Job Satisfaction and Professional Challenges of Radio Broadcasters in the Evolving Media Landscape

Shahroz Khan Muhammad[1], Imran Muslim*[2]

[1]MPhil Scholar, Department of Mass Communication, Government College University Faisalabad, Punjab, Pakistan.

[2*]Assistant Professor, Department of Mass Communication, Government College University Faisalabad, Punjab, Pakistan.

Corresponding author: imranmuslim@gcuf.edu.pk

This study investigates job satisfaction and professional challenges faced by radio broadcasters in the evolving media geography of Pakistan. Drawing on Herzberg's Two- Factor proposition, Maslow's scale of requirements, and Vroom's Expectancy Theory, the exploration examines how factors similar as payment, creation openings, impulses, organizational culture, and technological shifts impact broadcasters' work gests. A mixed- styles approach was employed, including focus group conversations, eye- shadowing trials, and a questionnaire distributed to 25 broadcasters from Radio Pakistan across five stations. Findings indicate that while radio hosts value creativity, communication, and rigidity as essential rates, they remain displeased with payment situations, creation structures, and performance- grounded impulses. Repliers also reported limited creative freedom due to strict adherence to sanctioned guidelines. Social media was linked as a important tool for enhancing followership engagement and professional applicability. Correlation analysis revealed no significant relationship between qualifications and perceived pressure from seniors in program content selection. The study concludes that job satisfaction among radio hosts is hindered by fiscal instability, limited career growth, and organizational pressures, yet strengthened by recognition, creativity, and followership connection. Practical counteraccusations punctuate the need for bettered compensation, transparent creation programs, creative autonomy, skill development in digital media, and internal health support.

`

1. Introduction

The origin of broadcasting and hosting art depends on traditional media. Whether it is broadcasting and hosting practice or theoretical research, it ultimately reflects and adapts to the constantly evolving social needs and social practices (Jing, 2016; Wang, 2022). Social need and social practice are the premise of broadcasting and hosting practice and the source of broadcasting and hosting creation (Rong, 2024). The art of broadcasting and hosting is closely related to the development of The Times (Zilong, 2024). The art of broadcasting and hosting keeps pace with The Times is related to the quality and effect of communication, so it should actively integrate into and adapt to the new trend of The Times of communication.

As media technology advances, the entire media, holographic media, and the full impact of the entire media become popular, they cause significant changes in the media landscape, including the use of all media for text, images, audio, video, and other purposes (Shvetsov & Alsamhi, 2024). Multiple media forms simultaneously, the convergence of media emerges at a historic moment, and it becomes the new trend (Rong, 2024). The broadcast host contributes irreplaceably to the spread of information to a certain degree. At the same time, the increasing power of other media unavoidably affects it (Zilong, 2024). Thus, in the face of both opportunities and challenges, broadcasting and hosting innovation has emerged as an unavoidable trend (Cao, 2018; Zhang, 2021).

Job satisfaction is a crucial factor in the performance and well-being of employees across various industries (Chang, 2024). In the broadcasting sector, particularly among radio hosts, job satisfaction is influenced by a myriad of factors, including work environment, job security, professional growth, compensation, and audience engagement (Brew, 2023, May). This literature review examines existing research on job satisfaction among radio hosts, focusing on their capabilities, accomplishments, and challenges.

Several theories underpin the study of job satisfaction. Herzberg's Two-Factor Theory suggests that job satisfaction is influenced by intrinsic and extrinsic factors (Herzberg, 1966). Intrinsic factors, such as recognition and career advancement, enhance job satisfaction, whereas extrinsic factors, such as salary and working conditions, may prevent dissatisfaction but do not necessarily increase satisfaction. Additionally, Maslow's Hierarchy of Needs (Maslow, 1943) posits that individuals seek fulfillment through progressive levels of needs, from physiological to self-actualization, impacting their job satisfaction levels.

