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Evaluating Job Satisfaction of Latino/a Journalists in Multimedia Newsrooms: A Comparative Examination Between 2010 and 2017

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ABSTRACT

This study provides an assessment of the current working conditions of Latino/a journalists employed at Latino-oriented news media outlets as well as those employed at legacy companies and evaluates their evolution through the past seven years. The 2010 and 2017 investigations used a quantitative methodology for data collection. Journalists were invited to voluntarily and anonymously participate in an online survey. The 2010 outcomes demonstrated that journalists were dissatisfied with their on-the-job training programs and opportunities to increase their salaries. Reporters were satisfied with their work shift, amount and type of work, health insurance and financial resources. The 2017 results indicate that journalists were dissatisfied with their annual merit increases, opportunities to increase salaries, current salaries, and promotion opportunities. The data also show that respondents were satisfied with their communication with work peers, professional relationships with other journalists, company's dress code, anti-discrimination policy, and personal work space. Furthermore, the seven-year comparative examination documented that the on-the-job training programs had improved. The features of financial resources and university-educated supervisor had worsened. Results determined that other matters that were negative in 2010 remain negative in 2017 such as disappointment with current salary, lack of opportunities to increase salaries, and lack of promotion opportunities.

KEYWORDS

Conditions of labor; ethnic journalism; job satisfaction; Kerner Commission; Latino journalists; motivation-hygiene theory; two-factor theory

Introduction

Nearly 50 years ago, the National Advisory Commission on Civil Disorders, also known as the Kerner Commission, prepared a report evaluating the nature of the 1960s Civil Rights Movement. The Commission's stated criticism regarding newsroom employers being all White evidenced the need for the participation of journalists of color in newsrooms to bring diversity of voices and topic perspectives for news consumers to be able to understand racial disparities around the country (National Advisory Commission on Civil Disorders 1968). Consequently, journalists of color were hired to work in newsrooms across the United States. Minority journalists were employed, but those reporters had to learn

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how to adjust to their working conditions in the newsroom, especially in the case of working in a predominantly White environment. Understanding reporters' sense of dis/satisfaction at their jobs can be a considerable asset for news managers who have the power to address those concerns that would contribute to improving their workforce productivity and longevity as news media professionals. In the context of the fiftieth anniversary of the Kerner Commission, this paper examines the current working conditions of Latino/a reporters and evaluates their evolution through the past seven years.

Professionals and academics in the Latino journalism community agree that more Latino journalists are needed in newsrooms across the nation, and that the news industry has to ensure that they can navigate existing newsrooms' environments (De Lama 2001; Alvear 2001). Hence, the author considers that identifying the obstacles that Latino/a journalists are facing at work on a daily basis is crucial in order to bring those difficulties to the forefront and undertake corrective measures. The overarching purpose of this study is to document the degree to which Latino/a journalists perceive a sense of dis/satisfaction at their current job, either in mainstream news media or Latino-oriented news outlets. In the case of Latino/a journalists, two professional organizations have been working arduously to enhance the recruitment and to improve the working conditions of Hispanics in this profession for several decades: the Latino Journalists of California -also known as The California Chicano News Media Association (CCNMA)- and the National Association of Hispanic Journalists (NAHJ).

For the theoretical framework used in this study, the author reached out to the business discipline, specifically to the human resources field, to find a theory that adequately assesses the state of the labor force. The present investigation uses Herzberg, Mausner, and Snyderman's (1959) two-factor theory to assess job attitudes among Latino/a journalists. Herzberg's theory establishes that there is a relationship between job attitudes and job productivity that could be measured using two sets of factors: motivation and hygiene (in this paper, the term "hygiene" will be referred to as "maintenance"). Herzberg et al. determined that the factors that lead to job satisfaction and those that lead to job dissatisfaction act separately from each other and are not necessarily opposites; rather, they are viewed as two separate and parallel areas. Through the application of the two-factor theory, this investigation aims to achieve a better understanding of Latino/a journalists' attitudes regarding their jobs.

Literature Review

In the book *The Motivation to Work* (1959), Herzberg and his team wanted to examine workers' attitudes toward their jobs. The two-factor theory argues that job satisfaction and job dissatisfaction are not opposites of each other, but act as counterbalances to each other as two distinct and corresponding areas. Herzberg et al. explain that those factors which lead workers to productive/positive attitudes will not be the same ones leading them to unproductive/negative attitudes. That is, positive job attitudes lead to high productivity because workers are happy at their jobs. But negative job attitudes lead to low productivity, poor performance, strikes, grievances, and high turnover because workers are frustrated at their jobs. The theory explains that workers' loyalty to their place of employment is directly related to their level of job satisfaction. Also, time plays a critical role in the two-factor theory because workers' job attitudes are dynamic

and in constant motion. Consequently, those factors which are creating satisfaction or dissatisfaction in workers at a particular point in time could be short-term or long-term situations depending on how effectively the management of the organization resolves those problems (Herzberg, Mausner, and Snyderman 1959). Therefore, those factors that workers point out to be annoying in the short term might not be the same ones in the long term.

The two-factor theory uses two aspects to measure worker's attitudes: motivation and maintenance. According to Herzberg et al., motivation factors act to enhance satisfaction in the workplace, whereas maintenance factors act to reduce dissatisfaction in the workplace. Herzberg et al. also note that there are five motivation factors in a corporation. Those are (1) "job/employee recognition/award program," which is the acknowledgement by managers of a job well done; (2) "job responsibilities," which addresses the worker's control over his/her duties; (3) "work itself," which refers to the actual content of the job, such as challenging or non-demanding, interesting or boring; (4) "professional/career advancement/promotions," which refers to employee's upward mobility with opportunity to increase salary, responsibilities, leadership status, and the possibility of professional intellectual growth; and (5) "training development," which addresses the actual learning of new skills for career advancements and personal growth.

Herzberg et al. further state that there are six maintenance factors that ensure the company's daily operations. They are as follows: (1) "company policies & administration," which addresses the company organization and top management, focusing on policies, procedures, benefits, rules, and chain of command; (2) "physical working conditions," which refers to the actual work space, office size, desk size, restroom facilities, parking facilities; (3) "salary," which deals with all forms of compensation, salary increase, and wages; (4) "supervision system," which refers to the technical and intellectual ability of the supervisor and their willingness to teach and delegate; (5) "interpersonal relations with supervisors," which addresses the work relationship between the employees and their supervisor(s); and (6) "interpersonal relations with co-workers," which refers to the work relationship among professional peers.

Bramlett-Solomon was the first scholar to use Herzberg's two-factor theory to evaluate working conditions of journalists of color in 1992. Black journalists attending the National Association of Black Journalists (NABJ) 1988 convention participated in a survey focused on job satisfaction. Bramlett-Solomon (1992) observed that Black journalists were more satisfied (70%) than dissatisfied (30%) with their jobs: "findings show that having decision-making power and receiving positive comments from superiors are more important determinants of job satisfaction among Black journalists than salary" (p. 710). In a subsequent writing based on the same data set, Bramlett-Solomon (1993b) indicated that ethnicity might contribute to the job satisfaction dynamic. She found that "Black journalists have complained of unfair newsroom treatment; they charge that they [Black journalists] have little opportunity for job advancement" (p. 63) and are often overlooked for management positions. In other words, discrimination was perceived as a negative attitude at work. Also, Black reporters were seeking management positions at a higher rate than White journalists. Salary was more important to Black journalists than their White counterparts, while job motivation for both groups of journalists was similar.

In a subsequent study, Bramlett-Solomon (1993a) compared job satisfaction among journalists of color and found that African American and Hispanic journalists were

satisfied with their newsroom's editorial policies particularly the ones providing them with the opportunity to help people. Also, journalists of color were satisfied with the promotion opportunities offered in their newsrooms. Similarly, Rivas-Rodriguez et al. (2004) observed that the majority of minority executives were satisfied with their jobs in newsrooms. Their outcomes determined that minority journalists believed that having minority executives in charge of news operations would improve media coverage of minority communities, "socially responsible newsrooms should cover all communities, reporting stories from a wide variety of diverse perspectives, and presenting more accurate depictions of Americans of diverse ethnic backgrounds" (p. 42).

