

Influence Individual Factor on the Indonesian Journalist's Job Performance: Proactive Behavior as Mediator

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Abstract— The growth of mass media shows a significant number, it is followed by the increasing number of journalists in Indonesia. As the spearhead of the mass media, the personality factor of journalists such as extraversion is an important factor in the competition of mass media in order to generate news and strategies in obtaining advertising. After conducting extensive investigations of previous research, found that in order to get ahead of the competition, journalists need to improve performance in journalistic activities. It was found that proactive behavior were considered to be the most important value for journalists in improving their performance.

Keywords— *Extraversion, Proactive Behavior, and Journalists Job Performance*

I. INTRODUCTION

In Indonesia, the era of press freedom has reborn after more than 40 years of disappearance, and it occurred at the end of the New Order government in 1998 and replaced by the Order of Reform. Press freedom is proven to have the ease of obtaining business licenses for Publishing Press, then the ease to set up community newspapers, magazines, and tabloids. According to Annual Report Indonesian Press Council (2016), freedom of the press in Indonesia in recent years has encouraged the increase number of media: print media, electronic and cyber media, as can be seen in Table 1.1:

**Table 1.1
Indonesian Mass Media**

NO	Type Media	2013	2014	2015
1	Print Media	567	425	321
2	Online Media	200	231	300
3	Radio Station	500	600	774
4	TV Station	300	394	523

The development of mass media in Indonesia can be seen in the number of online media specifically 200 in 2013, 230 in 2014, and 300 in 2015. In terms of radio stations on the other hand, the number has increased from 500 in 2013.600 radio stations in and 2014, and 774 in 2015. Television stations have also showed an increase from 300, 394 to 523 from the years 2013, 2014 and 2015 respectively. Due to the increasing number of mass media used in Indonesia, the number of print media has showed a slight decrease from 527 print media in 2013, to 425 in 2014 and 321 in 2015.

The factor leading to the decrease in Indonesia's print media is due to technological development, since internet technology is more preferred, by people rather than reading the newspaper (Ai, 2016). So, the development of journalism and information in the digital age has become a challenge for the print media to promote verification, balance of news and quality of news.

Journalists from the year 2012, which amounted to 4590 journalists; in 2013, there were 514 journalists; in 2014, there were 5291 journalists; in 2015, there were 5793 journalists; and 24212 journalists in 2016 Most capital owners have commodified journalists, ranging from mediators, agents, marketing to advertising brokers (Wijaya, 2016). Obviously, these conglomerates make media a large business to collect as many profits as possible within the work areas. The result of media conglomeration is the freedom of media and the need for public information into the freedom of control of the media market.

The public is only seen as a market (market) whereby the press / media companies have made journalism a bad face by competing to gain rating and circulation, thus threatening the function of the media itself, namely credibility and media independence (Supadiyanto, 2013). Intervention from the media owner impacts the Indonesian newsroom where

journalists find their professionalism hindered and their autonomy limited in order to give passage the political or business interests of the owner (Masduki, 2014). It is crucial to have highly capable, effective, smart and high-performing journalist to ensure press company sustainability. There are several issues and challenges that are faced by the Indonesian journalist companies. Managing and motivating journalist is a challenging task and requires a huge amount of time, money and effort (Enton, 2017). Ineffective and unproductive journalists can cost firms to suffer losses due to loss of readers, loss of advertising, re-recruitment and re-training (Azzam, 2017).

Since Indonesia's independence day in 1945, Indonesia has experienced several changes in the government system with the main changes began in The years 1945-1965 which is known as the old order government system, led by President Sukarno, followed by the years 1966-1998 which is known as the era of the new order. The reform era started since 1998 until now. Mass media in Indonesia too, showed major development and was treated differently within those eras.

During the New Order regime, the state exercises stringent control over the media. Control is done with the aim that the activities done by the press do not deviate, let alone to contrary to their interests. Various ways are done to exercise this control, among others is by establishing regulations to regulate the activities done by the press in the form of legislation, licensing, positioning within the press organization of a state corporation, the system of the closure of media companies. With such conditions, it seems clear if the press experiences a lot difficulty to perform its function properly.

