Designing the Model of effective factors on Job performance of News Announcers in Islamic Republic of Iran Broadcasting

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Abstract

We are living in an age that countries' powers are measured by the degree of their utilization of new approaches in news announcing and gathering, not by their ability and number of military tools and forces. In such an age in which each of mess media tries to persuade its audiences as much as possible to attract audiences, while today there is such a condition in the world that selection power of audience has been increased through Information Society and Globalization, thus attracting and persuading the audience in such a competitive conditions very hard and of course important. On the other hand, each media is considered as an organization that its staffs' performance has a direct effect on the final objective of the organization that is attraction and persuasion of audiences. A group of these staff, who has a determinative role in persuasion of audiences, is news announcers, thus considering job performance of this group, who has a direct relationship with the audience, is very important. Therefore, the aim of this research is replying to this question that what factors are effective on job performance of TV news announcers? In order to answer this question and designing the pattern of the model of effective factors, qualitative approach and designing heuristic methods of Grounded Theory have been used. The required information and data were gathered from 12 subjects through research method of interview, and were analyzed by using qualitative content analysis and MAXQDA software. The results of this research, which are offered in the form of a model, show that content-behavioral, structural, and contextual and promotion mix and informing factors are effective on performance of news announcers. In this model, 5 central values, which were explaining the concept of performance of news announcing and characteristics of a news announcer in media, include religious- beliefs foundations; social- behavioral responsibilities; organizational efficiency; learning and continuous improvement and modeling. Also, optical characteristics and job security have been determined as the most important infrastructures of announcing. The criterion (Participatory management) is also considered as an independent variable and engine of verifying optimal performance of news announcers and is effective on job security and successful performance of news announcing.

Introduction

Information broadcasting through media, before anything, includes news and reports and somehow shapes public perceptions against reality; the most important reason of existence of group media, especially TV in a society, is their informative aspect. News media are introduced as infrastructure of public arena that is they provide such an environment in which citizens receive information, share information with each other, and shape public attitudes for policy guidance[1]. Thus, media are effective on a wide range of factors including people's attitudes, opinions, preferences, and feelings. Today media is very effective in constructing social reality, in other words, humans have limited possibility in their lives for direct and without relationship observation of the world. For example, their concepts of reality and events are not based on their real experiences, but they result from information which is gathered from others through media. Therefore, they are shaped between the individuals and the real world (Quasi environment) and their behavior will depend on images that have on their mind. Images

resulted from perception of this quasi environment and finally have been shaped these (Quasi environment) images in their mind, and it is exactly what media organizations compete for in an environment with high pressure[2,3].

Undoubtedly, with development of radio and television networks in the world and entrance of satellite TV, the informative role of these media has been had special importance. On one hand, increasing of selectivity of audiences, which is considered as one of the consequences of new wave of communication developments has changed many elements of media system that previously were designed by the approach of magic bullet theory or message injection. In fact, today there are conditions in the world that through information society and globalization, selective power of audience has been increased. The audience is within a context full of various and enormous messages through which his selective power has been increased more than ever. Also any media is considered as an organization which has special objectives and in order to achieve to these objectives, it has some responsibilities and tasks that are divided

in a special way among organization employees. Degree and way of performance of these employees are effective on total performance of organization in a direct or indirect way, therefore degree of employees' performance and its evaluation are important for the organizations because of various reasons, such that managers use these evaluations for decisions that should be made about employees. Thereby they consider individuals' skill failures and understand what training programs should be applied. Also they can determine individuals' skills and competencies (which are not suitable regarding the job should be done), and for solving this problem they can perform appropriate plans[4-6]. Thus they can determine effective factors on employees' performance in the organization and think about arrangements for improving them[7]. But as at the beginning of discussion pointed out, importance of news makes many researchers to investigate effects and role of basic factors of providing and compiling and offering news, one of the most important factors in this regard is news announcer whose task is announcing news and interpretations in radio and TV, and because of his/her role in affecting audience's mind as an announcer, his/her performance is very important in a media organization.