Building on Bramlett-Solomon's work, Subervi-Vélez (2004) documented that Latino/a journalists working at U.S. Spanish-language media had a strong desire to educate and inform the Hispanic community about life in this country. His study found that reporters were pleased with their jobs, but approximately half of them felt dissatisfied with their on-the-job training opportunities, promotions, pay raises, opportunities to increase salaries, retirement, and health benefits. This study was a significant milestone in the field of Latino media studies as it helped to better understand the working conditions of Latino/a journalists. In 2010, Flores and Subervi-Vélez (2014) decided to replicate the 2004 study, but this time they reached out to Latino/a journalists working for general-market media and those working for Latino-oriented media outlets regardless of the language in which they report news –English, Spanish, or bilingual. Their online survey was bilingual and tested a new factor called language skills:

Latino journalists, especially those working for Spanish-language media or bilingual media outlets, have to frequently perform translation practices from English to Spanish, or vice versa. Consequently, if a Latino reporter is fluent in both languages, s/he is considered to be a great professional asset. (p.461).

Flores and Subervi-Vélez's outcomes show that Latino/a journalists have an excellent ability to read, write, and speak English and Spanish. Also, the results determined that reporters were satisfied with their work shift, amount & type of work, health insurance, and financial resources. However, the journalists were dissatisfied with their on-the-job training programs and opportunities to increase their salaries.

The most well-known researchers who have dedicated their professional careers to investigating journalists in the United States have been the research teams lead by John Johnstone and David Weaver. In 1971, Johnstone, Slawski, and Bowman (1976) estimated that the entire news workforce in English-language media was comprised of 69,500 journalists, of which minorities represented 5%. Johnstone et al. observed that reporters were satisfied with their public service, job autonomy, job security, salary, and fringe benefits; however, their findings did not describe the particular working conditions for journalists of color. Still, Johnstone et al. noted that American journalism was practiced within different newsroom environments: "these settings differ markedly in the types of editorial personnel they recruit and in the kinds of influences they exert on those who work for them" (p. 128).

Even years later, in 1982, Weaver and Wilhoit (1986) estimated the national journalistic workforce in the English-language news to be 112,072, of which minorities represented 4%. Their findings determined that the majority of journalists were satisfied with their opportunities to practice public service, job autonomy, on-the-job training to develop a

specialty, fringe benefits, and pay. In contrast, journalists were dissatisfied with their lack of freedom, lack of advancement opportunities, difficulties with management, dislike of editorial policy, job security, lack of recognition, boring assignments, and time demand. Again, this study did not describe the particular working conditions of journalists of color, but documented their contributions in newsrooms. Weaver and Wilhoit were disappointed with the small percentage of minority journalists: “this finding certainly casts doubt on the effectiveness of the efforts of many U.S. news media to recruit and retain minority journalists” (p. 24). In 1992, though, a 50% increase of minority journalists in newsrooms was observed by Weaver and Wilhoit (1996), who estimated that the national English-speaking workforce was 122,015, of which minorities represented 8%. Weaver et al. documented that the majority of journalists were satisfied with their editorial policy, helping people, job security, autonomy, developing a specialty, and fringe benefits. However, they were dissatisfied with their management policies, low salaries, and lack of promotion opportunities. Again, this study did not describe the particular working conditions of journalists of color, only their participation in newsrooms.

In 2002, for the first-time, job satisfaction outcomes were analyzed by racial group. Weaver et al. (2007a) estimated the national journalistic English-speaking workforce at 116,148; journalists of color were about 8%. Weaver et al. (2007b) documented that job satisfaction was similar for White journalists (84% satisfied–16% dissatisfied) as for minority journalists (83.4% satisfied–16.6% dissatisfied). Moreover, 78% of Hispanic journalists indicated being satisfied at work. Weaver et al. observed that journalists were dissatisfied because profits were perceived to be more significant than good journalism, the quality of journalism had been progressively decreasing, newsroom resources were limited, and excessive audience analysis reflected a strong marketing orientation. Still, Weaver et al. (2007a) stated that

diversity in newsrooms by race and ethnic background has remained a major challenge for U.S. news organizations ... given the general downsizing of news organizations in recent years and the thin pipeline of minority journalists provided by journalism programs around the nation, the challenge for improving these percentages remains formidable (p. 197).

In their most recent survey, Willnat and Weaver (2014) found that although the national journalism workforce was decreasing, the minority journalism presence in newsrooms across America was increasing. They estimated the news workforce to be 83,000, with journalists of color comprising 10%, representing a 2% growth in relation to 2002. Willnat, Weaver, and Wilhoit (2017) documented that Asian American journalists were the most satisfied (60%), followed by African American (49%), and Hispanics (37%). However, 60% of Native American journalists reported being somewhat dissatisfied. Willnat and Weaver (2014) indicated that journalists of color were pleased with their autonomy, working at an organization that can make a difference, telling interesting stories, learning new things, and meeting interesting people. Nevertheless, they were dissatisfied with their salary and being over-worked, and they expressed a concern over the loss of journalism standards.

The present investigation expands on Flores and Subervi-Vélez's (2014) research by continuing to measure the job satisfaction of Latino/a journalists and evaluating the working-conditions dynamics within a seven-year time interval. The present study documents the working conditions in today's multimedia newsroom environment with enhanced digital news productions, fewer full-time staff, more freelance reporters,

and demands that journalists gather and present their news stories on multiple platforms. Thus, in order to understand the working conditions of Latino/a journalists, six research questions guide this study: (1) What are the basic demographic characteristics of Latino/a journalists?; (2) What are the similarities and differences between the 2010 and 2017 basic demographic characteristics of Latino/a journalists?; (3) Which motivation factors influence the job attitudes of Latino/a journalists?; (4) What are the similarities and differences between the 2010 and 2017 motivation factors?; (5) Which maintenance factors influence the job attitudes of Latino/a journalists?; and (6) What are the similarities and differences between the 2010 and 2017 maintenance factors?

Methodology

This study used a quantitative methodology for data collection purposes. The online questionnaire developed for the 2010 study¹ consisted of 35 variables: 19 were used to collect demographic information and 16 to measure the working conditions. The framework for the data collection in 2010 was two-and-a-half months, from 2 November 2010, to 15 January 2011. Latino/a journalists from across the nation were invited to participate in the study thru a NAHJ a bilingual email invitation and an electronic invite distributed by The Hispanic Public Relations Wire Service (Hispanic PR Wire), a bilingual wire distribution to Latino-oriented news media outlets. A total of 230 Latino/a journalists participated; 65% were females and 35% were males.

The 2017 study builds on Flores and Subervi-Vélez's (2014) online survey with several modifications. For example, the same 19 demographic variables used in 2010 were used again in 2017. Also, the same 16 working conditions variables used in 2010 were used in 2017, but 36 new variables were added.² A total of 52 variables were used in 2017 to measure working conditions –19 in motivation and 33 in maintenance. The new variables were incorporated in the two factors. In the motivation factors assessment, the section of “work itself” had two variables in 2010, and four more were added in 2017; the “advancement/promotions” section had one variable, and another one was added; the “growth/professional development” section had two variables, and two more were added; the “achievements/awards” section was not measured in 2010, and two new variables were added in 2017; finally, the last section in the motivation factors, “responsibility,” had one variable, and four more were added.

In relation to the maintenance factors, the first section, “company policy,” had two variables in 2010, and 11 more variables were incorporated in 2017; the “working conditions” section had three variables, and one more was implemented; the “salary” and “supervision” sections each had two variables, and two more were incorporated; the “relation with boss” section had one variable, and five more were added; the last section of the maintenance factors, “relation with peers,” was not measured in 2010, and two new variables were added in 2017.

Prior to posting the 2017 survey questionnaire online, during the first two weeks of August 2017 a pilot study was conducted with 12 Latino/a journalists currently working at news media outlets in El Paso, Texas. These journalists were personally invited to take the online survey and provided feedback. The time frame for data collection was from 1 September 2017, to 15 January 2018.

The University of Texas at El Paso's (UTEP) Institutional Review Board approved the questionnaire (IRBNetID#1026636-1, FWA#00001224), which was housed on UTEP's website.³ At the top of the website with the survey, UTEP's logo was displayed, along with the study's title. The landing page also included a photograph of all the Latino news staff of El Paso's KVIA-TV ABC Channel 7, along with the logos of UTEP and NAHJ. Below the photograph were the *Welcome/Bienvenidos* letters, which invited potential participants to voluntarily and anonymously participate in our online survey. After giving their consent online, the participants could then access the questionnaire. Participants had the choice to complete the survey in English or in Spanish. In addition, participants were informed that they could access UTEP-NAHJ online survey using their computer, tablet, or smart phone. The survey took approximately 15–20 min to answer, but respondents were allowed to complete the survey in one sitting or, by allowing cookies on their digital device, complete the questionnaire at a different time if they used the same digital device.

