

# Media Staffs Rewards, Working Enviroments and Performance: A Conceptual Analysis

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## Abstract

Media is considered as one of the most important pillars for the development of communities and openness to different fields of scientific knowledge, politics and economy, which means that media is a cornerstone in the creation of public awareness that will contribute into the development process and promotes it (Price, 2010). Generally, the evolution of communities in a certain country can be measured by the role of the media and its staff performance. In addition, if the media staff performance is positive and clear, as it is a mirror of the truth, it may reflect the truth in its performance, therefore; it will contribute into create the renaissance of the community. Conversely, if the staff performance of the media were negative, this would lead to a danger and get into a trouble for the country and organization (Wilbur, 2014). This conceptual paper contributes to the perceptiveness of Media Staffs' Rewards, working environment and performance. This study attempted to link the gap between the Human resources issues related to rewards, environment and performance and come up with the conceptual framework.

**Keywords:**Media Staffs' Working Environment, Rewards and Performance

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## 1 INTRODUCTION

Media is considered as one of the most important pillars for the development of communities and openness to different fields of scientific knowledge, politics and economy, which means that media is a cornerstone in the creation of public awareness that will contribute into the development process and promotes it (Price, 2010). Generally, the evolution of communities in a certain country can be measured by the role of the media and its performance. In addition, if the media performance is positive and clear, as it is a mirror of the truth, it may reflect the truth in its performance, therefore; it will contribute into create the renaissance of the community. Conversely, if the performance of the media were negative, this would lead to a danger and get into a trouble for the country and organization (Wilbur, 1970 and Alkhyat, 2017). In the developed nations that depend on democracy and freedom of opinion, the media performance will be better than that has been existed in the countries of the Third World, which is still subjected to bureaucratic restrictions and management, because it does not help to get it out into the best space of performance and transfer the message to the public clearly and impartially with a full transparency (Katz and E, 1977).

Yemen has known the press since the last third of the nineteenth century or more specifically (Taher, 2008). When Ottomans (during the regime of Mukhtar Pasha, 1872) brought Press which started with issuing the first printed named (Yemen) in Turkish language. In 1978, the newspaper of (Sana'a,) was the first weekly newspaper in two languages Arabic, and Turkish that was released in Arabic Peninsula regularly. On the other hand, (Journal of Aden), which was a weekly newspaper, was the first one that was issued in South of Yemen in 1900. In addition, Al-Thawra Newspaper is the official newspaper that was issued in Taiz province in 29 September 1962, (Taher, 2008).

Globally or more specifically in the countries of the Third World, one of the most important problems that encounter the media could be administrative such as the improper exploitation of the available human resources optimally or the poor management of human resources that could be attributed to low rates of rewards and low in performance pay (Sally, 2013).

According to Yemen Post (2012) - European Union Report- the Yemeni media and journalism performance lacks objectivity and is only used to promote personal interests and agendas. Therefore, it does not meet the ambition, despite of the availability of somewhat governmental support to make it more effective and productive. However, the administrative problems have been still the real obstacle that prevents a real conversion of press to achieve the required performance, then Yemen government management in media sector has weak organize and manage the role of official media as well (Saeed, 2014).

On other hand, there is a scarcity or even absence of researches or studies that are interested in this field. Such drawbacks provoked me heading in this study to investigate the relationship between these problems and its impact on performance and in particular pay.

There are many studies conducted in the Arab world about job satisfaction and its relationship to productivity and despite that the Arab community customs and traditions and culture administrative maybe the same or substantially similar as in Yemen, but the studies also in the field of media remain rare, something which led us to address this problem (El-Nawawy, M., & Strong, C., 2012).

## 2.0 PROBLEMS OF THE STUDY

Study of Dugguh, (2014) revealed that the variables of rewards, performance and performance in Yemen may be correlated to problems in the working environment inside the institutions (Yemen post, 2012). Such problems could result in unsatisfactory state among employees because of the low of self-feelings of unsuccessfulness, or the importance of profession.

On the other hand, there are many variables that affect the performance such as manager's attitude, organizational culture, personal problems, job content and financial rewards (Saeed et al. , 2013) The latest study in Yemen conducted by Wolfsfeld et al. (2013) about the media and environment just focused on the political environment and its impacts on media without studying the work environment effects. The current study will explore the impact of Rewards, working environment and performance.