In a simpler term, today performance of news announcers can attract active audiences in the competitive context of thousands of informing networks considerably, such that turns media into a basic source of explaining social realities, thus regarding the importance of raised issues, the researcher considers to investigate this subject by utilization of experts' views that (what factors are effective on performance of news announcers of TV?) also, by studying the research problem, one can achieve to a suitable model for better status in media competition and help management of TV news to achieve a suitable position in informing arena.

Review of Literature: By increasing of audiences and news programs, research about the way of selecting one special news program or a news announcer is growing from the audience. And as TV news is not only an informative source but also the trusted informative source among most of the people of society, most of researchers believe that researches should be guided to the way to determine what factors are related to successful broadcasting of news and news announcer[5]. During decades, social science researches have been emphasized on the importance of news announcers in news organizations, because announcers are important for audiences[8]. In fact, news announcers are important both for news organizations and viewers. According to Jill Geisler, announcers have a wide range of skills that are important and admirable for viewers. Some of announcers can be leaders of news room[8-14].

Most of news viewers prefer watching news with the presence of announcers. On the other hand, some researchers have found that. However, high incomes of announcers and their employment process, reflect their special importance for news organizations. Announcers' employment engages management behind the doors of news rooms[2-6].

TV news managers generally believe that news announcers are an important index for commercial success; therefore these announcers should have insensible behavioral and journalistic skills in order to attract viewers. These behaviors and skills are very important because they create identity and unity for a program. TV managers act very selectively regarding attractions and representation of news announcers' skills. News managers and editors wish news announcers have journalistic skills and online abilities, and announcers should also keep well their skills and performance, and enhance degree of their news organizations in order to maintain their job[2].

In fact researchers, in confirming the importance of news organizations, because of the role and importance of announcers in maintaining journalistic credit and the high degree that can provide for the organization as a result of their performance, have emphasized on news announcers[14].

Also, Boyd summarizes the ideal quality of (anchors) as the following[4]: Authority, Credit, Clarity, Warmth, Character, Professionalism, Fine voice, Good appearance.

Also, social interaction between audiences and TV announcers is the subject of research that shows the relationship between the audience and TV. Audience tendency toward establishing relations with TV characters and appropriate social interaction with them has been stated for the first time in the theory of interaction by Horton and Wohl that shows very well the importance of the role of announcer and his performance in TV news programs[9]. News announcer is the perfect representative of the network and all of news factors.

Jones has demonstrated that there is a direct relationship between number of viewers and news announcer. One sample of importance of news announcer in the United States is news network. Every night 38 million people watch one of the news networks, while their volume has a direct relationship with the announcer[6].

In a wide survey Stamm was searching for other elements of the relationship of audience and news announcer, he interviewed 364 individuals in Seattle and Washington regions. This survey demonstrated that the kind of relationships of news announcers with the society and understanding this relationship from news announcer is the most important motivation for attracting loyal audiences[9].

NBC studies department conducted a telephone poll of opinions and believes of viewers. In this survey, researchers selected 30 commercial TV and 1626 adults participated as samples, the results of this survey showed that 64 percent of respondents, in response to this question that (Which news program's content you are interested in?), had been selected the same network and program that their interested and trusted the announcer who was in it[9].

Another telephone poll was conducted by Allen[2]. This survey received 303 reliable answers. Respondents evaluated news with the most viewers. One of the interesting points in the obtained results was the way of reaction of respondents to the time off from work of news announcers. Somebody was saying that when their interested anchor was in holiday, they were not watching the news at that time[2]. According to the theory of Allen, viewers watch TV news because of the most interaction with characters (news announcers), that is desirable for most people.

On the other hand, performance, which is the second basic concept of this research, is after news announcers, has been used widely in all management contexts and realms. Despite of frequency of using the term performance, its exact meaning has been explained rarely in a clear form by authors. According to Bourguignon, is one of suitcase words in which everybody put the concept suitable for him/herself[15]. But performance is a subject that beside what the people obtain, how to achieve it is also important. Therefore, the concept of performance has been defined by Brumbackas[16].

