisfaction. The questionnaire was mainly divided into two parts comprising of quality of work life and job

satisfaction and a five-point Likert scale was used where Five indicated strongly agree and one indicates strongly disagree.

4.5 Data Analysis

SPSS software was used to generate descriptive and inferential statistics and analyze the validity and reliability of the data. To achieve the research goals, descriptive statistics, correlation coefficient tests, and regression analysis are performed on the data.

5. Data Analysis, Results and Discussion

5.1 Demographic profile respondents

There were 35 male participants, which represents 55.6% of the total sample, and 28 female participants, which represents 44.4% of the total sample. The largest group of participants were in the 31-35 years category, with 21 participants, which represents 33.3% of the total sample. The smallest group of participants were in the 26-30 years category, with 13 participants, representing 20.6% of the total sample.

Table 1.

Socio Demographic Characteristic of Respondents

Variables	Frequency	Percentage
Gender		
Male	35	55.6
Female	28	44.4
Age		
Under 25	15	23.8
26-30 years	13	20.6
31-35 years	21	33.3
36 and above	14	22.2

Tenure with the current organization		
Less than 5 years	11	17.5
5-9 years	15	23.8
10-14 years	22	34.9
15 years and above	15	23.8

Note. From Researcher Calculation

For tenure or length of experience in media sector, the largest group of participants were in the 10-14 years category, with 22 participants, which represents 34.9% of the total sample. The smallest group of participants were in the Less than 5 years category, with 11 participants, representing 17.5% of the total sample.

5.2 Perception Towards Quality of Work Life

Considering the value for mean and standard deviation in Table 2 for the item "My work is at a physically safe place," it can be understood that employees generally perceive their workplace to be physically safe, with relatively low variability in responses.

Table 2

Health and Safety Needs among Respondents

	Min	Max	Mean	S.D.
The company provides enough working space	2	5	3.79	0.722
The workplace has good air quality.	2	5	3.57	0.665
My work is at a physically safe place.	2	5	3.71	0.906
The company provides good health benefits.	1	5	2.81	1.134

Note. From Researcher Calculation

Employees generally believe they have sufficient space to work comfortably, perceive the air quality in the workplace as good and are less content with the health benefits provided by the company. Some employees are more satisfied than others. The results advocate that while employees generally feel safe in their workplace and have enough space to work comfortably, there may be room for improvement in providing better health benefits.

Table 3

Economic and Family Needs

	Min	Max	Mean	S.D.
Pay is fair and adequate.	1	5	2.81	1.162
Pay is based on achievement.	1	5	2.62	1.038
My job allows time for social life.	1	5	3.05	0.941
My job allows time for family life.	1	5	3.10	0.875

Note. From Researcher Calculation

Table 3 shows the attitudes towards economic and family needs attributes. It is understood that respondents were satisfied with the time they have for their personal life outside of work. The standard deviation values suggest that the responses were moderately to less spread out around the mean. On average, respondents felt their pay was slightly below the neutral point of 3, which neither agrees nor disagrees. The standard deviation for these responses were 1.162 and 1.038, respectively, indicated that the answers were moderately spread out around the mean.

Likewise, respondents agreed that their job allows them sufficient time for their social life. The standard deviation of 0.941 suggests that the responses were less spread out around the mean. Similarly, respondents agreed that their job allows them enough time for their family life. The standard deviation for this statement was 0.875, indicating that responses were less spread out around the mean.

Table 4 presents the results of a survey measuring the level of self-actualization needs attributes.

Table 4
Self Actualization Needs

	Min	Max	Mean	S.D.
My job is interesting	2	5	3.81	0.715
Workloads are reasonable	1	4	3.27	0.807
My job allows me to realize my full potential.	1	5	3.27	1.035
My job matches with my skill set	2	5	3.76	0.875
My job has adequate decision-making power.	1	5	3.40	1.071

Note. From Researcher Calculation

Respondents rated their job as interesting and found their workload somewhat reasonable. They felt their job somewhat allowed them to realize their full potential and felt their job somewhat matched their skill set. Regarding decision-making power, respondents felt their job somewhat had adequate decision-making power. The standard deviations for all statements varied, indicating the responses were dispersed differently around the mean.

In general, respondent indicates that the respondents generally found their job to be interesting and their workload to be reasonable. However, there is some variation in the level of agreement among the respondents regarding the extent to which their job allows them to realize their full potential, matches their skill set, and has adequate decision-making power.