A supportive and engaging work environment is crucial for job satisfaction among radio hosts. Research indicates that factors such as collegial relationships, managerial support, and organizational culture significantly influence satisfaction levels (Katz, 2014; Okoth, 2023). When radio hosts feel valued and have creative freedom, they are more likely to experience job fulfillment. Financial compensation plays a vital role in job satisfaction. Studies suggest that fair pay and benefits contribute to employees' overall well-being and motivation (Nguyen et al., 2015; Bui et al., 2024). However, in the radio industry, fluctuating job security due to industry changes, budget cuts, and audience shifts can impact hosts' satisfaction and career longevity.

Opportunities for skill enhancement, career advancement, and professional recognition significantly influence job satisfaction among radio hosts. Training programs, mentorship, and public recognition contribute to job fulfillment (Anderson & Evans, 2017; Carrau & Janis, 2021). However, limited opportunities for promotion in the radio industry can sometimes lead to dissatisfaction. Radio hosts play a pivotal role in shaping public opinion, disseminating information, and entertaining audiences. Studies highlight how their work fosters community engagement and contribute to cultural discourse (Johnson, 2018; Johnson et al., 2022). This sense of purpose and impact enhances job satisfaction. Public recognition through awards and accolades significantly boosts job satisfaction. Research suggests that recognition of contributions in media platforms fosters a sense of achievement and motivates radio hosts to continue their work (Miller, 2019; Chandler et al., 2022).

Long working hours, tight deadlines, and the pressure to maintain audience ratings contribute to occupational stress among radio hosts. Studies indicate that high job demands can lead to burnout and job dissatisfaction (Smith et al., 2021). Moreover, workplace culture, including team dynamics and managerial styles, contributes to overall satisfaction. A collaborative and communicative work environment allows hosts to thrive creatively and professionally. Financial compensation plays a vital role in job satisfaction. Studies suggest that fair pay and benefits contribute to employees' overall well-being and motivation (Nguyen et al., 2015). However, in the radio industry, fluctuating job security due to industry changes, budget cuts, and audience shifts can impact hosts' satisfaction and career longevity.

Long-term contracts, competitive salaries, and performance-based incentives are crucial factors that affect job satisfaction. Many radio' hosts face job instability due to mergers, acquisitions, or changing listener preferences. Opportunities for skill enhancement, career advancement, and professional recognition significantly influence job satisfaction among radio hosts. Training programs, mentorship, and public recognition contribute to job fulfillment (Anderson & Evans, 2017; Carrau & Janis, 2021). However, limited opportunities for promotion in the radio industry can sometimes lead to dissatisfaction. The evolving media landscape, driven by digitalization and podcasting, presents challenges for traditional radio hosts. Research shows that adaptation to new technologies and maintaining relevance in the industry are key concerns for radio professionals (Brown & Taylor, 2022).

1.1 Changes in Job Demand Caused by Artificial Intelligence

During the 5(th) World Internet Conference in 2018, held in Wuzhen, China, the very first intelligent synthetic digital host was displayed, causing quite a frenzy about artificial intelligence only a few years into the domain. While in the future within the basic framework of broadcasting for particular media, exposed to the increasingly in-demand broadcasting field, intelligent robots will be proficient in their work, robots will due to their low and minimal human cost. Expect broadcasting and hosting to be impacted. New technologies will span within the media industry, thus increasing the need for media programs and other content in high demand. Technologically advanced content will increase the demand for announcers, compressing and redefining the space needed for traditional hosts. The rampant shift in communication advancements is unavoidable and every single host and announcer must prepare for the coming impacts in their personal and professional lives.

1.2 Objectives of the Study:

1. To explore how radio hosts perceive the nature of their work

2. To examine the key factors that define a successful and outstanding radio broadcaster

1.3 Research questions:
1. RQ1. How do the radio Hosts consider their job regarding nature of work?
2. RQ2. What factors are required to be the more acceptable broadcaster?

2. Hypothesis

H1: Radio hosts perceive their job as being defined by a specific nature of work, such as creativity, communication, and entertainment.

H2: The factors required to be the best broadcaster include strong communication abilities, creativity, adaptability, and a deep understanding of audience preferences.