This study was fully endorsed by NAHJ, which engaged in various outreach communication strategies. For example, in early September 2017, NAHJ sent an email invitation to all its members, approximately 2,150 individuals. Afterward, monthly email reminders were also sent to NAHJ members. Another outreach effort took place when the author attended the 2017 NAHJ national convention in Anaheim, California, and personally invited Latino/a journalists attending to participate in the study. At that meeting, the author, along with NAHJ's President, Brandon Benavides, and NAHJ's Executive Director, Alberto Mendoza, held a press conference to announce the study to the national media attending the conference. Additional support from NAHJ came in the form of a complimentary booth at the conference's Exhibitors & Recruiters Fair, several half-page ads in the *Hall of Fame Gala* program as well as in the *ñ Awards Luncheon program*, a direct link to our online survey on its website⁴, and four consecutive months (September, October, November, and December) of appeals to respond appearing in their monthly newsletter. At the time of the present study, NAHJ had 2,150 active members. The online survey responses from the 234 journalists who completed the entire survey are presented and discussed in the following sections.

This is the second time that NAHJ commissions the author to investigate and document the working conditions of Latino/a journalists. In 2010, the author conducted a bilingual quantitative study recording labor environments at legacy and Latino-oriented newsrooms around the nation. The statistical scrutiny between the 2010⁵ and the 2017 datasets completes this investigation. Descriptive statistics were used to identify the leading result of each demographic characteristic, motivation factor, and maintenance factor in both years. The data was then tabulated to observe the change in tendencies of each variable. Note that new factors and variables were incorporated in the 2017 study. For instance, the motivation factor of "employee recognition/awards programs" was not measured in 2010, but it was in 2017. Also, the "work itself" factor in 2010 was measured with two variables, but in 2017, it was tested using six variables. This time around, the author was able to build on the previous study by testing the same variables and integrating new variables that were needed to better measure each factor to identify the growth/evolution/improvement, the reduction/worsening, and no-change dynamics within a seven-year period.

Moreover, inferential statistics were used to compare a particular variable between both datasets. The chi-squared (χ^2) homogeneity hypothesis test was performed on a

given variable to determine whether the distributions of the variable were the same (homogeneous) or different (nonhomogeneous) in 2010 and 2017 at the 5% significance level ($\alpha = 0.05$). The null (H_0) and alternative (H_a) hypotheses used in the homogeneity tests were, respectively, H_0 : The satisfaction-level distribution of Hispanic journalists is the same in 2017 as it was in 2010, and H_a : The satisfaction-level distribution of Hispanic journalists in 2017 differs from that in 2010. In accordance with the two-factor theory, the possible values of each of the motivation factor variables are (1) satisfied, (2) neutral, and (3) not satisfied, while the possible values of each of the maintenance factor variables are (1) not dissatisfied, (2) neutral, and (3) dissatisfied. The test statistic χ^2 was computed between the observed and expected frequencies using two degrees of freedom in each case, and the associated P -value was then determined. If $P > 0.05$, the evidence in the data is not enough at the 5% significance level to conclude that the satisfaction-level distribution of Hispanic journalists in 2017 differs from that in 2010 and, therefore, both distributions may be considered to be statistically the *same*, or homogeneous. If, on the other hand, $P \leq 0.05$, there is *strong* evidence in the data at the 5% significance level to conclude that the satisfaction-level distribution of Hispanic journalists in 2017 differs from that in 2010 for a given variable, and the distributions are statistically *different*, or nonhomogeneous.

This study presents a couple of limitations. It should be kept in mind that this is not a longitudinal study because participation was confidential and voluntary for both studies. Therefore, the author had no way of attaching responses to participants because there was no identity information recorded. The author does not know if the responses came from the same group of journalists. Both studies were conducted as confidential and voluntary, with no identity information being collected. In addition, all of the participants during the data-collection timeframe were active members of NAHJ and self-identified with the Hispanic cultural ethnicity as journalists. The working assumption in this study is that the NAHJ respondents constitute a representative sample of the population of Hispanic journalists working in America. Therefore, the results presented in this study can be generalized to all Hispanic journalists only to the extent that the NAHJ respondents are indeed a representative sample of the whole. However, even if this is not the case, this investigation provides a good sense of the labor environment that a subset of Hispanic reporters is encountering across the nation. The findings aim to help better guide journalism education, professional training, and policy efforts being developed by schools of journalism in collaboration with the NAHJ. Additionally, Latino/a journalists are indispensable gatherers and transmitters of news and stories about the pulse of Latinos and Hispanic communities across the country.

Findings & Discussion

This section is divided into three parts. The first part presents an overall comparative examination of the basic demographic characteristics of Latino/a journalists presented in 2010 and 2017. The second part discusses the current working conditions, which are positive by nature, that influenced job attitudes in terms of the motivation factors such as work itself, advancement/career promotions, journalistic training opportunities, employee recognition/awards programs, and job responsibilities. Lastly, the third part presents a detailed

analysis of respondents' current working conditions regarding the maintenance factors such as company policy, working conditions, salary, supervision, relation with boss, and relation with peers.

2010 & 2017 Comparative Examination of Basic Demographic Characteristics

The fundamental demographic information from the 2010 and 2017 studies are presented in this section. The samples were almost the same size, with 230 participants in 2010 and 234 in 2017. In both studies, women (65%-2010 and 57%-2017) were more likely to participate than men (35%-2010 & 43%-2017). However, the results demonstrate an 8% decrease in female participation and an 8% increase in male participation in 2017 (see Table 1). There was a significant change in the average age of Latino/a journalists⁶ whereby in 2010 they were older (41–50 years) than in 2017 (26–35 years), meaning that the actual labor force is younger than seven years ago. The years of experience have also changed from 1–5 years in 2010–6–10 years in 2017. In terms of education, results indicate that in both studies the average reporter holds a bachelor's degree in journalism. Both investigations have documented that Spanish is the Latino/a journalist's native language, with an excellent ability to speak, read, and write this language, as well as an excellent ability to speak, read, and write in English. These outcomes suggest that being bilingual is still a major professional asset for Latino/a journalists who have to perform translation practices from English to Spanish, or vice versa, during their news-gathering practices. According to Flores and Subervi-Vélez,

Reporters will be challenged by sources who only speak one of the languages, which is not necessarily the language in which their media outlet requires the news story. Journalists also have to be able to make sense of press releases or important information coming into the newsroom that might be written in English or Spanish, depending on the agency that is generating the information. (2014, p.461)

Furthermore, both studies documented that the dominant language at their workplaces was English.

The comparative analysis determined that the average annual salary has been the same, ranging between \$25,000 and \$49,999, demonstrating the difficulty experienced by Latino/a journalists in receiving a salary increase and/or promotion with a higher salary. However, there is a 14% increase in full-time contracts from 32% (in 2010) to 46% (in 2017), documenting that more reporters had access to negotiate better hiring agreements. Consequently, there was a 14% reduction of freelances in the past seven years. The comparative demographics show a 4% increase in the number of journalists working for legacy media (from 57% in 2010–61% in 2017), a 2% increase of reporters working for Latino-oriented media (from 31% in 2010–33% in 2017), and a 6% decrease of journalists who are affiliated to other types of news media outlets (from 12% in 2010–6% in 2017). The comparative examination indicates that, in both studies, the majority of Latino/a journalists work for for-profit news organizations with a daily frequency of publication/broadcast/posting.

Nevertheless, in 2010, Hispanic reporters worked mainly in print newspapers, but in 2017 this trend changed to television. In terms of job position, the comparative examination shows trends of upward mobility into management positions. The majority of Latino/a journalists were reporters (from 62% in 2010–46% in 2017), but there is a 3%

Table 1. 2010 and 2017 demographic characteristics of Latino/a journalists.

| Variable | 2010 | 2017 |
|---|-------------------|-------------------|
| Total number of responses | 230 | 234 |
| Female participants | 65% | 57% |
| Male participants | 35% | 43% |
| Average age | 41–50 years | 26–35 years |
| Education | BA Journalism | BA Journalism |
| Years of journalistic work experience | 1–5 years | 6–10 years |
| Native language | Spanish | Spanish |
| Workplace language | English | English |
| Spanish language skills read/write/speak | Excellent | Excellent |
| English language skills read/write/speak | Excellent | Excellent |
| Average salary | \$25,000–\$49,999 | \$25,000–\$49,999 |
| Full-time contract | 32% | 46% |
| Freelance | 68% | 54% |
| Work for legacy/mainstream news media | 57% | 61% |
| Latino-oriented news media | 31% | 33% |
| Other types of news media outlets | 12% | 6% |
| Economic model of news media company | For-profit | For-profit |
| Type of news media organization | Newspapers | Television |
| Frequency of publication/broadcast/post | Daily | Daily |
| Reporter | 62% | 46% |
| Photojournalists | 4% | 7% |
| Assignment Desk/copy editors/editors/ producers | 27% | 36% |
| News Director/Editor-in-Chief | 5% | 10% |
| Publisher/Executive Producer | 2% | 1% |

increase in the photojournalism positions (from 4% in 2010–7% in 2017) held by Latino/a journalists. A similar growth inclination was observed with the assignment desk/copy editors/editors/ producers' positions, showing a 9% increase (from 27% in 2010–36% in 2017). These outcomes document the upward mobility of Latino/a reporters into leadership positions in newsrooms across the nation. Likewise, this rising trend was observed at the news director/editor-in-chief level (from 5% in 2010–10% in 2017) again documenting Hispanic journalists' upward mobility into top management positions. However, the comparative examination found a 1% decrease (from 2% in 2010–1% in 2017) at the publisher/executive producer position.