According to Purba (2006), the state's intervention makes the press unable to represent the reality that exists within the broader society (grass root mass). The press faces difficulties in performing their duties, especially their functions to society. As stated: (1) The press displays political information dimension more than the economy, with the subjects being in favor of the state (2) The press is biased towards the government. Still in the new order regime, all newspapers were required to formally affiliate with political parties, functional groups and mass organizations. The press was forced to become a tool for shaping public opinion. Journalists became informers and became agents of political parties. Journalists and press who disobey the interests of the government will be banned and jail.

Nevertheless, since the 1998 Asian financial and political crisis, the media industry in Indonesia has been opened up fully and is now freer from government control than ever. The media inarguably plays a crucial role in Indonesian democracy by educating its citizens and informing them of government activity. Besides that, the Indonesian Press has the right to seek out, obtain and broadcast any ideas and information, free from coercion and interference of any parties.

Today, Indonesian press journalists are blessed with the press freedom. The Indonesian Press Council acknowledged the freedom of the Press in the statement: "Freedom of opinion, expression and the press is human rights protected under Pancasila (Five Principles, the philosophical basis of the Indonesian State), 1945 Constitutions of Indonesia and the

United Nations Universal Declaration of Human Rights" (Indonesian Press Council, 2015).

The mass media, both printed and electronic, are described as a pillar of democracy. In the post-Suharto regime, the mass media in Indonesia has undergone a profound, even radical change. From being largely repressed, censored, and psychologically battered, it became relatively unrestrained and free (Mukrimin, 2006).

According to Indonesian Press Freedom Article 5 Law No. 40 of 1999 "The Indonesian press also has the responsibility of reporting incidents and opinions while respecting religious and social norms and assuming the presumption of innocence".

The law eliminates many shackles on freedom of the press, such as eliminating the business license system (SIUP), so there is no more power to revoke the SIUP. The impact of eliminating SIUP, Indonesian mass media increases. There is a significant difference between the mass media in the New Order and the Reform Era.

During the 32 years of the New Order era there were only 289 print media, 6 television stations and 740 radio stations (Abidin, 2017). The number of printed publication increased rapidly from 1998, hundreds of newspapers and magazines started to be published throughout the archipelago, majority in Java (Kuipers 2011). For example, Kompas Newspaper Daily, with the subsidiary company, Tribunnews issued more than 20 new local and regional newspapers. A local brand, like Tribun Bali, TribunTimur, Surya and TribunJabar has led regional news in Indonesia. Besides printed media, broadcast media has significantly emerged. More than 150 local TV stations and 11 national TV stations were airing in Indonesia after 1998 (Salsabiela 2014).

The mass media of Indonesia consists of several different types: Online news Media, Television Station, Radio Station, Newspaper and Magazine. The existence of advances in information technology in Indonesia affects the habit of reading the news where readers are currently reading news through online media.

DetikNews is the most popular news site in Indonesia. This survey confirmed that with 88.14% of respondents acknowledging that they have visited DetikNews at least once. The second most recognized news site is Kompas.com (79.05%). Kompas is among the oldest and most respected printed newspaper brand in Indonesia, in contrast with Detik news, which began online.

These news portals initially focused on general news; which are, international and domestic affairs. However, starting from the year 2010, they have developed their websites to cover almost everything from news and entertainment to health and recipes. Detik.com was established after the printed edition of the newspaper Detik was banned by the government in 1994. On the other hand, Kompas.com is simply an electronic version of its printed edition. Subsequently, it has become a new online news business in its own right. Meanwhile, Vivanews.com and Okezone.com have only started to be involved in online news. Merdeka.com, which was established in 2012, is a newcomer in the online

news business. On the other hand, Kompas Group, Republika and Tempo only cover local news. The ability of online media to distribute news freely, faster, interactively and in time (event on the making) is considered to make it the mainstream media as it has the right conditions to expand the reader's network, which is important enough to encourage loyalty (John, 1996).