2.1 Theoretical Framework:

Expectancy theory, developed by Victor Vroom (August 9, 1932 – July 26, 2023) in 1964, is a motivation theory that explains how individuals decide to act based on their expectations of outcomes. It suggests that people are motivated to engage in behaviors when they believe their actions will lead to desired outcomes

Expectancy (Effort-Performance Relationship) It is the belief that one's effort will lead to the desired performance level. Questions arise regarding the skills, adequacy of resources, and clarity related to the requirements of the task-they indeed determine such performance outcome. An employee believes that effort shall be transformed into effective performance if the job skill and capacity exist. The ability to demonstrate right knowledge, expertise, and technical proficiency required to complete a performance or task such as that of a software developer involves programming skills and the coding languages required for a project that ensure an effort would never be seen as deficient for achieving a target performance level if it is absent. Even great people can fail without the necessary materials.

3. Methodology

Qualitative approach was used to determine the work experience of broadcasters. Qualitative research is a type of research that aims to gather and analyze non-numerical data in order to gain an understanding of individuals' social reality, including understanding their attitudes, beliefs, and motivation. In order to achieve this goal, an experiment using eye-tracking technology was administered to participants from broadcasters of radio Pakistan in Faisalabad, followed by a questionnaire asking different questions about their job experience at their channels. Work experience as well as extent of satisfaction of respondents was analyzed. Psychological impact of stardom, it's worth and pressures at different states will be studied.

To collect data from radio broadcaster, focus group strategy was carried out. An online Google form questionnaire was distributed among various broadcasters of Radio Pakistan serving at different stations. This type of data collection is free of cost and quick as well as smart way in getting data. Qualitative research and quantitative research were carried out to

find the answers of different questions. Qualitative research was chosen to get in depth details of experience of different broadcasters in various mediums as well as their response to their working environment including their level of satisfaction.

3.1 Population

Live broadcasters and radio hosts from different stations of radio Pakistan who are currently in service are the population of this research. In service hosts and broadcasters were selected to attain accurate and up to date data.

3.2 Sample size

Sample size is the subset of the population. 25 radio broadcasters and hosts of 5 different stations of radio broadcasters who are currently in service were taken as sample and an online Google form questionnaire was forwarded to them to get data for analysis.

3.3 Sampling Technique

Probability sampling technique is the method of data collection where every respondent get an equal chance to be selected in the whole population. It gives more reliable results, reduces biasness, and allows generalization of the results to the population, making it possible to make inferences about the population.

Probability sampling allows the calculation of sample errors and confidence intervals, providing the measure of the precision of the estimate.

4. Results and Discussion

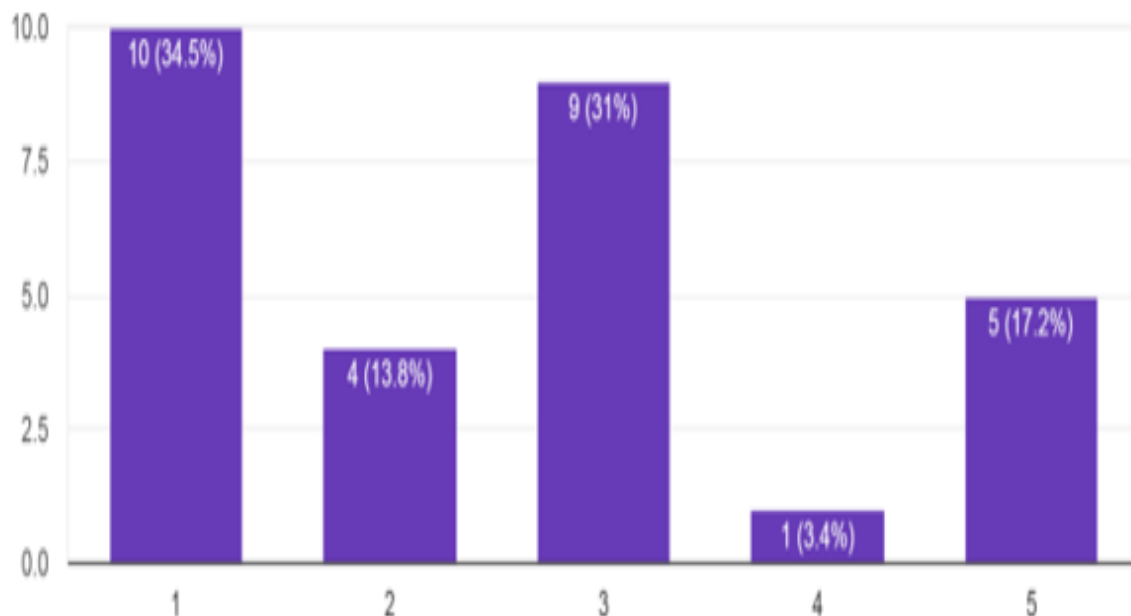**Figure No 1: Level of Satisfaction for the Salary/Wages**