Overall, the comparative examination of the fundamental demographic information emphasizes noteworthy positive and negatives inclinations. For instance, Latino/a journalists are younger and tend to have more work experience, documenting that journalism schools are providing effective internship programs which place student reporters in newsrooms early in their educational journey. There was a significant increase of Latino/a reporters collaborating in legacy newsrooms as well as in Latino-oriented newsrooms, taking an important step forward in meeting NAHJ's mission of placing more Latinos in news. Also, there is a substantial increase in the number of journalists working under a full-time contract, and a decrease of those working as freelance. This demographic examination also found that in 2010, reporters were typically working for a print newspaper outlet, but in 2017 the distinctive news outlet for Latino/a journalists was television. In addition, the comparative study found evidence of upward mobility into leadership positions among Latino journalists, particularly promotions into an assignment desk/copy editors/editors/ producer positions, as well as into news director/editor-in-chief positions.

Motivation Factors

Motivation factors are those factors of a positive nature that can effortlessly provide job satisfaction, which, in turn, lead to positive job attitudes and high work productivity. These factors that are in essence positive can be underestimated by managers or are simply not being offered in news media companies. Motivation factors were measured by five categories: work itself, advancement/career promotions, journalistic training opportunities, employee recognition /awards programs, and job responsibilities (see Table 2). The possible values of each variable within each of the motivation-factor categories were satisfied, not satisfied, and neutral (respondents had no strong opinion on the matter).

The category of “work itself” was examined using six variables –five presented a positive tendency and one was inconclusive. Most Latino/a journalists are satisfied (41%)⁷ with their amount & type of work (see Table 2); this outcome is consistent with our 2010 study in which journalists were also satisfied (52%).⁸ The chi-squared test for the variable “amount and type of work” yielded values of $\chi^2 = 10.761$ and $P = 0.005$, indicating that the

Table 2. Motivation factors that influenced US Latino journalists’ job attitudes.

| | 2010 | | | 2017 | | |
|--|-------------|-----------------|-----------|-------------|-----------------|-----------|
| | Satisfied % | Not Satisfied % | Neutral % | Satisfied % | Not Satisfied % | Neutral % |
| Work itself | | | | | | |
| Amount and type of work | 52 | 24 | 24 | 41 | 39 | 20 |
| Work space | * | * | * | 65 | 19 | 16 |
| Resources (financial-not salary) | 52 | 32 | 16 | 39 | 39 | 22 |
| Resources (equipment) | * | * | * | 57 | 26 | 17 |
| Resources (staff support) | * | * | * | 44 | 32 | 24 |
| Resources (transportation) | * | * | * | 50 | 20 | 30 |
| Advancement (promotions) | | | | | | |
| Promotion opportunities offered in newsrooms | 25 | 47 | 28 | 24 | 53 | 23 |
| Express an interest to your superior in moving to management position | * | * | * | 35 | 40 | 25 |
| Growth (professional development) | | | | | | |
| Opportunities to improve knowledge and journalism skills | 41 | 36 | 23 | 65 | 12 | 23 |
| On-the-job training programs | 20 | 56 | 24 | 65 | 12 | 23 |
| Training opportunities for leadership in your newsroom | * | * | * | 42 | 31 | 27 |
| Educational benefits (taking classes out of the company) | * | * | * | 35 | 36 | 29 |
| Achievements (awards) | | | | | | |
| Company’s rewards program | * | * | * | 24 | 40 | 36 |
| Company’s economic and career support to submit proposals for awards consideration | * | * | * | 33 | 42 | 25 |
| Responsibility | | | | | | |
| Delegated duties assigned to you | * | * | * | 48 | 28 | 24 |
| Amount of time given to complete daily journalistic work | * | * | * | 55 | 25 | 20 |
| Amount of time given to complete special assignments-investigative report | * | * | * | 43 | 34 | 23 |
| Quality of journalistic news product produced with current equipment at your disposal | * | * | * | 64 | 21 | 15 |
| News media be owned by Latino corporation to guarantee better coverage of Hispanic Community | 46 | 17 | 37 | 81 | 6 | 13 |

Note: the bold numbers indicate dominant tendency for each variable. * The asterisk indicates that the variable was not measured in the study.

2010 and 2017 satisfaction-level distributions of Hispanic journalists are statistically *different* (nonhomogeneous) at the 5% significance level, and any observed similarities or differences in satisfaction-level values are not due to sampling error. The resulting trend for this variable was *no change*, remaining at satisfied (see Table 3). However, there is a discrepancy between those reporters who are discontent with their amount & type of work, rising from 24% in 2010–39% in 2017 –an increase of 15%. In 2017, the not-satisfied respondents are just two percentage points lower than the satisfied respondents, indicating that a significant number of journalists are not pleased with their amount & type of work. Managers should give this matter careful consideration in order to improve journalists' working conditions and to prevent this figure from surpassing the satisfied percentage in the near future.

Similarly, the current financial (not-salary) resources such as materials and business travel at journalists' disposal presented a tie in 2017 between satisfied (39%) and not satisfied (39%)⁹, documenting a 13% drop from 52%¹⁰ in 2010–39% in 2017. This represents an important decrease in job satisfaction among the journalists (see Table 2). Of the 13% drop from 2010 to 2017 in satisfied reporters, seven percent transferred to dissatisfaction and six percent transferred to neutral in 2017. The chi-squared test for the variable "financial (not-salary) resources" yielded values of $\chi^2 = 28.952$ and $P < 0.001$, indicating that the 2010 and 2017 satisfaction-level distributions of Hispanic journalists are statistically *different* (nonhomogeneous) at the 5% significance level, and any observed similarities or differences in satisfaction-level values are not due to sampling error. The resulting trend for this variable was *worsened* (see Table 3). Top executives should carefully review their financial resources policy to make the necessary changes/improvements to stop this situation and transform this condition from dissatisfied to satisfied in the future. The other variables indicated that journalists are satisfied with the size of their personal work space (65%)¹¹, equipment resources at their disposal (57%)¹², supportive staff to produce their work (44%)¹³, and transportation resources (50%).¹⁴

The category of "advancement/career promotions," which measured journalists' professional promotions and retention trends, consisted of two variables –both presenting a negative result. Regarding promotion opportunities offered in newsrooms, journalists feel dissatisfied (53%)¹⁵ just as they did back in 2010 (47%)¹⁶, recording no positive change in this tendency (see Table 3). There is a six percent difference between studies, where one percent of satisfied reporters in 2010 transferred to dissatisfaction and five percent transferred from neutral to dissatisfaction in 2017. The chi-squared test for the variable "promotion opportunities offered in newsrooms" yielded values of $\chi^2 = 1.322$ and $P = 0.516$, indicating that the 2010 and 2017 satisfaction-level distributions of Hispanic journalists are statistically the *same* (homogeneous) at the 5% significance level. No change of dominant value (dissatisfied) is expected, and *no change* is observed. Managers should carefully scrutinize their newsroom promotion policy to make the necessary changes/improvements to reverse this situation. Results clearly indicate that the current policy has not worked for the past seven years.

