

Validation Measurement Model of Media Staffs Satisfaction, Leadership, Pay, Working Environment, Rewards and Performance

Faroq Thabit Ahmed Saeed, Rezian-na Muhammed Kassim

Abstract -This study aims to validate a the measurement model of print Media Staffs' satisfaction, Leadership, Pay, Work Environment, Rewards and performance of the Yemeni Press Institution. With the used of 200 survey questionnaire distributed to the staff and descriptive and confirmatory analysis (CFA) was employed to test and validate the measurement model. The Stratified Random Sampling design technique was used to collect samples and the findings showed that the proposed model was the better model fit.

Index Terms-Media Staffs' satisfaction, Leadership, Pay, Working Environment, Rewards and Performance

I. INTRODUCTION

Accordingly, the press is industry and production and the success of any organization depends primarily on the level of performance of employees. Thus, the staff performance positively or negatively relates with level of employee satisfaction within a given institution. Consequently, all the aforementioned suggestions focus on what are satisfaction and its relationship with performance which could be defined as the outcomes of psycho physiological circumferences and the environment that govern the relationship of the employee with his fellows and managers and are consistent with his personality to make him satisfied with his work (Samih, 2010).

The media contributes in economic development through the successful adoption of policies aimed at economic progress. In particular, there are historical examples of the media in developing countries which provide further insight into the circumstances necessary for media to be an effective coordination-enhancing mechanism, such as the impact of a free media in cases where successful economic development has occurred in Hungary and Poland (Coyne & Lesson , 2004).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 pay or the so-called pay satisfaction, which may modify the overall performance of staff within a given institution (Shalley, Gilson, & Blum, 2000) On the other hand, Bakotić & Fiskovića, (2013) indicated that top pay and firm performance mutually affect

each other through both reward and motivation in developed countries such as China.

The media must organize its work and coordinate media efforts by politicians and officials in the government with the interests of the masses and this requires a successful management system (Coyne et al., 2004). Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership, effective leader behavior, therefore, facilitates the attainment of the follower's desires, which then results in effective performance (Khalil, Ismail, Suandi, & Silong, 2008). 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 Thread by this research. Or, there are relatively few studies on Arab journalist's job satisfaction, existing research has tended to focus on staff profile and political ,(2012). The minimum pay for staff, administrative officer working in Yemen largely low when compared to other Arab (Medium, 2016 and Cushion 2007

II. RESEARCH OBJECTIVE

This study main objective attempts to propose and validate a measurement model regarding Staffs ' satisfaction, Leadership, Pay, Work Environment, Rewards and performance in Yemeni Press sector.

III. LITERATURE REVIEW

Dugguh , (2014) reveal that the variables of (pay , supervision , work conditions , achievement , recognition , work itself , responsibility , opportunity for growth ,

company policies , interpersonal relationship , status , security and so on) are the factors relate and have Significant impact on staff satisfaction and staff performance) . Nowadays, what happens to Yemen maybe due to shortcomings in the performance of the message which should serve the community? Perhaps the current shortage of media performance in Yemen may be correlated to problems of / with the working environment inside the institutions (Yemen post, 2012). Such problems could result in unsatisfactory state among employees because of the low rate of pay, lack administrative dealing, self-feelings of unsuccessfulness, or the importance of profession.

Ehsan, Danish & Munir (2012) research examined the impact on pay and promotion upon job satisfaction at university level of Punjab Pakistan . The findings reveal that pay has significant impact on the job satisfaction but the promotion has significant or partial impact on the job satisfaction with / from educationalist. Other factors except pay and promotion can also be useful in the research. Another study conducted by Al-Swidi, Nawawi, & Al-Hosam (2012) the dynamic role of transformational style on enhancing the level of satisfaction with / from the empowered individuals has been greatly neglected , they further give future recommendation of future studies should pay an increasing attention to explore other organizational factors that could enhance the employees ' job satisfaction and to what extent their effect varies cross various context of study It has been , also , proven in the literature that employees ' satisfaction directly affects the customers ' satisfaction and subsequently the overall organizational performance .