Fig. 1.1 Shows that
- Most respondents are not fully satisfied with their salaries.

- This shows that financial compensation is a concern for many broadcasters, even though they enjoy other aspects of their work.

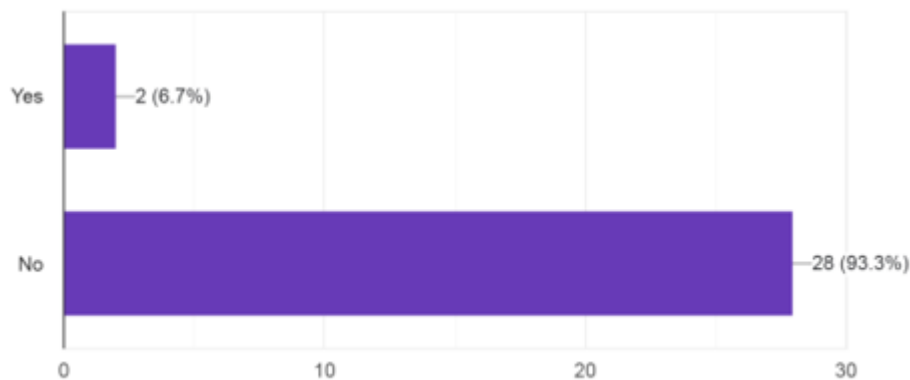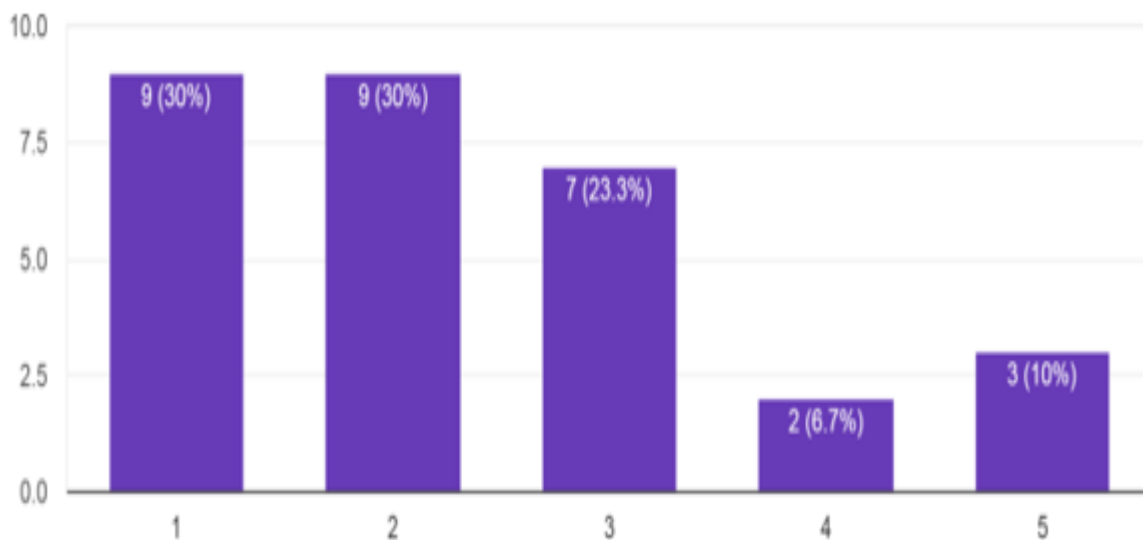**Figure No 2: Performance based Incentives/ Bonus**

Figure above describes that

- A significant number expressed low satisfaction with incentives/bonuses.
- This indicates that rewards for good performance are either limited or not well structured, affecting motivation.