Based on the findings of Mayer, job performance is a multiple function of abilities and motivations. Personal characteristics including self-confidence reflect personal differences in their values, performance, needs or beliefs. Personality reflects person's motivation for doing a job and talent states person's ability for doing that job.

Therefore, it can be assumed that persons' job performance is estimated through interaction between personality and ability.

Also, Marchant believes that two factors of ability and motivation are effective in job performance. He states that in order to make persons able, they need training and in order to motivate them, they need to use motivational factors. So in his opinion, motivational factors and training have determinant roles in persons' performance.

On the other hand, according to researchers such as Porter, Laler, Cample, and Perichard job performance is affected by a number of factors: Abilities and characteristics of employees. Clarity and acceptance of the role. Opportunity for activity. Job motivation.

Finally, we can refer to three dimensional models. According to this model, phenomenon of organization and management can be investigated and analyzed based on three groups of structural, behavioral, and contextual factors. In this research it is tried to provide effective factors on performance of news announcers inspired this approach, in the form of a heuristic model. The mentioned model (three dimensional model) is an analytical tool based on which we can investigate all studies and theories of organization and management in three fields.

Methodology

Researcher in a qualitative research not only should understand subjects of the research to be able to enter their world, but in many cases should put him/herself instead of them, just in this way he/she can explain complicated social system of the research. The conducted research has also been done based on a qualitative method.

Researchers are divided into four groups of applied, research and development, basic, and evaluation, in terms of their aim, that this research is of descriptive and fundamental type. In this research, a theory methodology raised from data (data-base theory or grounded theory) has been used. Research methodology of the theory raised from data is a qualitative research method by which, through using a group of data, a theory is developed. The resulted theory from conducting such a research method is process theory. Also researchers who apply the theory method raised from data, by using regular methods of data gathering, try to determine categories, contents, and finding a relationship between these categories, and offer a theory for explaining this process. When for explaining a process we need a theory, we use the theory raised from data. When available theories don't explain such a process, by the help of theory raised from data we can formulate a theory about occurrence of this process or problem or observed persons. In fact, basic theory is a kind of deductive theory. Distinct aspect of this method and other strategies of qualitative research is their special approach toward formulating theory. In basic theory, there should be an interaction between collecting and analyzing data.

On the other hand, exact number of participants in research (sample volume) in Grounded theory is determined during conducting the research. However, one should not imagine that sample volume is not important. Grounded theory studies include about 10-50 interviews or observations. Anyway, data saturation will be the basic factor of completing sampling. Finally, the considered sample in this research included 12 semi constructed interviews with professionals of news announcing field, which were selected by theoretical sampling method. Also, after collecting data, based on qualitative content analytic method, data were coded in 3 stages, concepts were extracted and categories were shaped. At the end, by using software of analyzing qualitative data MAXQDA, data were analyzed and the final model of research was offered.

Results and Discussion

Findings: Data analysis at this stage was done based on qualitative content analysis method. This analysis is a method for analyzing data that were collected for formulating a theory based on data- base theory. In a better term, coding is an operation during which data are analyzed, conceptualized, and put beside each other in a new form. This is the main process during which the theory is formulated based on data[10].

Open coding: Open coding and data categorizing at first were done for determining effective factors on performance of news announcers and then in order to identify criteria and sub criteria effective on performance of news announcers. In the field of determining effective factors on performance of news announcers according to the performed categorization, five values were identified as excellence values of news announcers which explain and guide determining criteria and sub criteria effective on performance of news announcers. The table-1 shows the results of open coding and categorization of excellence central values of news announcers.

Another measure of this stage is reanalysis of concepts related to each category and turning them into secondary categories by using software MAXQDA that covers all these concepts as much as possible. As utilization is flexible to a theoretical framework, it helps the qualitative researcher at the stage of coding. In this research, available frameworks in the literature of announcing which were investigated in the second section of research were considered flexible by the researcher for responding to the questions of this stage of open coding. Of course because of flexible utilization of this framework, there is the possibility of its adjustment till the end of the qualitative phase of research. Finally 18 secondary categories related to main categories were also determined.