A study conducted on Arab countries by Geddes, Wright, & Frantz (2014) suggested that autocratic leaderships has a negative effect on the countries developments and the democracy making in Arab countries . Current studies / studied exploring the relationship of autocratic leadership with staff satisfaction, which is not yet, studied in Yemenis media. Salaries of employees in Yemen are very low compared to the minimum standard of living. According to a statement by the Minister of Civil Service " the salary of employee holds / held bachelor degree was around 40 U.S.D by the year 2005 , but now the Ministry of Civil Service has pledged to increase the salary to be 100 U.S.D (Hodaïda,2006.. A study conducted by Cushion (2007) indicated that the overall monthly pay of Yemeni journalist is less than 150 U.S.D . However, the last official report issued by the Ministry of Civil Service indicated that the monthly salary of employee hold bachelor degree has been increased to nearly 180 U.S.D by the year 2013, and it has / had not increased so far. Recently, Medium, (2016) revealed that the Yemen ranked the second in the Arab world and 54 globally in the level of per capital income annually after the State of Southern Sudan.

In addition, Yemeni economists said that this amount is very small if compared to job performance. They reported that the link between high rate of salary and bonuses with job performance in Yemen will result in

more performance since it will contribute to enhance job satisfaction and competition process and production, which will service the National Economy (Althawra , 2013 & Sabnews Agency , 2011) . According to Saeed et al . (2013) there are many variables that affect the performance . These variables include manager's attitude, organizational culture, personal problems, job content and financial rewards ; research is conducted in Pakistani Banking sector . Rewards impact on staff satisfaction is highlighted with empirical study in Yemenis Journalist Institutions. 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. There are relatively few studies on Arab journalist's job satisfaction, existing research has tended to focus on staff profile and political affiliation rather than on employee satisfaction and expectations (El-Nawawy& Strong, 2012) . According to Yemen European Union Office Report (Yemen Post , 2012) , the Yemeni media and journalism performance lack objectivity and is only used to promote personal interests and agendas , report further urged to search for common grounds on which employee should work and move forward . This research is intended to bridge this gap and identify the factors which affect performance. Yemeni Information Ministry reports / reported (2014) summarized the difficulties faced by the press in Yemen in a number of problems , the most important of which are human , environmental and organizational Includes : traditional and authoritarian leadership , the incompatibility of pay , salaries and rewards with the performance of the press , Lack of creativity , Lack of justice in journalists appoint , and lack of training programs for journalists .

IV. MATERIALS AND METHOD

Quantitative approach was used in this study with the population of 621 journalists from three Yemeni's Governorates: Sana'a, Aden and Taiz , A sample size of 300 was selected from a population . According to the table of Krejcie and Morgan (1970) , the sample size 300 was sufficient enough to represent the population . The measurement model was measured by using a valid questionnaires developed by Autocratic leadership by Molero (2007) , Pay by Udge and Welbourne , (1993) , Reward by Fayiq (2015) , Work Environment by Tomovska et al (2014) , Staff Satisfaction (Fayiq , 2015) and Staff Performance by Turnley (2003) with the 31 . Later data were analyzed by using SPSS and confirmatory factor analysis (CFA), which partial to structural equation modelling (SEM) .

V. DATA ANALYSIS/ FINDINGS

a. Measurement Model Assessment and Confirmation Factor Analysis)

Measurement model Specifies how each construct is measured, while structural model specifies how the

constructs are related to each other in the structural model. The measures measurement model assessment will be evaluated by performing confirmatory factor analysis (CFA), Issues related to reliability, validity and goodness of fit for all the constructs used will be discussed in this subsection. According to Hair et al, (2017), there are many sources of measurement error (measurement error is the difference between the true value of a variable and the value obtained by a measurement) in social sciences research, including poorly word questions about / on a survey, misunderstanding of the scaling approach, and incorrect application of a statistical method, all of which lead to random and/or systematic errors (the error can have a random source, which threatens reliability, or a systematic source, which threatens validity). Indeed, all measurements used in the multivariate analysis are likely to contain some measurement error. The objective, therefore, is to reduce the measurement error as much as possible. Multivariate measurement enables researchers to more precisely identifying measurement error and therefore account for it in research findings. Figure 1.1 shows CFA for the full model.