Figure No 3: Level of Satisfaction for Promotion Structure of the organization

Above Graph tells that

- Respondents showed dissatisfaction with promotion opportunities.
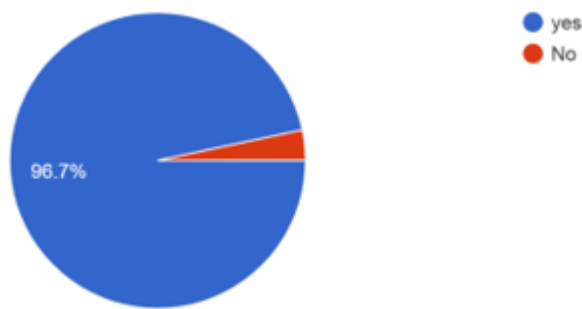- This suggests limited career growth in radio broadcasting, which can cause frustration.
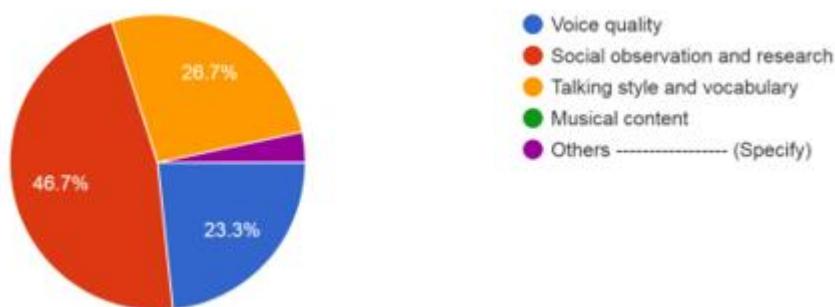
Figure No 4: Following the Official frame or Directions for Broadcast


Figure 4 clearly shows that
- Many respondents feel they must strictly follow official guidelines.
- This may reduce their creative freedom, making them feel restricted in content creation.

Figure No 5: Opinion Regarding Most important Quality Required for Broadcasting

As per above graph the most valued qualities for Broadcasting are are:
  o Strong communication skills
  o Creativity
  o Adaptability

This shows that broadcasters themselves recognize the need to connect with audiences and adjust to changing trends.
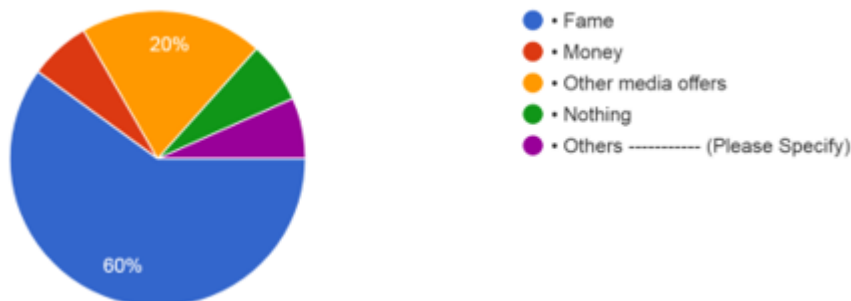
Figure No 6: What is the "Radio" for You
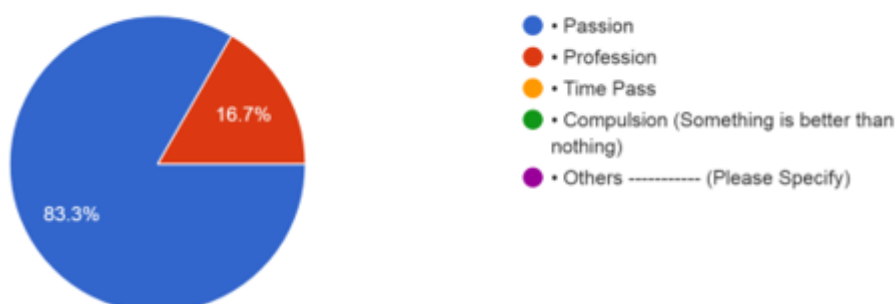
Broadcasters see radio as:
  o A source of livelihood

o   A medium of expression and creativity
o   A platform for influencing society

Figure No 7: Highest Rated Benefit of Social Media for a Broadcaster

Graph 7 rates the benefits of social media as:

- The biggest advantage is audience interaction and engagement.
- Social media helps broadcasters stay relevant, reach wider audiences, and get instant feedback.