## 3.0 OBJECTIVE

To identify the impact rewards effects on Staff's performance

To identify the impact of work environment on staff's performance

## 4.0 REVIEW OF LITERATURE

To understand the importance of rewards, working environment towards staff performance on the application to the existing situation is equally significant. The evaluation which drawn by several authors plays the vital in developing the hypothesis

### 4.1 REWARDS AND PERFORMANCE

Reward is considered one of the most factors that can improve the quality of work life which related to job satisfaction (Clifford, 1985). Numerous researches have been conducting on rewards that are significantly related to job satisfaction. For instance, Lam's et al. (2001) found that positive relationship between job satisfaction and rewards exists and rewards are considered key factor in determining job satisfaction of employee. Rewards are divided into two categories intrinsic rewards and extrinsic rewards and these rewards further divided into subcategories. Intrinsic rewards are the task significance, task autonomy and task involvement (Javed and Ahmed, 2012).

Analysis has shown a close relationship between several dimensions of work motivation and satisfaction but recognition along with work itself and operating procedures have shown low mean values and insignificant relationship (Danish and Usman 2010). According to most of these theorists, such motivation can actually be predicted, explained and influenced. One of these theorists is Maslow (1943), who established the need hierarchy theory. According to this theory, human beings have five needs and their goal is to first satisfy their needs at the lower level. At this level, the needs of an individual are actually quite basic. For instance, at this level, human beings seek to fulfill their physiological needs and their security. Higher levels of needs consist of the individual wanting to satisfy his needs for affiliation, gaining self-esteem and self-actualization. Put simply, Maslow's work focused on how the attitudes of an individual influence his/her own behaviors. Making use of Maslow's theory, Porter (1963) conducted a study that showed how people in low level jobs were focused on satisfying their lower level needs. Such needs include salary, job security. They would only move to higher level needs if they are also able to move to a higher job position. Of course, this would only happen once their lower level needs have been satisfied. In a study conducted by Latham and Ernst (2006), it was suggested by the two researchers that managers should first make sure to provide both salaries and benefits in order to make sure that the basic needs of the employee are met. The findings of this paper provide support to experimental evidence that monetary incentives may have a positive effect on workers' utility and performance as long as they are large enough. All other things equal, a higher intensity of rewards is observed to enhance the utility that workers derive from their jobs. These conclusions hold even after controlling for the effect of unobserved heterogeneous biases that confound the incentives-job satisfaction relationship (Pouliakas, 2010). Sarwar and Abugre (2013) investigated the relationship between employees' rewards, and the dimension of their job satisfaction in the service sector in Ghana. They hypothesized that rewards play a significant role in employee satisfaction, resulting in increased customer satisfaction and loyalty. Thus, the role of job satisfaction and rewards was explored with samples from workers in two large Ghanaian private organizations. The study result showed that there is a relationship between rewards and job satisfaction that enhance the staff motivation and loyalty in the organization. The study has been created, tested and managed to 110 topics in two private organizations. A total of 104 usable surveys were analyzed with microsoft excel to test the hypotheses of the study. The implications of job satisfaction on customer satisfaction and loyalty towards organizations were also investigated (Sarwar and Abugre, 2013).

A study conducted by Hofmans et al. (2013) on individual differences in the relationship between satisfaction with job rewards and job satisfaction. The study revealed that the psychological satisfaction resulting from finance reward and pay satisfaction has a positive relation to job satisfaction (Hofmans et al., 2013). Bustamam et al. (2014) conducted a study on reward management and job satisfaction among frontline employees in hotel industry in Malaysia. The result of the study revealed that rewards are positively and

significantly associated with job satisfaction. The study survey was on employees working as Front Desk Assistants in four-star and five-star hotels in Klang Valley, Malaysia were taken as sample for this study. The survey concluded 150 questionnaires distributed and 132 were collected for analysis. The study hypothesises four hypotheses assumed and had been tested in this research. The data analyzed of this study used correlation and multiple regression analysis (Bustamam et al., 2014). Also, study conducted by Mustapha (2013) on the influence of financial reward on job satisfaction among academic staffs at public universities in Kelantan, Malaysia. The study results indicated that there was a positive relationship between financial reward and job satisfaction. The survey of this study was conducted among lecturers in four public universities in Kelantan. The sample was randomly selected through systematic procedure. Data collected from 320 samples using self-administered questionnaires. Then, analyzed used descriptive method to describe the demographic profile of respondents and Pearson Product Moment Correlation to test the relationship between variables (Mustapha, 2013).