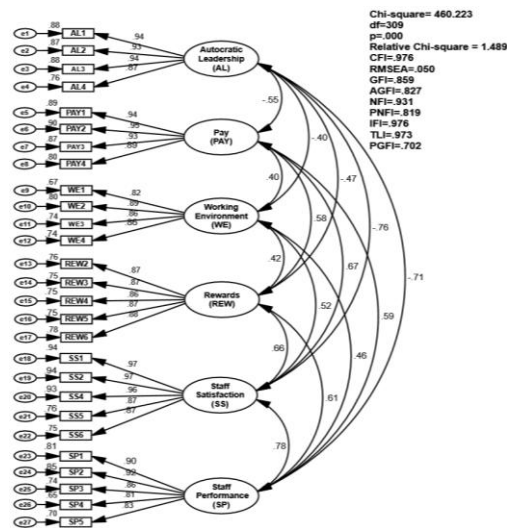


Figure 1.1: CFA for the full model

b. Model Fit Indicators – Goodness Of Fit

All the goodness-of-fit indices as shown in Table 1.2 exceeded their respective common acceptance levels as suggested by previous research, thus demonstrating that the measurement model exhibited a fairly good fit with the data collected. However, in this study, since GFI does not fit (0.884), Sharma, Mukherjee, Kumar, & Dillon (2005) recommended that this index should not be used because of the sensitivity of the index and the fact its use is no longer popular. The Absolute fit indices show that the chi-square is not significant (p value should be > 0.5). But in spite of this, the model still fits because the chi-square statistic nearly always rejects the model when large samples are used (Bentler & G. Bonnet, 1980; Joreskog & Sorbom, 1993). Therefore, the psychometric properties of the measurement model could be evaluated in terms of

construct and indicator reliability, and convergent and discriminant validity.

Table 1 Goodness-of-fit indices for the measurement model

Fit Index	Cited	Admissibility	Result	Fit (Yes/No)
X^2			460.223	
DF			309	
P value		>.05	.000	No
X^2/DF	(Kline, 2010)	1.00 - 5.00	1.489	Yes
RMSEA	(Steiger, 1990)	<.08	.050	Yes
SRMR	(Hu & Bentler, 1999)	<.08	.044	Yes
GFI	(Jöreskog & Sörbom, 1993)	>.90	.859	No
AGFI	(Jöreskog & Sörbom, 1993)	>.80	.827	Yes
NFI	(Bentler & G.Bonnet, 1980)	>.80	.931	Yes
PNFI	(Bentler & G.Bonnet, 1980)	>.05	.819	Yes
IFI	(Bollen, 1990)	>.90	.976	Yes
TLI	(Tucker & Lewis, 1973)	>.90	.973	Yes
CFI	(Byrne, 2010)	>.90	.976	Yes
PGFI	(James, Muliak, & Brett, 1982)	>.50	.702	Yes

Note: X^2 = Chi Square, DF = Degree of freedom, CFI = Comparative-fit-index, RMSEA = Root Mean Square Error of Approximation, SRMR: Standardized Root Mean Square Residual, GFI = Goodness-of-fit, NFI = Normed fit index, AGFI=Adjusted Goodness of Fit Index, IFI = the increment fit index, TLI = Tucker-Lewis coefficient Index, PNFI = Parsimony Normed Fit Index.