There are 10 national free-to-air television stations today, consisting of one public television Televisi Republik Indonesia (TVRI) and nine private television stations. TVRI alone has 28 local affiliates, all of which are able to air their own television programs. Meanwhile, the nine private television stations have 79 local affiliates. Entertainment and current affairs channels are most preferred compared to news programs; channels specializing in news air none of them. Each of these most popular news programs is 30 minutes long and generally covers political news and government affairs. The population in this rating system is limited to television viewers (five years old or older) located in 10 administrative entities: Jakarta and its vicinity, Bandung, Semarang, Yogyakarta, Surabaya and its vicinity, Palembang, Banjarmasin, and Makasar. This rating system was introduced and has been used by AC Nielsen since 1991. Initially, Nielsen used a diary to record the patterns of television viewing, and now it uses a People meter as a recording tool.

II. BACKGROUND OF THE STORY

In the era of the ASEAN Economic Community (AEC), journalists need to improve their performance. Increased journalist performance is mainly related to standardization, as Indonesia will implement the open market in all aspects so that foreign journalists could enter and do business in the Indonesian media. To be able to compete with other journalists, Extraversion is very important in improving the performance of journalists. According to Hanitzsch (2005), journalist job performance is a significant determinant of mass media quality. The provision of news and information is one of the core functions of the mass media. Profession of journalists is important in the process of dissemination of information; therefore, the information disseminated should be true and the facts are appropriate. Another problem on proactive behavior journalist that occurs is having lack of proactive journalists who are constantly searching for data as most of the journalists require guidance from chief editors and do not know where to find good news for the public (Enton, 2017). Indonesian Journalists do not want to take risks in their performance, so reporters just follow the direction and tasks of the editor so that the news produced is the same with other media (Azzam, 2017). Also according to Erwin (2017), Indonesia culture requires journalists to follow orders from media owners or media owners to intervention, so this makes it difficult for journalists to be proactive in doing the work. Past researches studied about factors that affect the work of journalists; most researches were based on a conceptualization of influences on journalism in terms of their objective effects. Individual factors influencing journalist performance still needs to be explored (Melissa, 2015). Based on the research on job performance, several factors were found to have influence on the employees' job performance ranging from

individual-related factors and organizational factors (Al-Ahmadi, 2009).

III. LITERATURE REVIEW

Crant (2000), added that individual factor on job performance includes need for achievement, job involvement, role breadth self-efficacy, goal orientation, personal initiative, taking charge, desire for feedback, professional values, beliefs, socialization, professional self-image and career self-management. Picard (2000) found that motivation and insights are very important for individual journalist in improving job performance. The way a journalist gathers news and reports is affected by personal and professional values, beliefs and motivation, socialization as a journalist and professional self-image (Blasi, 2004). Personality traits namely agreeableness, conscientiousness, extraversion, emotional stability and openness to experience significantly influence job performance (Yang & Hwang, 2014).

In addition, individual factor contains direct and indirect support, cultural sensitivity, social network, previous international experience and self-efficacy (Awais Bhatti, Pandiyan Kaliani Sundram, & Chee Hee, 2012). Individual factors is the trait that motivates a person in his or her work thoroughly, enables an individual to troubleshoot issues or deal with changes that are related to a situation (Janerose, 2014). Judge, et.al., (2017) in their research found that self-efficacy, extraversion, psychoticism, general mental ability, conscientiousness, agreeableness, openness, emotional stability, experience are indicators on individual factors. While Hahn et.al., (2015) in their study about employee's personality also used individual factors namely neuroticism and extraversion. Smith (1994) concluded that individual characteristics like motivation are needed in our rapidly changing workplaces because motivated employees help organizations survive and motivated employees are more productive (Khalil & Eugene, 2011). Reaves (2015) stated that individual factors determine conscientiousness, extraversion, proactive personality, and self-efficacy