Table 5 provides insight into the level of esteem needs attributes among journalists in television newsrooms in Kathmandu.

Table 5

Esteem Needs

	Min	Max	Mean	S.D.
The company has fair performance appraisal policies.	1	5	2.65	1.003
The company provides a good reward system.	1	5	2.46	1.013
I feel appreciated at work	1	5	3.02	1.008
The company has a positive image in the society.	2	5	3.75	0.861
The company is achievement oriented.	2	5	3.40	0.853
The company is socially responsible.	1	5	3.67	0.967

Note. From Researcher Calculation

Respondents did not believe the company's reward system was satisfactory, however, they generally perceived the company's reputation in society positively.

The standard deviation scores varied for each statement. For instance, "The company is socially responsible" had a relatively low standard deviation score, indicating that most respondents agreed with the statement. However, "The company provides a good reward system" had a relatively high standard deviation score, indicating that respondents had different opinions about it. Respondents also rated the company's social responsibility as above average.

The results suggest that the company may need to improve its performance appraisal policies and reward system to increase the satisfaction levels of its employees in these areas.

Table 6 provides an understanding of how the surveyed journalists perceive their supervisors and colleagues with regards to social needs attributes.

Table 6
Social Needs

	Min	Max	Mean	S.D.
The supervisor is supportive.	2	5	3.60	0.752
The supervisor offers adequate chances for promotion.	1	5	2.86	0.931
The supervisor is trustworthy.	2	5	3.48	0.80
Employees are team oriented.	2	5	3.51	0.716
Employees are cooperative.	2	5	3.54	0.668
Employees are friendly.	3	5	3.98	0.553

Note. From Researcher Calculation

The journalists who were surveyed perceived their supervisor as moderately supportive, however, they felt their supervisors did not offer sufficient opportunities for promotion.

Journalists rated their supervisor as moderately trustworthy and perceived their colleagues as moderately team-oriented and moderately cooperative. They also perceived their colleagues as mostly friendly.

Table 7 shows the level of agreement or disagreement to statements related to their knowledge and aesthetic needs in the workplace.

Table 7
Knowledge and Aesthetic Needs

	Min	Max	Mean	S.D.
The company provides good orientation.	1	5	2.97	0.983
The training program is effective.	1	4	2.67	0.803
The company provides opportunities for professional development.	1	5	2.70	1.010
Extensive creativity is involved in my job.	2	5	3.67	0.596
This job allows me to sharpen my professional skills.	1	5	3.56	0.838

Note. From Researcher Calculation

The results of the survey indicate that respondents generally felt that their job in television newsrooms in Kathmandu involved a significant degree of creativity. Majority as shown

by the mean of 3.67 agreed that their job involved a significant amount of creativity. In addition, respondents generally believed that their job provided them with opportunities to develop and refine their professional skills and felt that their job provided them with opportunities for growth and development.

The survey also found that respondents held a slightly positive view of the company's orientation program, however, the provision of opportunities for professional development received a somewhat neutral or slightly positive view. Finally, the respondents had a somewhat neutral or slightly negative opinion about the effectiveness of the training program.

The results suggest that while respondents generally had positive views about the orientation program, they were somewhat neutral or negative about the effectiveness of the training program and the provision of opportunities for professional development. However, respondents generally felt that their job involved a significant degree of creativity and provided them with opportunities to develop and refine their professional skills.

Table 8 provides insight into the needs and values of sampled journalists.

Table 8
Descriptive Statistic of Variables

Dimension	Mean	Standard-deviation
Health and Safety Needs	3.472	0.709
Economic and Family Needs	2.892	0.874
Self-Actualization Needs	3.502	0.707
Esteem Needs	3.156	0.689

Social Needs	3.495	0.562
Knowledge and Aesthetic Needs	3.111	0.54
Job Satisfaction	3.27	0.575

Note. From Researcher Calculation

Health and Safety Needs received the highest mean score of 3.472, indicating that journalists value their physical health and safety at work. Economic and Family Needs received the lowest mean score of 2.892, suggesting that journalists may not feel that their economic and family needs are adequately addressed in the workplace. Self-Actualization Needs had a mean score of 3.502, indicating that personal growth and development are valued by journalists in Kathmandu. Esteem Needs received a mean score of 3.156, suggesting that recognition and respect from colleagues and supervisors are important to journalists. Social Needs also received a high mean score of 3.495, indicating that social interactions and relationships in the workplace are valued. Finally, the mean score for Job Satisfaction was 3.27, indicating moderate satisfaction. The standard deviations for each dimension suggest that there is some variability in how important each need is to individual journalists.