The indexes in bold are recommended since they are frequently reported in literature (Awang, 2014)

The reliability of a measure was established by testing for both consistency and stability. And according to Awang (2014) reliability is the extent of how reliable is the measurement model in measuring the intended latent

construct . The assessment for reliability for a measurement model could be made using the following criteria : Internal reliability : This reliability here is achieved when the Cronbach's Alpha value is 0.7 or higher (Nunnally & Bernstein , 1994) . Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another . Cronbach's alpha is computed in terms of the average intercorrelations among the items measuring the concept (Sekaran & Bougie , 2012) . Due to Cronbach alpha's limitations of / on the population , it is more appropriate to apply a different measure of internal consistency reliability , which is referred to as composite reliability (Hair et al , 2017) . Composite Reliability : The measure of reliability and internal consistency for a latent construct . A value of CR > 0.7 is required in order to achieve composite reliability for a construct (Kline , 2010 ; Gefen , Straub , & Boudreau , 2000) . CR is calculated using the given formula : $CR = (\sum K)^2 / ((\sum K)^2 + (\sum 1 - K^2))$. Where K= factor loading of every item . The composite reliability vary from 0 and 1 , with higher values indicating higher levels of reliability . It is generally interpreted in the same way as Cronbach's alpha . Specifically , composite reliability values of 0.60 to 0 .70 are acceptable to exploratory research , while in more advanced stages of research , values between 0 .70 and 0.90 can be regarded as satisfactory (Nunnally & Bernstein , 1994) . Values of 0.90 (and definitely > 0.95) are not desirable because they indicate that all the indicator variables are measuring the same phenomenon and are therefore unlikely to be a valid measure of the construct . Finally , composite reliability values below 0.60 indicate a lack of internal consistency reliability (Hair et al , 2017) . Table 1.3 shows the results of composite reliability values greater than 0.7 , and the Cronbach's alpha also greater than 0.7 , which indicates that the construct reliability was fulfilled.

Table 2 Shows The Results Of Composite Reliability

Construct	α (above 0.7)	CR (> 0.7)
AL	0.956	0.957
PAY	0.962	0.962
WE	0.822	0.919
PEW	0.913	0.940
SS	0.952	0.970
SP	0.899	0.937

Note: α = Cronbach’s alpha; CR = Composite Reliability
 Key: AL: autocratic leadership, PAY: pay, WE: working environment, REW: rewards, SS: staff satisfaction, SP: staff performance

VI. CONCLUSION

The present study were to examine the Media Staffs ' satisfaction, Leadership, Pay , Work Environment , Rewards and performance model . The hypothesis of this study predicts all the variables was supported indicating that media staffs ' satisfaction , leadership , pay , works environment and performance s of reliability and constructs validity and has high statistical power . This study also concludes that leadership style had a statistically significant effect on

employee job satisfaction. The results are in line with past studies like those of Khalil , Ismail, Suandi , & Silong , (2008) who asserts that effective satisfaction and leadership with the case study of Amen in the farmer environment . As addition , an organization should consequently be able to provide good leadership style since it has a positive mediate between employee job satisfaction with / from rewards and pay . The study therefore recommends the policy maker to practice good leadership skills with the model that included all competitive pays and rewards. Future research may emphasis on the factor of commitment and loyalty.