Jessen (2015) investigated on the sources of job satisfaction among practitioners and managers employed in the Norwegian public social services and the professionals' perception of social rewards in particular. The result of this study indicated that that managers and practitioners perceive their work as overall equally satisfying. Still, the managers find their job more interesting and challenging due to their position, reporting higher feelings of accomplishment and control over work. The study indicated that receiving public approval and co-worker support are positively associated with job satisfaction within both work positions, while superior support and client recognition were found to be significantly rewarding aspects to the practitioners only (Jessen, 2015).

Terera and Ngirande (2014) investigated on the impact of rewards on job satisfaction and employee retention.

A study conducted by Kwenin et al. (2013) on the impact of employee rewards, human resource policies and job satisfaction on the retention of employees in Vodafone Ghana Limited, indicated that employee rewards, job satisfaction and human resource policies significantly affect employee retention in Vodafone Ghana Limited. The study recommended that management of Vodafone Ghana Limited should as much as possible provide attractive and equivalent reward packages that not only attract employees but retain them in the organization as well, then the study covered that employee job satisfaction also indicated a strong signal for retention. Also the study recommends that management of the organization provide intrinsic values in the jobs to make them more satisfactory for the employees to stay. The study conducted on a sample population of one hundred and forty-two employees, constituting 10% of the target population in Ghana Vodafone (Kwenin et al., 2013).

Usha et al. (2014) investigated on rewards, motivation and job satisfaction of employees in commercial banks. The study indicated that motivation of employee is very essential. Then, it's found that employees will do their highest when they feel or hope that their hard work are to be rewarded by their managers. The study concluded that the degree of rewards, motivation and job satisfaction of employees has a strong relationship in the public and private sector of commercial banks in Chennai. The result of this study compared to result from previous study found that employees in banking sector give more importance to economic or financial rewards (Karl and Sutton 1998; Houston, 2000). The study recommended that rewards must be strategically readjusted to attain the organizational goals, boost employee's motivation to perform their job better and enhance satisfaction with their jobs in commercial banks in Chennai (Usha et al., 2014; Karl and Sutton, 1998; Houston, 2000).

Seniwoliba (2013) investigated on teacher motivation and job satisfaction in senior high schools in the Tamale Metropolis of Ghana. The study indicated that rewards and salary with another nine factors effecting on teachers feeling in the schools and motivating the teachers that could enhance, retain or cause them to leave. Also, there was general perception of inequity among teachers when they compare themselves with their colleagues with the same qualifications, experience and responsibilities in nonteaching organizations and therefore feel unfairly treated as professional teachers. They were equally dissatisfied with their pay compared to them inputs (skills, ability, and work load) (Seniwoliba, 2013). Consequently, the following hypothesis is proposed.

**H1. There is a significant relationship Rewards and Staff Performance.**

#### 4.2 WORKING ENVIRONMENT AND STAFF PERFORMANCE

The concept of work environment is an actual comprehensive one including the physical, psychological and social aspects that mark up the working condition. Work environment performs to have both positive and negative effects on the psychological and welfare of employees (Jain and Kaur, 2014). The work environment can be described as the environment in which people are working. Such as, it is very wide category that incorporates the physical scenery (e.g. noise, equipment, heat), fundamentals of the job itself (e.g. Workload, task, complexity) extensive business features (e.g. culture, history) and even extra business background (e.g.

industry setting, workers relation). However, all the aspects of work environment are correspondingly significant or indeed appropriate when considered job satisfaction and also affects the welfare of employees.