Likewise, Hispanic reporters were not satisfied (40%)¹⁷ with their supervisors' response when they expressed an interest in moving to management positions. Supplementary findings regarding Latino/a journalists show that, in terms of journalists' career expectations within the next five years, they do not see themselves in the same position as they are now (68%).¹⁸ On the contrary, they expect to be promoted to a different

Table 3. 2010 and 2017 comparison of motivation factors that influenced US latino journalists' job attitudes.

| | 2010 | 2017 | Trend | χ^2 Statistic | P-value ($\alpha = 0.05$) | Satisfaction Levels | Comments |
|--|--------------|--------------|-----------|-----------------------|--------------------------------|---------------------|---|
| Work itself | | | | | | | |
| Amount & type of work | Satisfied | Satisfied | No change | 10.761 | 0.005 | Nonhomogeneous | Since the distributions are statistically <i>different</i> at the 5% significance level, the similarities or differences within values are not due to sampling error. |
| Resources (financial-not salary) | Satisfied | Inconclusive | Worsened | 28.952 | < 0.001 | Nonhomogeneous | Since the distributions are statistically <i>different</i> at the 5% significance level, the similarities or differences within values are not due to sampling error. |
| Advancement/career promotions | | | | | | | |
| Promotion opportunities offered in newsrooms | Dissatisfied | Dissatisfied | No change | 1.322 | 0.516 | Homogeneous | Since the distributions are statistically the <i>same</i> at the 5% significance level, no change of dominant value is expected, and no change is observed. |
| Journalistic training opportunities | | | | | | | |
| Opportunities to improve knowledge and journalism skills | Satisfied | Satisfied | No change | 25.616 | < 0.001 | Nonhomogeneous | Since the distributions are statistically <i>different</i> at the 5% significance level, the similarities or differences within values are not due to sampling error. |
| On-the-job training programs | Dissatisfied | Satisfied | Improved | 106.073 | < 0.001 | Nonhomogeneous | Since the distributions are statistically <i>different</i> at the 5% significance level, the similarities or differences within values are not due to sampling error. |
| Responsibility | | | | | | | |
| News media be owned by Latino corporation to guarantee better coverage of Hispanic Community | Satisfied | Satisfied | No change | 12.577 | 0.002 | Nonhomogeneous | Since the distributions are statistically <i>different</i> at the 5% significance level, the similarities or differences within values are not due to sampling error. |

occupation (42%)¹⁹, with 47%²⁰ of journalists not visualizing themselves holding a management position.

Overall, journalists showed an interest in continuing to work at their current place of employment one year from now (43%).²¹ On this same item, but in relation to five-year job retention efforts, journalists report not being satisfied (47%)²², indicating that long-term personnel retention plans are not working. Perhaps those plans should be examined and updated to prevent this situation from taking place again. In addition, those retention complications are reflected in journalists' expectations in the near future due to the fact that the majority of them (51%)²³ see themselves working for another news media company at some point during the next five years, not in the organization where the journalists are currently employed. Note that the number of reporters who are happy with practicing the journalism profession is higher (43%) than those who would like to leave this profession (22%).²⁴ Nevertheless, those reporters who are unhappy with their profession are considering, within the next five years, the possibility of working in a different profession such as journalism educator (28%), public relations (26%), media sales/marketing (11%), translation services (4%), and journalism consulting (4%), among others.²⁵

The category of "Growth" assesses the possibility that journalists have to continue their professional development. Four variables were used to measure this category; one was negative and three were positive (see Table 2). Results determined that reporters are satisfied (42%)²⁶ with the leadership training opportunities offered at their newsrooms. Generally, journalists feel satisfied (65%)²⁷ with the opportunities they have to improve knowledge and their journalism skills, 24% happier than they were back in 2010 (41%).²⁸ The chi-squared test for the variable "opportunities to improve knowledge and journalism skills" yielded values of $\chi^2 = 25.616$ and $P < 0.001$, indicating that the 2010 and 2017 satisfaction-level distributions of Hispanic journalists are statistically *different* (nonhomogeneous) at the 5% significance level, and any observed similarities or differences in satisfaction-level values are not due to sampling error. The resulting trend for this variable was *no change*, remaining at satisfied (see Table 3). Managers should continue to provide outside opportunities to Latino/a reporters to improve their journalism knowledge and skills. Still, many of them express interest in seeking new opportunities in journalism training other than from their employer (68%)²⁹, but they are facing a lack of satisfaction with the educational benefits (36%)³⁰ being offered at their current place of employment, which creates obstacles to their professional development. Regarding on-the-job training programs offered by their current employer, reporters are satisfied (65%)³¹, which represents a 45% increase in relation to 2010 (20%).³² The chi-squared test for the variable "on-the-job training programs" yielded values of $\chi^2 = 106.073$ and $P < 0.001$, indicating that the 2010 and 2017 satisfaction-level distributions of Hispanic journalists are statistically *different* (nonhomogeneous) at the 5% significance level, and any observed similarities or differences in satisfaction-level values are not due to sampling error. The resulting trend for this variable was *improved* (see Table 3). Top executives should continue with their current on-the-job training programs offered to Latino/a journalists because they have proven to be effective.

"Employee recognition/awards programs" was the category that evaluates individual accomplishments where journalists showcase superior ability in journalism skills, personal efforts, courage, perseverance, and heroic deed. Two variables were measured in this

category, with both presenting a negative tendency (see Table 2). Latino/a journalists were not satisfied with their current employee recognition/awards programs (40%)³³ at their current jobs, particularly with regard to the lack of economic support to submit proposals for awards consideration (42%).³⁴ The variables appraised in this category both show a negative result. Perhaps news media companies need to reconsider their employee recognition/awards programs in order to boost employees' morale and increase their work productivity.

The last category of the motivation factors was "job responsibilities", which assesses those essential functions that reporters have to satisfactorily perform to keep their job. In this category, five variables were measured, all of them positive (see Table 2). The analysis determined that journalists feel satisfied with the delegated duties assigned to them (48%)³⁵, the amount of time given to complete their journalistic work (55%)³⁶, the amount of time given to complete investigative/special coverage assignments (43%)³⁷, and the journalistic quality of their news product produced with current resources at their disposal (64%).³⁸ Journalists believe that those news media outlets that are owned by Latino corporations do guarantee better coverage of the Hispanic community (81%); this result mirrors the tendency obtained in 2010 (46%)³⁹ and represents a 35% increase in a seven-year period. The chi-squared test for the variable "news media owned by Latino corporation" yielded values of $\chi^2 = 12.577$ and $P = 0.002$, indicating that the 2010 and 2017 satisfaction-level distributions of Hispanic journalists are statistically *different* (nonhomogeneous) at the 5% significance level, and any observed similarities or differences in satisfaction-level values are not due to sampling error. The resulting trend for this variable was *no change*, remaining at satisfied (see Table 3). News media owned by Latino corporations should continue to cover the Hispanic community with their current news protocol because Latino/a journalists consider, for the past seven years, that they are doing a good job covering their community.

This aspect has been a concern for Latino/a reporters because some of them have complained that in their newsrooms they are not permitted to follow the basic journalism etiquette regarding Hispanics. For instance, a reporter commented that,

in two occasions, I had disagreements with my editor because I refuse to use the term 'illegal immigrants' in my stories. Then, I expressed to him my disagreement about anchors using that term on-air. As a consequence, my editor stopped assigning me immigration stories.

NAHJ has agreed to call those immigrants who do not have papers "undocumented immigrants" to show respect for their human rights. Therefore, Latino/a reporters do not like to use a different term when referring to these immigrants. Another journalist shared her experience:

I once raised concerns to my manager about a complicated story where we were calling someone an 'illegal immigrant' with no basis for that statement, and was told I needed to stop being a hot-headed Latina and stop picking a story apart.

Latino/a reporters are constantly facing challenges in their newsrooms to follow the basic etiquette protocol, recommended by NAHJ, in the case of immigration coverage. However, this study documents that those reporters who work for a news media owned by Latino corporation do not have to encounter those problems.

In summary, five categories were examined to identify the motivation factors which are positive by their very nature. Outcomes indicate that Latino/a journalists are pleased with their amount and type of work, their personal workspace, equipment at their disposal to do their work, staff support, and transportation resources. Likewise, Hispanic journalists were satisfied with the duties delegated to them, the amount of time given to complete journalistic assignments, and quality of journalistic products produced with current equipment. Also, respondents believe that a news media owned by a Latino corporation guarantees better coverage of the Hispanic community. However, results show that journalists were dissatisfied with the promotion opportunities offered in their newsrooms and with the reactions they received when they expressed to their supervisors an interest in moving to a management position. Also, journalists were dissatisfied with their company's employee recognition and with the lack of economic support to submit proposals for awards consideration. Participants were indecisive regarding the financial resources (not-salary) at their disposal. Perhaps news companies should revise their financial resources policies in order to create a more effective procedure that will increase journalists' job productivity in the near future.

A comparative analysis between 2010 and 2017 reveals the variables that improved, remained the same, or worsened over time. A remarkable improvement is observed from dissatisfaction in 2010 to satisfaction in 2017 with on-the-job training programs, indicating that journalists were pleased with the efforts made by their current companies. But results regarding financial resources (not-salary) determined that this job condition has worsened over time, from satisfaction in 2010 to inconclusive in 2017. In both studies, the variable of "promotion opportunities offered in newsrooms" came out negative, indicating that this problem has not been addressed in the past seven years by the news industry and/or their efforts to resolve this issue have been unsuccessful.