Axial coding: The aim of axial coding is building relationships between generated categories (at open coding stage). Usually this action is done based on paradigm pattern and helps the theorist to do the process of theorizing, easily. Foundation of linking in axial coding is based on expansion and extension of one of the categories. In this research, axial coding has been done based on using paradigm pattern. Therefore, secondary classifications will be related with main classifications corresponding with paradigm pattern, and its main aim is enabling the researcher to think systematically about data and their relations. Main classification (such as axial idea or event) is defined as a phenomenon and other classifications are related to this main classification. Causal conditions are cases and events that result in creation and development of phenomenon. Context refers to a special set of conditions, and confounding conditions refer to a wider set of conditions that phenomenon is placed in. Action or conflict strategies refer to measures and responses that occur as the outcome of phenomenon, and finally outputs- intentionally or unintentionally- of these measures and responses refer to consequences.

Table-1
The results of open coding and categorization of excellence central values of performance of news announcers

Excellence central values
Religious- belief foundations
Social and behavioral responsibilities
Organizational productivity
Continuous learning and improvement
Modeling

Selective coding (theorizing stage): Selective coding is the process of selecting the mail classification, its systematic relating with other classifications, verifying reliability of these relations, and completing classifications that need more correction and development. In selective coding stage, relationship between excellence criteria of announcers' performance is also determined in the form of analysis of research narration.
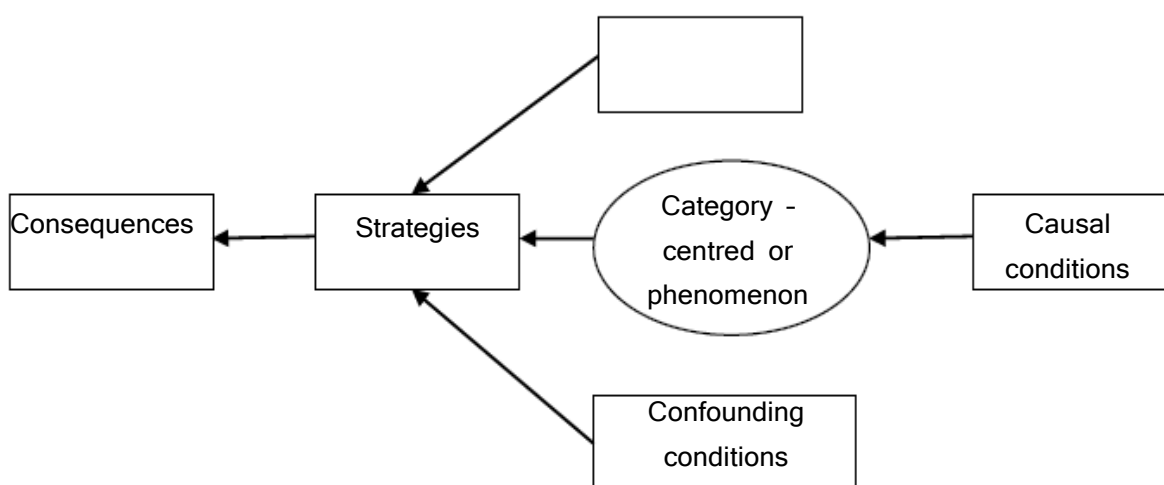

Figure-1
Paradigm pattern

Accordingly, "optical characteristics" and "job security" are realized as an excellence axial category of news announcers' performance based on the causal condition of "participatory approach" in the organization. "Effective factors on announcers' performance" include behavioral-content, structural, and contextual factors and also have been planned and explained considering "optical characteristics" and "job security" and also considering "announcement infrastructures" of organization (as the context of the pattern) and result in realization of consequences or " results".

Thus, seven theoretical theorems are determined as the following which state conceptual and generalized relations of excellence criteria and sub criteria:

Theorem 1: announcers' performance includes participatory management, optical characteristics of news announcer, job security, announcement infrastructures, and triple factors (content, structural, and contextual). The results include performance results of announcer and quality results and financial ones.