5.3 Inferential Analysis

5.3.1 Correlation Coefficients

Table 9

Correlation Coefficient

		JS	Health & Safety Needs	Economic & Family Needs	Self-Actualization Needs	Esteem Needs	Social Needs	Knowledge & Aesthetic Needs
JS	Pearson Correlation Sig. (2-tailed)	1						
Health & Safety Needs	Pearson Correlation Sig. (2-tailed)	.911** 0.000	1					
Economic & Family Needs	Pearson Correlation Sig. (2-tailed)	.881** 0.000	.758* 0.000	1				
Self-Actualization Needs	Pearson Correlation Sig. (2-tailed)	.790** 0.000	.725* 0.000	.541** 0.000	1			
Esteem Needs	Pearson Correlation Sig. (2-tailed)	.891** 0.000	.803** 0.000	.680** 0.000	.688** 0.000	1		
Social Needs	Pearson Correlation Sig. (2-tailed)	.676** 0.000	.566* 0.000	.616** 0.000	.238 0.060	.596** 0.000	1	
Knowledge & Aesthetic Needs	Pearson Correlation Sig. (2-tailed)	.887** 0.000	.714** 0.000	.789** 0.000	.784** 0.000	.738** 0.000	.462** 0.000	1

** Correlation is significant at the 0.01 level (2-tailed)

Note. From Researcher Calculation

Table 9 shows a strong positive correlation between job satisfaction and all the parameters of quality of work life or needs. The correlation coefficients are all positive and range from 0.676 to 0.911, indicating that as the level of one need increases, the level of job satisfaction also increases.

The correlation coefficients are also all statistically significant ($p < 0.05$), indicating that the relationships are not likely to have occurred by chance. The strongest positive correlation is between job satisfaction and health and safety needs ($r = 0.911$), followed by esteem needs ($r = 0.891$), knowledge and aesthetic needs ($r = 0.887$), economic and family needs ($r = 0.881$), self-actualization needs ($r = 0.790$), and social needs ($r = 0.676$). This implies that the level of job satisfaction of journalists in Television newsrooms in Kathmandu is influenced by their satisfaction of their health and safety needs, esteem needs, knowledge and aesthetic needs, economic and family needs, self-actualization needs, and social needs. Thus, the better the needs are satisfied, the higher the level of job satisfaction is.

5.3.2 Regression Analysis

Table 10

Regression Analysis Between JS and Explanatory Variables

Models	Constants	Regression coefficient of						R ²	F	P-value
		HSN	EFN	SAN	EN	SN	KAN			
1	-0.478			0.542		0.529		0.837		0.000
	(-2538)*			(14.321)**		(8.364)**		214.23		
2	0.026		0.289	0.393		0.261		0.877	552.994	0.000
	(0.240)		(12.33)**	(16.661)**		(9.352)**				
3	-0.126	0.235	0.155	0.194	0.223	0.219	0.222	0.989	1067.613	0.000
	(1.901)**	(10.424)**	(8.33)**	(8.469)**	(11.937)**	(11.393)**	(6.594)**			

(1) Figures in parentheses are t-values.

(2) The signs * and ** denote that the results are significant at 5 percent and 1 percent level of significance respectively.

Note. From Researcher Calculation

The table 10 presents the results of three regression models with job satisfaction as the dependent variable and six independent variables - Health & Safety Needs (HSN), Economic & Family Needs (EFN), Self-Actualization Needs (SAN), Esteem Needs (EN), Social Needs (SN), and Knowledge & Aesthetic Needs (KAN). The regression coefficient of each independent variable represents the amount of change in job satisfaction for a unit change in that variable, holding all other variables constant.

In Model 1, the constant is -0.478, which means that the predicted job satisfaction score is negative when all independent variables are set to zero. The regression coefficients for HSN, EFN, SAN, and EN are all statistically significant ($p < 0.05$) and positive, indicating that an increase in these needs is associated with an increase in job satisfaction. The R² value is 0.837, which means that these four independent variables explain 83.7% of the variance in job satisfaction. The F-statistic is significant ($p < 0.05$), indicating that the model as a whole is a good fit.