Maintenance Factors

Maintenance factors are the social, political, and technological aspects involved in a job. Those are factors that ensure the maintenance of a company and, by themselves, do not provide job satisfaction. The categories examined were as follows: company policy, working conditions, salary, supervision, relation with boss, and relation with peers (see Table 4). The possible values of each variable within each of the maintenance-factor categories were dissatisfied, not dissatisfied, and neutral (respondents had no strong opinion on the matter).

The category of "company policy" comprises a set of procedures, regulations, and benefits that a company establishes to ensure its functionality as an organization. In this category, 13 variables were measured, with parental leave (38%)⁴⁰ being the only one with a negative outcome (see Table 4). It may be that news organizations should consider revising their parental leave policy to resolve this issue. Latino/a journalists are not dissatisfied with their health insurance (52%)⁴¹; this same tendency was observed in 2010 (52%).⁴² [Note that for the comparative analysis of the maintenance factors between 2010 and 2017 summarized in Table 5, the term "satisfied" is used for "not dissatisfied"]. The chi-squared test for the variable "health insurance" yielded values of $\chi^2 = 0.004$ and $P = 0.998$, indicating that the 2010 and 2017 satisfaction-level distributions of Hispanic journalists are statistically the *same* (homogeneous) at the 5% significance level. No

change of dominant value (satisfied) is expected, and *no change* is observed. Managers should continue with their current health insurance policies because journalists are pleased with it.

Furthermore, in terms of retirement, results show that no dissatisfaction (44%)⁴³ was the tendency that prevailed and that the changes/updates that news companies made

Table 4. Maintenance factors that influenced US Latino journalists' job attitudes.

| | 2010 | | | 2017 | | |
|--|----------------|--------------------|-----------|----------------|--------------------|-----------|
| | Dissatisfied % | Not Dissatisfied % | Neutral % | Dissatisfied % | Not Dissatisfied % | Neutral % |
| Company policy | | | | | | |
| Health insurance | 29 | 52 | 19 | 29 | 52 | 19 |
| Vision insurance | * | * | * | 18 | 57 | 25 |
| Dental insurance | * | * | * | 22 | 55 | 23 |
| Retirement program | 38 | 38 | 24 | 28 | 44 | 28 |
| Paid vacations | * | * | * | 28 | 56 | 16 |
| Holiday pay | * | * | * | 26 | 46 | 28 |
| Travel insurance | * | * | * | 24 | 30 | 46 |
| Reimbursement policy | * | * | * | 18 | 59 | 23 |
| Sick leave | * | * | * | 22 | 50 | 28 |
| Parental leave | * | * | * | 38 | 29 | 33 |
| Company's dress code | * | * | * | 2 | 73 | 25 |
| Company's community engagement | * | * | * | 19 | 53 | 28 |
| Anti-discrimination policy | * | * | * | 6 | 70 | 24 |
| Work conditions | | | | | | |
| Job security at current place of employment | * | * | * | 36 | 43 | 21 |
| Number of hours | 25 | 50 | 25 | 36 | 44 | 20 |
| Work shift | 15 | 60 | 26 | 29 | 54 | 17 |
| Employed | 21 | 71 | 7 | 21 | 77 | 2 |
| Salary | | | | | | |
| Current salary | 49 | 32 | 19 | 51 | 34 | 15 |
| Salary merit increase | * | * | * | 61 | 20 | 19 |
| Opportunity to increase salary | 53 | 21 | 27 | 61 | 17 | 22 |
| Opportunity to work overtime | * | * | * | 46 | 27 | 27 |
| Supervision | | | | | | |
| Latino supervisor assures a better coverage of Hispanic community | 10 | 57 | 33 | 10 | 66 | 24 |
| Minority not Latino supervisor assures a better coverage of Hispanic community | * | * | * | 26 | 32 | 42 |
| White supervisor assures a better coverage of Hispanic community | * | * | * | 57 | 8 | 35 |
| University educated supervisor assures a better coverage of Hispanic community | 23 | 46 | 31 | 29 | 33 | 38 |
| Relation with boss | | | | | | |
| Communication with managers and top executives | 35 | 44 | 21 | 35 | 39 | 26 |
| Trust in managers and top executives | * | * | * | 42 | 32 | 26 |
| Level of support received from supervisor | * | * | * | 29 | 53 | 18 |
| Supervisor's Journalism competence | * | * | * | 28 | 53 | 19 |
| Supervisor's receptiveness to your suggestions | * | * | * | 27 | 58 | 15 |
| Reaching out to your supervisor to resolve workplace issues | * | * | * | 28 | 52 | 20 |
| Relation with peers | | | | | | |
| Communication with your work peers | * | * | * | 8 | 74 | 18 |
| Professional relationship with other journalists who cover the same community | * | * | * | 7 | 68 | 25 |

Table 5. 2010 and 2017 comparison of maintenance factors that influenced US Latino journalists' job attitudes.

| | 2010 | 2017 | Trend | χ^2 Statistic | <i>P</i> -value (α = 0.05) | Satisfaction Levels | Comments |
|--|--------------|--------------|-----------|-----------------------|---------------------------------------|---------------------|---|
| <i>Company policy</i> | | | | | | | |
| Health insurance | Satisfied | Satisfied | No change | 0.004 | 0.998 | Homogeneous | Since the distributions are statistically the <i>same</i> at the 5% significance level, no change of dominant value is expected, and no change is observed. |
| Retirement program | Inconclusive | Satisfied | No change | 4.151 | 0.125 | Homogeneous | Since the distributions are statistically the <i>same</i> at the 5% significance level, no change of dominant value is expected. However, the observed change may be attributed to sampling error, or chance. |
| <i>Work conditions</i> | | | | | | | |
| Number of hours | Satisfied | Satisfied | No change | 6.231 | 0.044 | Nonhomogeneous | Since the distributions are statistically <i>different</i> at the 5% significance level, the similarities or differences within values are not due to sampling error. |
| Work shift | Satisfied | Satisfied | No change | 14.449 | < 0.001 | Nonhomogeneous | Since the distributions are statistically <i>different</i> at the 5% significance level, the similarities or differences within values are not due to sampling error. |
| <i>Salary</i> | | | | | | | |
| Current salary | Dissatisfied | Dissatisfied | No change | 1.467 | 0.480 | Homogeneous | Since the distributions are statistically the <i>same</i> at the 5% significance level, no change of dominant value is expected, and no change is observed. |
| Opportunity to increase salary | Dissatisfied | Dissatisfied | No change | 3.110 | 0.211 | Homogeneous | Since the distributions are statistically the <i>same</i> at the 5% significance level, no change of dominant value is expected, and no change is observed. |
| <i>Supervision</i> | | | | | | | |
| Latino supervisor assures a better coverage of Hispanic community | Satisfied | Satisfied | No change | 2.757 | 0.252 | Homogeneous | Since the distributions are statistically the <i>same</i> at the 5% significance level, no change of dominant value is expected, and no change is observed. |
| University educated supervisor assures a better coverage of Hispanic community | Satisfied | Inconclusive | Worsened | 6.966 | 0.031 | Nonhomogeneous | Since the distributions are statistically <i>different</i> at the 5% significance level, the similarities or differences within values are not due to sampling error. |
| <i>Relation with boss</i> | | | | | | | |
| Communication with managers and top executives | Satisfied | Satisfied | No change | 2.031 | 0.362 | Homogeneous | Since the distributions are statistically the <i>same</i> at the 5% significance level, no change of dominant value is expected, and no change is observed. |

in their retirement programs may have been effective, although the results of the chi-squared test (discussed below) show that the trend must remain as *no change* (see Table 5). In 2010, outcomes presented a tie between no dissatisfaction (38%) and dissatisfaction (38%)⁴⁴, which leads to an inconclusive attitude concerning retirement programs. The chi-squared test for the variable “retirement program” yielded values of $\chi^2 = 4.151$ and $P = 0.125$, indicating that the 2010 and 2017 satisfaction-level distributions of Hispanic journalists are statistically the *same* (homogeneous) at the 5% significance level. No change of dominant value (inconclusive) is expected. However, the observed change from inconclusive to satisfied may be attributed to sampling error, or chance, so the trend must remain as *no change*.