Theorem 2: the results obtain from announcers' performance.

Theorem 3: participatory management leads to results through optical characteristics, job security, announcement infrastructures, and triple factors (content, structural, and contextual).

Table-2
Outcome resulting from open coding of criteria and sub criteria of effective factors on performance of news announcers

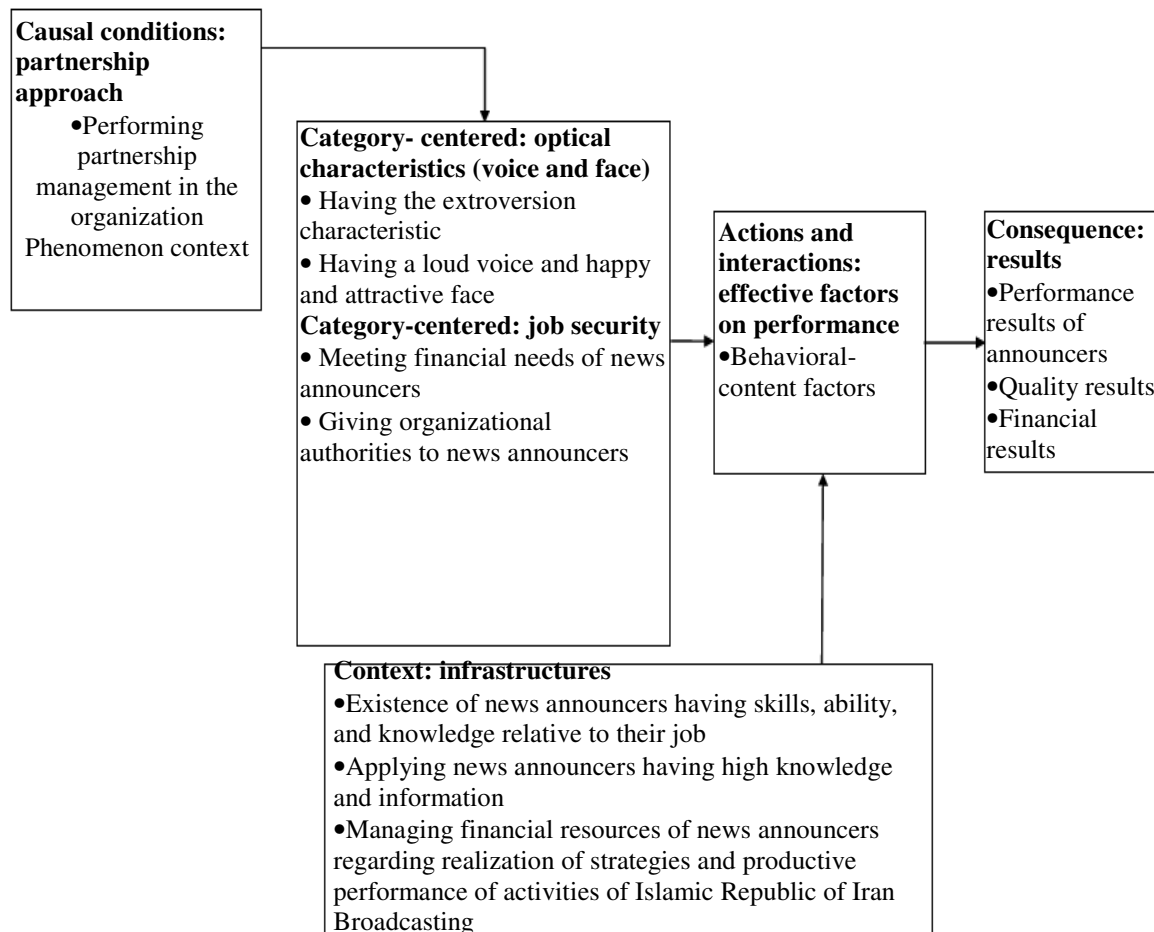| Main categories	Secondary categories	Extracted concepts from interviews
Content factors (behavioral)	Verbal skills	Body language proficiency, good performance, loud voice, message transmission
	Interpersonal communications	Inter- and intra- organizational communication, friendly relations with factors, affable and social, Communication skills, good public relations
	Appearance features	Combination of innate and acquired characteristics, relaxation, extroversion
	Awareness	Being up to date, higher education, high knowledge, fluency in english and farsi, knowledge and information of announcer
	Media spirit	Spirit of teamwork, interest and motivation for work, artistic aspect, official aspect
Structural factors	Job security	Governing the non-institutional approach, giving organizational powers
	Financial support	Considering the needs of announcers, meeting financial needs, adequate fees, facilities
	Organizational support	Being regulated and healthy space, hierarchy, selection stages, justice, organizational commitment
	General factors (upgrade, promotion, and motivation)	Participatory management style, getting rewards, using stimulus incentives
Contextual factors	Religious factors	Traditional dress, faith principles
	Cultural factors	Stringent culture
	Social factors	Social reputation
Confounding factors	Gender discrimination	Patriarchal view
	Relationship instead of criteria	Employment through introduction, intra organization employment
Organization strategies	Influence	Ability of attracting audience and maintaining it, attractiveness
	Assessment and testing	Correct and true tests, intelligence test and psychological tests
	Dominance in announcement knowledge	News knowledge, professionalism, having high general information
	Optical characteristics	Voice and knowledge of announcing