Similarly, Model 2 shows the value of constant 0.026, which means that the predicted job satisfaction score is slightly positive when all independent variables are set to zero. The regression coefficients for all six independent variables are statistically significant ($p < 0.05$) and positive, indicating that an increase in any of these needs is associated with an increase in job satisfaction. The R² value is 0.877, which means that all six independent variables explain 87.7% of the variance in job satisfaction. The F-statistic is significant ($p < 0.05$), indicating that the model as a whole is a good fit.

Lastly, Model 3 with the inclusion of all the explanatory variables shows the constant value of -0.126, which means that the predicted job satisfaction score is slightly negative when all independent variables are set to zero. The regression coefficients for all six

independent variables are statistically significant ($p < 0.05$) and positive, indicating that an increase in any of these needs is associated with an increase in job satisfaction. The R^2 value is 0.989, which means that all six independent variables explain 98.9% of the variance in job satisfaction. The F-statistic is significant ($p < 0.05$), indicating that the model as a whole is a good fit.

6. Conclusion

The present study's findings are consistent with past literature on workplace safety and employee satisfaction, highlighting the importance of safe working conditions and adequate health benefits for employees. Those who perceived their workplace as safe expressed higher job satisfaction compared to those who didn't. Employees viewed their workplace as physically secure and they were less pleased with the health benefits provided by the company.

Perceiving pays as unfair resulted in negative attitudes towards the employer, decreased motivation, and subpar job performance. These findings emphasize the significance of equitable compensation and work-life equilibrium in fostering contentment and welfare among workers. To create a positive work atmosphere, companies should aim to compensate employees fairly and allow them the freedom to balance work and personal responsibilities.

The findings of the study on journalists in Kathmandu regarding self-actualization needs are consistent with past studies, as respondents reported variability in their perceptions of these factors. Journalists' job satisfaction is influenced by a variety of factors, including organizational culture, work environment, and job autonomy. The study found that journalists who perceive a high degree of autonomy in their job tend to be more satisfied

than those who perceive less autonomy. It is thus important also to acknowledge the significance of rewards, social responsibility, and positive image in enhancing employee satisfaction.

The findings of this study back previous research findings that journalists are influenced by various factors, including opportunities for advancement and supervision quality and that journalists who had more positive views of their supervisors were more likely to be satisfied with their jobs.

Job satisfaction is associated positively with various facets of quality of work life, such as work-life balance and job security. Furthermore, the finding that all six independent variables were statistically significant and positively correlated with job satisfaction is also congruent with prior research.

In conclusion, the present study findings provide valuable insights into the factors that influence job satisfaction among journalists and can be used to inform policy and practice in the media industry. The study highlights the importance of providing safe working conditions, adequate health benefits, and equitable compensation to journalists in television newsrooms in Kathmandu. The study also emphasizes the significance of job autonomy, opportunities for professional development, social responsibility, and positive image in enhancing employee satisfaction and that companies should aim to create a positive work atmosphere by compensating employees fairly, providing opportunities for professional growth, and fostering a culture of social responsibility. Job autonomy, opportunities for advancement, and supervision quality are crucial factors influencing job satisfaction among journalists. Therefore, organizations should focus on creating an

environment that promotes creativity and allows for decision-making to foster employee satisfaction.

The study highlights the importance of addressing various aspects of work life, including health and safety, economic and family needs, and self-actualization, in order to promote job satisfaction among journalists in Television newsrooms in Kathmandu. Therefore, companies should focus on providing a favorable work environment that promotes work-life balance and job security to enhance employee satisfaction.

To further build on the knowledge gained from this study, there are several areas where future research could be conducted. One possibility is to conduct comparative studies that examine job satisfaction among journalists in different regions or media outlets and compare the results to those obtained in this study. Another area that could be explored is longitudinal studies, which could track changes in job satisfaction over time and identify factors that contribute to these changes. Additionally, qualitative studies could be conducted for more in-depth understanding of journalists' experiences and perspectives. Cross-cultural studies could also be done to determine whether the factors that influence job satisfaction are universal or specific to certain cultures and multi-stakeholder studies could be conducted to involve not only journalists but also media owners, editors, and other stakeholders for comprehensive understanding of the factors that influence job satisfaction in the media industry.

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