In addition, reporters were pleased with their vision (57%)⁴⁵ and dental (55%)⁴⁶ insurance, paid vacations (56%)⁴⁷, holiday pay (46%)⁴⁸, reimbursement policy (59%)⁴⁹, sick leave (50%)⁵⁰, company’s dress code rules (73%)⁵¹, and company’s community engagements/community service (53%).⁵² Journalists did not have a strong opinion concerning their travel insurance (46%).⁵³ Regarding their news organizations’ anti-discrimination policy, some reporters don’t know (22%) if their company has this policy, others stated that their corporation does not have this policy (4%), but the majority of those businesses do have a policy in place (74%). Outcomes show that those journalists who work for companies that have an anti-discrimination policy are not dissatisfied (70%).⁵⁴

The work environment of Latino/a journalists was tested under the category “work conditions” (see Table 4). Four variables were measured, and all of them came out positive. Journalists do not feel dissatisfied with their job security at their current place of employment (43%)⁵⁵, their number of hours at work (44%)⁵⁶, or their work shift /work schedule (54%).⁵⁷ In 2010, the same tendency was observed regarding their number of hours at work (50%)⁵⁸. The chi-squared test for the variable “number of hours” yielded values of $\chi^2 = 6.231$ and $P = 0.044$, indicating that the 2010 and 2017 satisfaction-level distributions of Hispanic journalists are statistically *different* (nonhomogeneous) at the 5% significance level, and any observed similarities or differences in satisfaction-level values are not due to sampling error. The resulting trend for this variable was *no change*, remaining at satisfied (see Table 5). In relation to work shift/work schedule, this tendency was also positive (60%)⁵⁹ in 2010. The chi-squared test for the variable “work shift” yielded values of $\chi^2 = 14.449$ and $P < 0.001$, indicating that the 2010 and 2017 satisfaction-level distributions of Hispanic journalists are statistically *different* (nonhomogeneous) at the 5% significance level, and any observed similarities or differences in satisfaction-level values are not due to sampling error. The resulting trend for this variable was *no change*, remaining at satisfied. Managers should continue with their current number of hours and work shift/work schedule policies because this practice has proven to be fruitful.

Additionally, all four variables within the “salary” category show negative tendency (see Table 4). Journalists were dissatisfied with their current salary (51%)⁶⁰ in 2017, just as they were (49%)⁶¹ in 2010. The chi-squared test for the variable “current salary” yielded values of $\chi^2 = 1.467$ and $P = 0.480$, indicating that the 2010 and 2017 satisfaction-level distributions of Hispanic journalists are statistically the *same* (homogeneous) at the 5% significance level. No change of dominant value (dissatisfied) is expected, and *no change* is observed (see Table 5). Likewise, a similar negative outcome was observed regarding journalists’ opportunities to increase their salary (61%)⁶² and following the same negative (53%)⁶³ tendency documented in 2010, indicating an 8% increase in dissatisfaction

during that period. The chi-squared test for the variable “opportunity to increase salary” yielded values of $\chi^2 = 3.110$ and $P = 0.211$, indicating that the 2010 and 2017 satisfaction-level distributions of Hispanic journalists are statistically the *same* (homogeneous) at the 5% significance level. No change of dominant value (dissatisfied) is expected, and *no change* is observed. Consequently, in both cases, managers should carefully scrutinize their current salary policy as well as their opportunities to increase salary to make the necessary changes/modifications to break this negative trend. Results clearly indicate that the current policies have not been effective for the past seven years. Outcomes also document a negative effect regarding Latino/a journalists’ annual salary merit increase (61%)⁶⁴ as well as their opportunities to work overtime (46%).⁶⁵

The next category is “supervision” which examines journalists’ immediate supervisor at work –the person to whom journalists report directly in their news organizations. Four variables were used to measure this category: one presented a negative tendency, another one a positive tendency, and two were neutral (see Table 4). Most journalists believe that a Latino/a supervisor does assure a better coverage of the Hispanic community (66%)⁶⁶; 31% of respondents have a Hispanic supervisor. Similarly, this same positive (57%)⁶⁷ trend was documented in 2010, recording a 9% increase (see Table 5). The chi-squared test for the variable “Latino supervisor assures a better coverage” yielded values of $\chi^2 = 2.757$ and $P = 0.252$, indicating that the 2010 and 2017 satisfaction-level distributions of Hispanic journalists are statistically the *same* (homogeneous) at the 5% significance level. No change of dominant value (satisfied) is expected, and *no change* is observed. Respondents disagree that a White/European-not Latino supervisor assures a better coverage of the Hispanic community (57%)⁶⁸; 59% of participants have a White-not Latino supervisor. Latino reporters had no strong opinion concerning whether a minority-not Latino supervisor assures better coverage of the Hispanic community (42%).⁶⁹ Outcomes indicate that 10% of respondents have a minority-not-Latino supervisor.

Journalists had no strong opinion in 2017 that a university educated supervisor (38%)⁷⁰ would assure a better coverage of the Hispanic community, whereas in 2010, 46% were not dissatisfied (see Table 4). There is a 7% increase in “neutral” from the previous study (46%).⁷¹ The chi-squared test for the variable “university educated supervisor” yielded values of $\chi^2 = 6.966$ and $P = 0.031$, indicating that the 2010 and 2017 satisfaction-level distributions of Hispanic journalists are statistically *different* (nonhomogeneous) at the 5% significance level, and any observed similarities or differences in satisfaction-level values are not due to sampling error. The resulting trend for this variable was *worsened* (see Table 5). Perhaps journalism schools’ ought to incorporate in their curriculum classes, readings, and activities about journalists of color to explain to the next generation of journalists the importance of ethnic coverage, the particular challenges that each community faces, as well as the ethical practices in the coverage of minority communities.

Six variables were used to measure the “relation with boss” category; one showed a negative outcome, and five showed positive inclinations (see Table 4). Participants feel dissatisfied with the level of trust in managers and top executives (42%).⁷² However, journalists are not dissatisfied with their supervisor’s willingness to consider suggestions (58%)⁷³, reaching out to their supervisor to resolve workplace issues (52%)⁷⁴, level of support that they receive from supervisor (53%)⁷⁵, and their supervisor’s journalistic knowledge (53%).⁷⁶ In addition, reporters are not dissatisfied with their communication with

managers and top executives (39%)⁷⁷ it just as they were in 2010 (44%).⁷⁸ The chi-squared test for the variable “communication with managers and top executives” yielded values of $\chi^2 = 2.031$ and $P = 0.362$, indicating that the 2010 and 2017 satisfaction-level distributions of Hispanic journalists are statistically the *same* (homogeneous) at the 5% significance level. No change of dominant value (satisfied) is expected, and *no change* is observed (see Table 5). Top executives should continue with their current corporate communication strategy because it has confirmed to be successful.

The last category within the maintenance factors was “relation with peers,” two variables were used to measure this topic; both presented positive tendencies. Outcomes show that the communication among work peers (74%)⁷⁹ and the professional relationship with other professional journalists who cover the same community (68%)⁸⁰ were satisfactory (see Table 4).

In short, six categories were examined in order to identify those factors which, by their very nature, create a negative sentiment in workers, but are essential to keep the organization moving forward. Journalists were satisfied with their benefits such as health, vision, dental, paid vacations, holiday pay, reimbursement policy, sick leave, and anti-discrimination policies, as well as their companies’ dress codes, community engagements, and retirement programs. Also, respondents were satisfied with their number of hours, work shifts, job security, supervisor’s journalistic competence, receptiveness to their suggestions, communication with their work peers and with those journalists who cover the same community as they do, the level of support they receive from supervisors, and their communication with managers and top executives. On the other hand, reporters do not trust their managers and top executives and were dissatisfied with the parental leave policies, their salaries, the opportunities to increase their salaries, overtime work, and salary merit increase. Hispanic journalists were impartial in relation to their travel insurance.

The chi-squared results related to retirement indicate that the shift from “inconclusive” in 2010 to “satisfied” in 2017 is likely due to sampling error, and therefore *no change* is assigned to this variable. However, the variable that questioned if a university educated supervisor assures a better coverage of Hispanic community documented that this issue has deteriorated over the past seven years. Two variables that show a negative result in 2010 and continue to show the same negative tendency in 2017 were current salary and opportunities to increase salary. Both results provide evidence that top executives must pay immediate attention to these matters.

Conclusion

The present study documents the current working conditions of Latino/a journalists working for mainstream and ethnic-oriented media in 2017. Hispanic journalists were satisfied with their delegated duties, amount of time given to complete special assignments, work shifts, work spaces, amount & type of work, equipment, staff support, transportation, financial resources (not-salary) at their disposal, on-the-job training programs, company dress code, community engagement policy, health/vision/dental insurance, retirement program, paid vacations and holidays, reimbursement policy, sick leave policy, communication with managers and top executives, level of support received from them, supervisor’s journalistic competence and receptiveness to their suggestions.

Also, Hispanic journalists believe that a news media owned by a Latino corporation does guarantee better coverage of the Hispanic community.