REFERENCES

- [1] Awang Zainudin (2012) Structural equation modeling using AMOS graphic. Penerbit Universiti Teknologi MARA
- [2] Al-Swidi, A.K., Mohd Nawawi, M.K. & Al-Hosam, A., 2012. Is the Relationship between Employees' Psychological Empowerment and Employees' Job Satisfaction Contingent on the Transformational Leadership? A Study on the Yemeni Islamic Banks. *Asian Social Science*, 8(10), pp.130–150.
- [3] Bakotić, D. & Fiskovića, C., 2013. Relationship between Working Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company. , 4(2), pp.206–213
- [4] Bhatti, N. et al., 2012. The Impact of Autocratic and Democratic Leadership Style on Job Satisfaction. *International Business Research*, 5(2), pp.192–201
- [5] Coyne, C. J., & Leeson, P. T. (2004). Read all about it! Understanding the role of media in economic development. *Kyklos*, 57(1), 21-44.
- [6] Dugguh, S. I., . (2014). Job satisfaction theories : Traceability to employee performance in organizations, 16(5), 11–18
- [7] El-Newawy, M., & Strong, C. (2012). Job satisfaction and editorial freedom at Al-Arabiya: Finding the balance while covering volatile Middle East news. *Arab media and society*,
- [8] Geddes, B., Wright, J., & Frantz, E. (2014). Autocratic breakdown and regime transitions: A new data set. *Perspectives on Politics*, 12(02), 313-331.
- [9] Hair et al., 2017 J.F. Hair, G.T.M. Hult, C.M. Ringle, M. Sarstedt A primer on partial least squares structural equation modeling (PLS-SEM) (2nd ed.), Sage, Thousand Oaks, CA (2017)
- [10] Hodaidah Forums news, (2005). news. [online] Available at: <http://www.hodaidah.com/hod/showthread.php?t=1434#.VQ-94o6UfYk2005> [Accessed 8 Apr. 2015].
- [11] Jöreskog, K. and Sörbom, D. (1993), LISREL 8: Structural Equation Modeling with the SIMPLIS Command Language. Chicago, IL: Scientific Software International Inc.
- [12] Jöreskog, K. and Sörbom, D. (1996), LISREL 8: User's Reference Guide. Chicago, IL: Scientific Software International Inc.
- [13] Khalil, A. H. O., Ismail, M., Suandi, T., & Silong, A. D. (2008). Extension worker as a leader to farmers: Influence of extension leadership competencies and organizational commitment on extension workers' performance in Yemen. *The Journal of International Social Research*, 1(4), 368-387.
- [14] Krejcie, R.V., & Morgan, D.W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30, 607-610

- [15] Mokaya, S.O., 2013. Effects of Organizational Work Conditions on Employee Job Satisfaction in the Hotel Industry in Kenya. , 2(2), pp.79-90
- [16] Muhammad Ehsan Malik &, Rizwan Qaiser Danish &Yasin Munir (2012), The Impact of Pay and Promotion on Job Satisfaction: Evidence from Higher Education Institutes of Pakistan, American Journal of Economics June
- [17] Samih. (2010). Job satisfaction among workers and its impact on performance. Arab British Academy for Higher Education .
- [18] Sharma, S., Mukherjee, S., Kumar, A., & Dillon, W. R. (2005). A simulation study to investigate the use of cutoff values for assessing model fit in covariance structure models. *Journal of Business Research*, 58(7), 935-943. DOI: 10.1016/j.jbusres.2003.10.007
- [19] Schultz, D.P. Schultz S. E. (2010). *Psychology and Work today: An introduction to industrial and organisational psychology*. 10th edition
- [20] Shalley, C. E., Gilson, L. L., & Blum, T. C. (2000). Matching creativity requirements and the work environment: Effects on satisfaction and intentions to leave. *Academy of Management Journal*, 43(2), 215-223.
- [21] Smylie, M.A. and W.D. Jack, 1990. Teachers leadership tension and ambiguities in organizational perspective education administration. *Quarterly*, 26: 235-259.
- [22] Sekaran, U., & Bougie, R. (2011). *Research method for business: A skill building approach*: Taylor & Francis.
- [23] Teddlie, C. and Yu, F., 2007. Mixed methods sampling a typology with examples. *Journal of mixed methods research*, 1(1), pp.77-100.
- [24] Taher, A. (2008). Alneda newspaper. [online] Alneda.net. Available at: <http://www.alneda.net/index.php?action=showDetails&id=1626> [Accessed 8 Apr. 2015].
- [25] Wolfsfeld, G., Segev, E., & Sheaffer, T. (2013). Social media and the Arab spring politics comes first. *The International Journal of Press/Politics*, 18(2), 115-137.

First Author FaroqThabit Ahmed Saeed is currently a DBA candidate in the area of Medai and Human Resource, Post Graduate Centre, Limkokwing University of Creative and Innovation, Cyberjaya, Malaysia. His was formally a journalist at Yeman Press. His research involves in the areas management specifically on Journalism and Human Resource

Second Author Dr. Rezia-na Muhammed Kassim is a Visiting Lecturer of Limkokwing University of Creative and Innovation for Post Graduate Centre. Her major area is management and sport management. She used to attend and shared her works in many conferences at local and international level. She has also involved in doing consultations for public and private organisation and research works with grants awarded from the Ministry of Education, University and another External Agency