4.1 Relationship between qualification and pressure exerted by the seniors

Table No 1: Correlations

		Qualification	Pressure from seniors for topic selection in program
Qualification	Pearson Correlation	1	.073
	Sig. (2-tailed)		.701
	N	30	30
Pressure from seniors for topic selection in program	Pearson Correlation	.073	1
	Sig. (2-tailed)	.701	
	N	30	30

Based on the correlation analysis, there is no statistically significant linear relationship between the qualification of individuals and the perceived pressure from seniors to choose specific topics. This means that higher qualifications do not seem to significantly influence the level of pressure experienced in topic selection. It's important to note that correlation does not imply causation, and further research is needed to understand the complex factors that contribute to such pressure

5. Conclusion

This study investigates job satisfaction and professional challenges faced by radio broadcasters in the evolving media geography of Pakistan. Drawing on Herzberg's Two- Factor proposition, Maslow's scale of requirements, and Vroom's Expectancy Theory, the exploration examines how factors similar as payment, creation openings, impulses, organizational culture, and technological shifts impact broadcasters' work gests. Findings indicate that while radio hosts value creativity, communication, and rigidity as essential rates, they remain displeased with payment situations, creation structures, and performance- grounded impulses. Resultsalso

reported limited creative freedom due to strict adherence to sanctioned guidelines. Social media was linked as a important tool for enhancing followership engagement and professional applicability. Correlation analysis revealed no significant relationship between qualifications and perceived pressure from seniors in program content selection. The study concludes that job satisfaction among radio hosts is hindered by fiscal instability, limited career growth, and organizational pressures, yet strengthened by recognition, creativity, and followership connection.

5.1 Implications for Practice

1. **Promotion of Creative Freedom**: Organizations should provide broadcasters with greater autonomy in content creation and topic selection to enhance job satisfaction and reduce stress.
2. **Gender Equality in Promotions**: Implementing fair and transparent promotion policies can help address gender disparities and ensure equal opportunities for all employees.
3. **Financial Incentives and Job Security**: Offering competitive salaries, performance-based bonuses, and long-term contracts can improve job satisfaction and retention rates.
4. **Training and Skill Development**: Regular training programs on digital media, podcasting, and audience engagement can help broadcasters adapt to technological changes and enhance their professional skills.

5.2 Mental Health Support

Providing access to mental health resources and counseling services can help broadcasters manage stress and maintain their well-being.

5.3 Suggestions for the Future Development of the Broadcasting and Hosting Industry

Since the advent of Mobile Internet technology, even the way news is obtained has been greatly changed for the long-term harmful and sustainable development of the media industry. On the other hand, being an industry that has seen a fast change brought about by new media technologies like AI, the announcers and hosts are expected to keep on upgrading their levels of professionalism and literacy. An announcer or presenter is expected to better use new media technology by utilizing the many personalized elements: sound, image, text, etc., in the performance aspect of hosting programs presented on live television. The announcer or presenter must also strive toward personal enhancement of knowledge in order to raise his or her capacity for other unique styles of hosting.

Today, increasingly inexpensive media industry, the importance of interactive of broadcasting and hosting is also gradually ostensible. After the use of new media technology to radio and television broadcasting and hosting, not only the excellence and effectiveness of information release have been greatly enhanced, but also the path of information spread has altered, making the information transmission into two-way interface, or even multi-directional sharing. Therefore, in the broadcasting and hosting process of radio and television, interactive broadcasting mode can be used to realize the interaction between the host and the audience through the network, telephone, WeChat, Micro-blog and other ways. Operationally, this will not only improve the effectiveness of broadcast and television but also increase the

acceptability of these forms of media among the people by creating a bond between them and the broadcast media. Media convergence is the mainstream for development in the media industry. And hence the radio and television industry must catch this opportunity to develop, utilize all possible new media technologies, and actively modernize and reform its sectors.