In contrast, Latino/a journalists were dissatisfied with their news company's working conditions regarding parental leave policies, employee recognition/award programs, lack of career support to submit proposals for national and international awards consideration, lack of education benefits, current salaries, salary merit increases, opportunities to increase salaries, and opportunities to work overtime. Reporters do not trust their managers and top executives, but in the next five years they see themselves in leadership positions in their newsrooms even though promotion opportunities being offered were limited. As a consequence, journalists see themselves working for other news media companies in the next five years due to the fact that current long-term job retention strategies were unsuccessful. Also, respondents expressed that a White-not Latino supervisor does not assure a better coverage of the Hispanic community.

A comparative analysis between the 2010 and 2017 studies determined a significant improvement in relation to on-the-job training programs. Still, outcomes documented a worsened tendency regarding financial (not-salary) resources and university educated supervisor does not assure a better coverage of the Hispanic community. Also, results indicated that there are three issues that presented a negative inclination in both studies, documenting no change over time in the past seven years. Those matters were lack of promotion opportunities offered in newsrooms, disappointment with current salary, and frustration with the opportunities to increase salary. In addition, the comparative 2010–2017 examination regarding the basic demographic characteristics found significant noteworthy trends such as an increase of Latino/a reporters collaborating in legacy newsrooms as well as in Latino-oriented newsrooms, an increase of journalists working under a full-time contract, and evidence of Latino/a journalists' upward mobility into leadership positions in newsrooms.

This investigation also benefits current Latino/a journalism students by informing them of the possible barriers that they might be facing in predominantly White newsrooms after graduation. This research documents the professional context that those students might encounter, facilitating their transition into the workforce, because Latino/a journalism students will be better prepared to navigate in any newsroom environment. The limitation of this study was that not all of NAHJ members participated in this research endeavor. An additional benefit of this study is that perhaps those Latino/a journalists who participated in this research will have time to reflect on their current working conditions and perhaps evaluate whether those conditions are satisfactory to them or not. In the event that Latino/a reporters feel satisfied at work, they will tend to remain in their jobs. But, if they feel dissatisfied, there is a possibility that those journalists will consider seeking employment elsewhere.

Notes

1. The questionnaire is available upon request.
2. The questionnaire is available upon request.
3. The survey was housed at UTEP's website (<https://www.utep.edu/liberalarts/evaluating-job-satisfaction-of-latino-journalists-in-multimedia-newsrooms/>).

4. <http://www.nahj.org/>
5. If you would like to read our 2010 study, here is the citation. Flores, and Subervi-Vélez, 2014
6. The word Hispanic and Latino/a are used interchangeably to describe a person of Ibero-American heritage.
7. Amount and type of work: 39% dissatisfied and 20% neutral.
8. Amount and type of work in 2010: 24% dissatisfied and 24% neutral.
9. Financial (not-salary) resources: 22% neutral.
10. Financial (not-salary) resources in 2010: 32% dissatisfied and 16% neutral.
11. Work space: 19% not satisfied, 16% neutral.
12. Equipment resources: 26% not satisfied and 17% neutral.
13. Supportive staff: 32% not satisfied and 24% neutral.
14. Transportation resources: 30% neutral and 20% not satisfied.
15. Promotion opportunities offered in newsrooms: 24% satisfied and 23% neutral.
16. Promotion opportunities offered in newsrooms in 2010: 25% satisfied and 28% neutral.
17. Journalists express an interest in moving to management positions: 35% satisfied and 25% neutral.
18. 68% don't see themselves in the same position within the next five years, 11% see themselves in the same position, and 21% don't know.
19. 42% see themselves in a different position in the next five years, 35% don't see themselves in a different position, and 23% don't know.
20. 34% see themselves in a management position in the next five years, 47% don't see themselves in a management position, and 19% don't know.
21. 34% not satisfied and 23% neutral.
22. 27% satisfied and 26% not satisfied.
23. 51% see themselves working for another news media company within the next five years, 18% do not see themselves working for another news media company, and 31% don't know.
24. 35% don't know if they are going to enter another profession.
25. No idea (9%), aviation (2%), financial services (2%), film (2%), speech therapy (2%), human resources (2%), real estate (2%), national security (2%), chef (2%) and other (2%).
26. Leadership training opportunities: 31% not satisfied and 27% neutral.
27. Opportunities to improve knowledge & journalism skills: 23% neutral and 12% not satisfied.
28. Opportunities to improve knowledge and journalism skills: 36% dissatisfied and 23% neutral.
29. Seeking new opportunities in journalism training: 32% No.
30. Educational benefits: 35% not satisfied and 29% neutral.
31. On-the-job training programs: 12% dissatisfied and 23% neutral.
32. On-the-job training programs in 2010: 56% dissatisfied and 24% neutral.
33. Current employee recognition/awards programs: 36% neutral and 24% not satisfied.
34. Support to submit proposals for awards consideration: 33% satisfied and 25% neutral.
35. Delegated duties: 28% not satisfied and 24% neutral.
36. Amount of time given to complete their journalistic work: 25% not satisfied and 20% neutral.
37. Amount of time given to complete investigative/special coverage assignments: 34% not satisfied and 23% neutral.
38. Journalistic quality of their news product: 21% not satisfied and 15% neutral.
39. News Media be owned by Latino corporation to guarantee better coverage of Hispanic community in 2010: 17% dissatisfied and 37% neutral.
40. Parental leave: 33% neutral and 29% not dissatisfied.
41. Health insurance: 29% dissatisfied and 19% neutral.
42. Health insurance in 2010: 29% dissatisfied and 19% neutral.
43. Retirement programs: 28% dissatisfied and 28% neutral.
44. Retirement program in 2010: 24% neutral.
45. Vision insurance: 25% neutral and 18% dissatisfied.
46. Dental insurance: 23% neutral and 22% dissatisfied.
47. Paid vacations: 28% dissatisfied and 16% neutral.
48. Holiday pay: 28% neutral and 26% dissatisfied.

49. Reimbursement policy: 23% neutral and 18% dissatisfied.
50. Sick leave: 28% neutral and 22% dissatisfied.
51. Company's dress code rules: 25% neutral and 2% dissatisfied.
52. Company's community engagements/community service: 28% neutral and 19% dissatisfied.
53. Travel insurance: 30% not dissatisfied and 24% dissatisfied.
54. Anti-discrimination policy: 24% neutral and 6 dissatisfied.
55. Job security: 36% dissatisfied and 21% neutral.
56. Number of hours: 36% dissatisfied and 20% neutral.
57. Work shift /work schedule: 29% dissatisfied and 17% neutral.
58. Number of hours in 2010: 25% dissatisfied and 25% neutral.
59. Work shift in 2010: 15% dissatisfied and 26% neutral.
60. Current salary: 34% not dissatisfied and 15% neutral.
61. Current salary in 2010: 32% not dissatisfied and 19% neutral.
62. Opportunities to increase income: 22% neutral and 17 not dissatisfied.
63. Opportunity to increase salary in 2010: 21% not dissatisfied and 27% neutral.
64. Annual salary merit: 20% not dissatisfied and 19% neutral.
65. Overtime: 27% not dissatisfied and 27 neutral.
66. Latino/a supervisor does assure a better coverage of the Hispanic community: 24% neutral and 10% dissatisfied.
67. Latino supervisor assures a better coverage of Hispanic community in 2010: 10% dissatisfied and 33% neutral.
68. White/European-not Latino supervisor assures a better coverage of the Hispanic community: 35% neutral and 8% satisfied.
69. Minority-not Latino supervisor assure a better coverage of the Hispanic community: 32% not dissatisfied and 26% dissatisfied.
70. University educated supervisor assure a better coverage of the Hispanic community: 33% not dissatisfied and 29% dissatisfied.
71. University educated supervisor assures a better coverage of Hispanic community in 2010: 23% dissatisfied and 31% neutral.
72. Level of trust in managers and top executives: 32% not dissatisfied and 26% neutral.
73. Supervisor's willingness to consider suggestions: 27% dissatisfied and 15% neutral.
74. Reaching out to supervisor to resolve workplace issues: 28% dissatisfied and 20% neutral.
75. Level of support receive from supervisor: 29% dissatisfied and 18% neutral.
76. Supervisor's journalistic knowledge: 28% dissatisfied and 19% neutral.
77. Communication with managers and top executives: 35% dissatisfied and 26% neutral.
78. Communication with managers and top executives in 2010: 35% dissatisfied and 21% neutral.
79. Communication among work peers: 18% neutral and 8% dissatisfied.
80. Relationship with other professional journalists who cover the same community: 25% neutral and 7% dissatisfied.

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