The researcher found that work environment is an important determinant of job satisfaction of employees (Herzberg, 1968; Spector, 2008). The work environment, in the new research, was found to be better determinant of job satisfactions by the scholars (Reiner and Zhao, 1999; Carlan, 2007). Moreover, variation exists in terms of pay packages, working conditions, incentives, recognition and fringe benefits for the employees (Lavy, 2007). It was found that job satisfaction is adversely affected by the factors such as lack of promotion, working conditions, low job security and low level of autonomy. Guest (2004) and Ceylan, (1998) concluded that the working conditions have effect on the satisfaction of employees. These include comfortable proper work and office spaces, temperature, lighting, ventilation, etc.

In situations where working conditions are sound and deemed to be appropriate, employees are said to be better equipped to do what is expected of them. It is however assumed that individual employees perceive the same thing differently, possibly due to their personal experiences and cultural background. Therefore, individual meaning to stimuli is not necessary inherent in the stimuli. Thus, organizations should appear to pay attention to the working conditions that will be conducive to the employee job satisfaction. Relationship between work conditions and job satisfaction work conditions and job satisfaction appear to have a positive correlation (Gawel, 1997). A gradual improvement on the work conditions leads to an equivalent increase in job satisfaction. For example, when there is a considerable teamwork and career advancement opportunities, the overall job satisfaction of the employee is enhanced. Additionally, regular interactions between managers and employees have a direct positive effect on employee work output (Abugre, 2012). Thus involving the lower level employees in organizational activities and decision making is of importance to organizational performance.

Bakotić and Babić, (2013) discovered at study conducted in one Croatian shipbuilding company that employees who work in good working conditions, they are more satisfied than employees who work under stress or bad working conditions. In addition, employees who work under uncomfortable working conditions become less productive and dissatisfied. Thus, the working conditions are an essential factor of employees overall job satisfaction. The results of their study indicated that developing and improving the working environment stemmed from several conditions, which are: the development of security at work, training of employees, improvement of machinery and tools, and appropriate safety equipment. Employees who work in comfortable working conditions have increased job satisfaction and performance. Mokaya et al. (2013) stated that the working conditions, remuneration package (i.e., salaries and benefits) and promotion are basic elements for employee job satisfaction. However, remuneration generally had a greater impact, while promotion had the least impact on employee job satisfaction. Roelofsen, (2002) indicated that improving and developing the working conditions decreases complaints, turnover and absenteeism, and increases productivity and satisfaction the employees working at the organization. Therefore, the management should increase efforts to improve employee job satisfaction, which can produce satisfied employees who tend to have positive impact on customer satisfaction. Leblebici, (2012) stated that the workplace environment plays an important role for the satisfaction and performance of employees. Currently, employees may have various working alternatives, and the conditions of the workplace become an important component for accepting and retaining the jobs. In addition, Saeed et al. (2013) concluded that health work environment and relations motivate the employees can make them to produce more, consequently increasing the level of their performance. Identifying the elements that play the most important roles in making up the physical environment of a workplace and defining them is the need of the hour. Consequently, the following hypothesis is proposed:

**H2. There is a significant relationship between work Environment and Staff Performance**

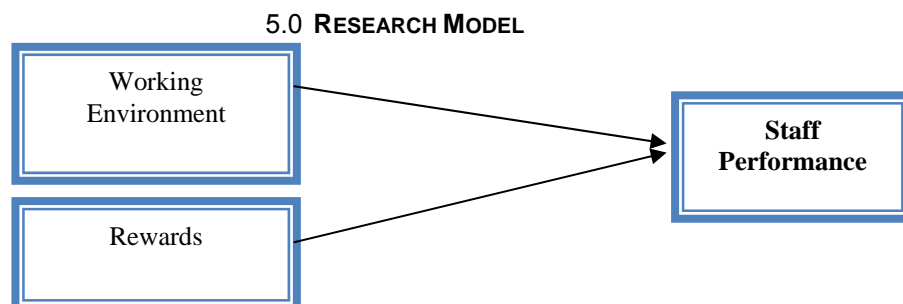


Figure 1.1: The model of study design

**6.0 CONCLUSION**

The present study was to develop the conceptual frame work based on the existing literature reviews of Media Staffs 'rewards, performance model. The hypothesis of this study is yet to be tested using quantitative

method and Smart-PLS analysis. The study therefore also aims to recommend the policy maker to practice good leadership skills with the model that included all competitive pays and rewards.

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