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┌─────────────────────┐
│ Causal conditions:  │
│ partnership         │
│ approach            │
│   •Performing       │
│    partnership      │
│    management in the│
│    organization     │
│    Phenomenon context│
└─────────────────────┘
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Category- centered: optical characteristics (voice and face)
• Having the extroversion characteristic
• Having a loud voice and happy and attractive face
Category-centered: job security
• Meeting financial needs of news announcers
• Giving organizational authorities to news announcers

Actions and interactions: effective factors on performance
•Behavioral-content factors

Consequence: results
•Performance results of announcers
•Quality results
•Financial results

Context: infrastructures
•Existence of news announcers having skills, ability, and knowledge relative to their job
•Applying news announcers having high knowledge and information
•Managing financial resources of news announcers regarding realization of strategies and productive performance of activities of Islamic Republic of Iran Broadcasting

Figure-2
Axial coding based on Paradigm pattern

Theorem 4: news announcer's optical characteristics lead to results through job security, announcement infrastructures, and triple factors (content, structural, and contextual).

Theorem 5: job security leads to results through optical characteristics, announcement infrastructures, and triple factors (content, structural, and contextual).

Theorem 6: announcement infrastructures lead to results through triple factors (content, structural, and contextual).

Theorem 7: the results obtain through triple factors (content, structural, and contextual).

Providing the conceptual model of effective factors on news announcers' performance: Designing a model of effective factors on news announcers' performance in the form of providing central values and criteria and sub criteria of news announcement and evaluation logic and also explaining the type of relations between criteria and sub criteria is the result of conducting research in qualitative phase of research. In the following, this pattern will be explained. The figure-3 shows

elements of the model of effective factors on news announcers' performance[15-19].

Criteria and sub criteria of model: Models are mainly composed of indices that are core and heart of these patterns and are evaluation base of an organization which are called pattern's criteria. In order to explain criteria and sub criteria of effective factors on news announcers' performance, qualitative content analysis method and theoretical coding technique adapted from data-based theory were used. For this purpose at first by using open coding methodology, concepts of interviews and documents were classified based on relationship with similar subjects, and among them, main categories and secondary categories of effective factors on news announcers' performance were determined. The researcher called main categories as "criteria" and secondary categories as "sub criteria". Then, the appropriate relationship between produced criteria and sub criteria was established in the form of axial coding by using paradigm pattern. The type of relations between criteria and sub criteria of effective factors on news announcers' performance was also offered considering selective coding in the form of theoretical theorems.