According to Sonnentag and Frese (2002) noted that several researchers agreed upon two major different aspects in conceptualizing job performance. The two major aspects are the individual's behavior, which refers to the action or what people do; behavioral outcome, which refers to the result or consequence of the action

Motowidlo (2003) highlighted two critical ideas of performance, which are "behavior" and "expected organizational value of behavior." He slightly revised the definition of job performance to include "the total expected value for the organization of discrete behavioral episodes that an individual carries out over a standard period of time" (p. 216). Thus, performance varies according to variance in the individual's behavior, circumstances, and organizational evaluation of the individual behavior (Motowidlo, 2003). Furthermore, Viswesvaran (1993) comprehensively reviewed the developments in the conceptualizations of job performance.

He concluded that the initial conceptualizations of job performance emphasized the economic value of an individual's behavior to the organization, before moving to focus on the relations between the various measures of job performance.

Base on McCrae & Costa (1985) Extraversion refers to the extent to which a person is open and talkative and is associated with behaviors such as socializing, assertive, vibrant, optimistic, enthusiastic and active. Zakarian (2005) an extrovert is an outgoing person who gains his satisfaction from social interaction. Therefore, the extroverted personality trait appears to be a necessity in the journalist job performance.

Proactive behavior in terms of personal initiative (Frese, Fay, Hilburger, Leng and Tag 1997), which is a behavioral pattern whereby the individual takes an active self-starting approach to work, thereby going beyond formal job requirements. Proactive employees show personal initiative and are action-directed, goal-directed, seek new challenges, and are persistent in the face of obstacles (Salanova & Schaufeli, 2008).

IV. CONCEPTUAL FRAMEWORK DEVELOPMENT

According to (Crant & Bateman, 2000) Extraversion has positive relationship with proactive behavior. Extraversion and conscientiousness, in particular, are positively related to proactivity (e.g., Seibert et al., 1999). Extraverted individuals are described as active, energetic, and forceful, and this action orientation is likely to facilitate proactive behavior (Tornau & Frese, 2013). Based on this, the hypotheses are considered as below:

Hypothesis H1: Extraversion positively influences proactive Behavior.

Individual proactive behavior should result in enhanced performance ratings. Performance and productivity increase when employees implement suggestions for improving the way they go about achieving their work goals. Team oriented proactive behavior such as helping co-workers and making suggestions to improve team functioning are also likely to enhance performance, hence, it is argued that individual proactive behavior is likely to be positively related to job performance (Farrell, 2012). Journalists who have a proactive behavior will provide suggestions or new ways to achieve goals and propose new ideas that can improve the journalist job performance. Based on this, the hypotheses are considered as below:

Hypothesis H2: Proactive Behavior positively influences the Journalist Job Performance.

In general, the framework is formulated in the way of the direct extraversion toward proactive behavior. Furthermore, proactive behavior also demonstrates an influence on journalist job performance.

Hypothesis H3: Proactive Behavior mediate the relationship between extraversion and Journalist Job Performance

According to Bateman and Crant (1993) individual factors are closely related to those actively creating environmental changes that can improve performance. It can be interpreted

that individual personality can improve performance through proactive attitude.

The conceptual framework is shown in Figure 1.

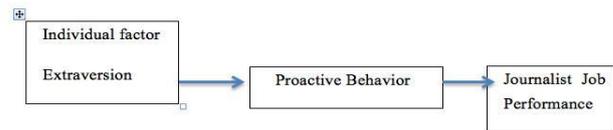


Figure 1. Conceptual Framework

V. CONCLUSION

The ultimate goal of this conceptual paper is to provide a positive contribution to Indonesian mass media industry through measurable variables. Every journalist must have extraversion as individual factors because, through proactive behavior, every journalist has a contribution to improving their job performance. Also, this research can propose a new model that can increase mass media industry's performance, especially in Indonesia.

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