6. References

Anderson, P., & Evans, R. (2017). *Professional development and recognition in the broadcasting industry*. Media Studies Journal, 12(3), 45–60.

Brew, J. O. (2023, May). Music career and sustainability: the strategies of a hiplife musician. In *Ethnomusicology Forum* (Vol. 32, No. 2, pp. 183-200). Routledge.

Brown, L., & Taylor, M. (2022). *Digital disruption and the future of radio broadcasting*. Journal of New Media Research, 18(2), 101–118.

Bui, H. T. T., Nguyen, V. H. C., Le, N. A. K., Dang, N. T. H., & Khoi Nguyen, P. N. (2024). The Roles of Corporate Social Responsibility and Perceived Organizational Support on Employee Loyalty in the Vietnamese Public Sector. *SAGE Open*, *14*(4), 21582440241293574.

Cao, Y. (2018). *Innovation trends in broadcasting and hosting*. Beijing: China Media Press.

Carrau, D., & Janis, J. E. (2021). Physician burnout: solutions for individuals and organizations. *Plastic and Reconstructive Surgery–Global Open*, *9*(2), e3418.

Chandler, J. A., Fan, G., & Payne, G. T. (2022). Working the crowd: Leveraging podcasts to enhance crowdfunding success. *Business Horizons*, *65*(1), 79-88.

Chang, R. (2024). The impact of employees' health and well-being on job performance. *Journal of Education, Humanities and Social Sciences*, *29*(1), 372-378.

Herzberg, F. (1966). *Work and the nature of man*. Cleveland, OH: World Publishing Company.

Jing, W. (2016). *The evolution of broadcasting and hosting art*. Shanghai: Fudan University Press.

Johnson, D. D., Hooper, L. M., Spikes, D. D., Carpenter, B. W., Bowers, A., & Jean-Marie, G. (2022). Examining urban school principals' perceptions and insights on the bidirectionality of engagement: a case study of school district leaders. *School Leadership & Management*, *42*(4), 334-365.

Johnson, T. (2018). *Radio hosts and community engagement: A cultural analysis*. International Journal of Communication Studies, 9(4), 233–250.

Katz, J. (2014). *Organizational culture and job satisfaction in media industries*. Journal of Communication Research, 7(1), 77–93.

Maslow, A. H. (1943). A theory of human motivation. *Psychological Review, 50*(4), 370–396.

Miller, R. (2019). *Public recognition and job satisfaction among media professionals*. Broadcasting Review, 15(2), 54–72.

Nguyen, T., Chen, H., & Lee, K. (2015). Compensation and employee motivation in the creative industries. *Human Resource Management Review, 25*(3), 213–226.

Okoth, S. A. (2023). *The Relationship Between Management Support and Employee Satisfaction Amongst Registered Nurses*. Grand Canyon University.

Rong, L. (2024). Paths and Strategies of Broadcast Hosting Creation under Media Convergence. *The Frontiers of Society, Science and Technology*, *6*(8),24-38.

Shvetsov, A. V., & Alsamhi, S. H. (2024). When holographic communication meets metaverse: Applications, challenges and future trends. *IEEE Access*.

Smith, D., Patel, S., & Rogers, K. (2021). *Occupational stress and burnout among radio professionals*. Journal of Media Psychology, 14(2), 89–105.

Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.

Wang, J. (2022). *Globalizing Independent Cinema: Transnational Circulation of the Independent Chinese Documentary (1991-2017)*. The University of Texas at Austin.

Zhang, C. (2021, May). The Breakthrough and Development of Broadcasting and Hosting Talents under the Environment of Big Data Media Innovation. In *2021 2nd International Conference on Computers, Information Processing and Advanced Education* (pp. 73-80).

Zilong, W. (2024). Broadcast Hosting Art Education Reform in the Era of Media Convergence: Transition from Traditional Host Training to Social Media Broadcaster Skills. *transformation*, *6*(11), 1-8.