Discussion: News announcement is a comprehensive framework of central values, criteria, and sub criteria in all announcement dimensions that helps announcers to identify their weaknesses and improvement areas through continuous evaluation of their activities, procedures, processes, and results of their job, and plan to improve them. Constituent elements of the model of effective factors on news announcers include central values, criteria, and sub criteria in which it is the relations between criteria and realization of results from news announcers' performance are explained. Planning of the model is for achieving research objective, which are:

The aim of conducting the mentioned research is to study effective factors on main news announcers' performance in Islamic Republic of Iran Broadcasting, in order to be able to manage them and improve their performance in the organization through identifying the most important effective factors on performance of this group of employees.

Also constituent elements of the model of effective factors on news announcers were central values, criteria and sub criteria. Central values explain the concept of news announcement's performance and characteristics of a news announcer in the domain of broadcasting and are foundation and base of criteria of news announcement.

Central values of the model of effective factors on news announcement are:

Religious- belief foundations: Social and behavioral responsibilities, Organizational productivity, Continuous learning and improvement, Modeling.

Furthermore, the model of effective factors on news announcers has two parts of main and secondary components. This group of models is composed of indices which are core and heart of these models and are base of evaluation of an organization which are called model criteria. The model of effective factors on news announcers has five main components which includes 18 secondary components. In order to expand and develop each of components, a number of concepts including 51 concepts support them. In fact these concepts explain meaning of each

component that should be considered during evaluation of organization.

Conclusion

Providing the model of effective factors on news announcers and explanation of the relationship between main and secondary components has been done in the form of providing research themes. The obtained results from investigating the model showed that the criterion of participatory management as an independent variable is the engine of realization of optimal performance of news announcers and is effective on job security and successful implementation of news and adopting efficient strategies and provides appropriate infrastructures for optimal performance of news announcers. Also, some practical suggestion could be considered as follows:

Considering research findings in the field of structural factors effective on news announcement performance, more attention of organization's senior managers to their key role in rise of expert announcers is effective; Considering research findings in the field of performance infrastructures of news announcement, emphasis of organizations on formulating announcement strategies should be based on analysis and understanding of their situation and condition; Considering research findings in the field of actions and interactions, organizations' attention to determining and regulating triple effective factors (content, structural, and contextual) on news announcers' performance should be more; Considering the designed pattern of research, the necessity of simultaneous paying attention of organizations to performance results, quality results, and financial results in doing news activities is necessary.

Paying attention to the importance of building appropriate announcement infrastructures for creating value in the area of broadcasting; Considering research findings in the field of category-centered of optical characteristics, it is suggested that in TV and Radio somebody try to hold workshops of training verbal skills and body language; Considering research findings in the field of the results of pattern and the effect of financial factors on performance of news announcers, it is suggested that they meet financial needs of announcers and provide adequate facilities for them.
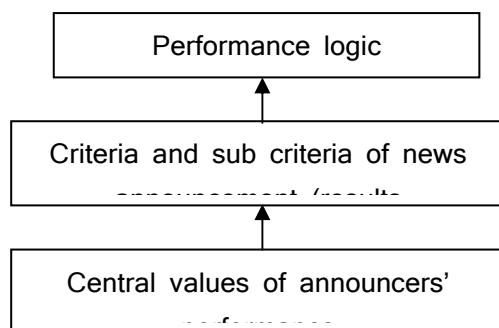
Figure-3
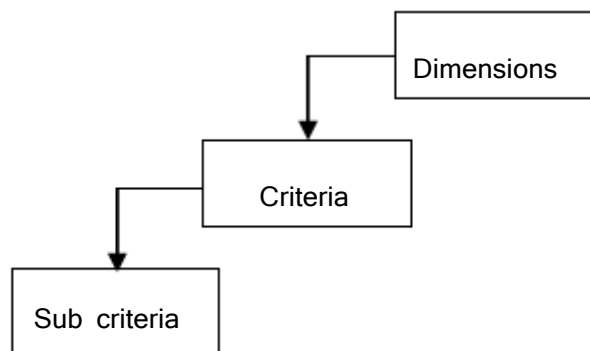**Elements of the model of effective factors on news announcers' performance**

Figure-4
Announcement structure

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