

**The journalist mojo: Job demands, grit,
resilience and individual work performance of
journalists within South Africa**

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COMMENTS

The reader is reminded of the following:

- The references as well as the editorial style as prescribed by the Publication Manual (6th edition) of the American Psychological Association (APA) were followed in this mini-dissertation.
- The mini-dissertation is submitted in the form of a research article. The editorial style specified by the *South African Journal of Industrial Psychology* (which largely agrees with the APA style) is used, but the APA guidelines were followed in constructing tables.

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DECLARATION

I, Jessica Lorraine Redelinghuys, hereby declare that “The journalist mojo: Job demands, grit, resilience and individual work performance of journalists within South Africa” is my own work and that the views and opinions expressed in this work are those of the author and relevant literature references as shown in the references.

I further declare that the content of this research will not be handed in for any other qualification at any other tertiary institution.

A handwritten signature in black ink, appearing to read 'Jessica L. Redelinghuys', written in a cursive style.

JESSICA L. REDELINGHUYS

NOVEMBER 2019

DECLARATION OF LANGUAGE EDITING

I, hereby declare that I was responsible for the language editing of the mini-dissertation *The journalist mojo: Job demands, grit, resilience and individual work performance of journalists within South Africa* submitted by Jessica L. Redelinghuys.

A handwritten signature in black ink. The first letter 'E' is large and stylized, with a circle around it. The name 'Diedericks' is written in a cursive script to the right of the 'E'.

DR E. DIEDERICKS

BA Hons HED Hons MA PhD

NOVEMBER 2019

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SUMMARY

Title

The journalist mojo: Job demands, grit, resilience and individual work performance of journalists within South Africa.

Key words

Job demands, grit, resilience, individual work performance, journalists

Numerous studies have found that certain job demands - the most prevalent type being the demands relating to employees' roles - can have an intense influence on their well-being as well as their work-related outcomes. Researchers have empirically reasoned that the relationship between high job demands and job strain may be moderated by certain job resources.

A random sample of journalists working in South Africa was drawn, making use of online mediums. Questionnaires were voluntary and participants were asked to distribute the survey. A measuring battery was employed to measure job demands, grit, resilience, and individual work performance.

Descriptive statistics and inferential statistics, Spearman Rho coefficients, moderation and regression analysis were utilised to analyse the data. The results indicated that some subscales of individual work performance had a negative correlation with individual work performance. Job demands did not significantly predict individual work performance. Grit and resilience had significant relationships with job demands. Grit did not moderate the relationship between job demands and individual work performance. Resilience did not moderate the relationship between job demands and individual performance.

Various recommendations were made for organisations as well as future research. Companies can attempt to understand the daily pressures on journalists and what measures can be put into place to lessen the effects of these pressures. Additionally, companies can attempt to understand what factors exist within an individual's personality/character traits that allow him or her to continue working as a journalist, onslaught after onslaught, and what factors inhibit a journalist from doing so.

Recommendations for future research include increasing the sample size, revising the measuring battery, and including a more heterogeneous sample.

CHAPTER 1

INTRODUCTION

This mini-dissertation focuses on job demands, grit, resilience and individual work performance of journalists within the South African context. This chapter contains the problem statement and the discussion of the research objectives (including the general and specific objectives). Furthermore, the research method is explained and the division of the chapters is given.

1.1 PROBLEM STATEMENT

Mugged, robbed and even killed in the line of duty, South African journalists face some of the harshest work environments (Harris, Mosdell, & Griffiths, 2016). Journalists are confronted with extreme job demands (e.g., long hours, physical danger, and job insecurity) and limited resources (e.g., feedback, job control, and social support) to offset these effects. Journalism on the other hand, has also been described by others (Mott, 1962; Weaver & Wilhoit, 1996) as an honourable profession that includes being accurate with information, informing the public, providing balance in reporting, and embracing the role of the parliamentary watchdog (Becker, Sobowale, & Cobbey, 1979; Pew Research Center, 1999). One of the first descriptions about journalism reiterated that journalists will endure high job demands placed on them in order to deliver a service to the public: “Reporters share the exciting adventures and power of the people they write about; their spirits are high. But when the shot in the arm ends, too often they have no other resources or satisfactions left and life seems unbearably flat” (Lee, 1937, p. 603). Despite sacrificing physical safety, journalists report duty above personal attainment (Mott, 1962), such as school shootings, terrorist attacks and natural disasters that place them in potential physical or emotional harm (Clarke, 2005; Hancock, 2001; Schotz, 2007).

The question that needs to be asked is why would journalists put themselves in danger or endure high job demands?

Relationship between Job demands and Individual Work Performance

Researchers have been of the opinion that an individual’s performance is “stimulated or impeded” by organisational and work characteristics such as high job demands and low resources (Taris & Schaufeli, 2015 p. 10). The high demands placed on journalists will impact their work performance negatively if they do not possess resources to moderate the effect of

these demands.

Employees might experience mental fatigue that is brought about by physical and psychological costs due to the imbalance between job demands and the resources available; these employees will ultimately face an increasing risk of performance failure (Jackson, & Rothmann, 2005). Continued overexertion of energy to meet these high job demands will cause the employee to further drain his or her energy reserves; thus, leading to negative work outcomes (i.e. reduced work performance) (Jackson, & Rothmann, 2005).

Taking all the above into account, how do journalists manage these job demands and still be able to perform?

Relationship between Job demands, Personal Resources and Individual Work Performance

One explanation for this phenomenon is that employees who possess high levels of grit will still be able to perform over a longer period of time, despite numerous failures and setbacks (Credé, Tynan, & Harms, 2017). Another possible explanation can be that journalists possess high levels of resilience which would assist them in moderating the effect of high job demands (Van den Broeck, Van Ruysseveldt, Vanbelle, & De Witte, 2013). Both of these are thought of as personal resources which will not only motivate the employee to complete tasks, but will also diminish the effect of high job demands (Schaufeli, & Taris, 2014). Other studies confirming the moderating effect of personal resources, include but is not limited to, those of Mäkikangas and Kinnunen (2003), Nel (2019), Pierce and Gardner (2004), Tremblay and Messervey (2011), and Van Yperen and Snijders (2000).

Other studies have also concluded that job demands could negatively affect work performance (Lang, Thomas, Bliese, & Adler, 2007) as well as stimulate counterproductive work behaviours (Marcus & Schuler, 2004). Yet, relatively little is known about the psycho-cognitive (e.g., grit) or -emotional (e.g., resilience) factors affecting this relationship.

Therefore, the purpose of this study would be to determine which personal resource would most diminish the effect of job demands and assist with work performance: (1) grit as moderator between job demands and individual work performance, or (2) resilience as moderator between job demands and individual work performance?

Job demands are defined as physical, psychological, social, or organisational characteristics of

one's work that call for continual cognitive and emotional determination or skills, and are associated with certain physiological and/or psychological costs. Examples of job demands are pace and amount of work, mental load, emotional load, and change. The job demands-resources model (JDR; Van den Broeck et al., 2013) state that when job demands are high, individuals need to exert additional effort into achieving their work objectives and to avoid a decrease in performance. Exerting additional effort will, for example, cause fatigue and irritability. When this phenomenon takes place, employees will resort to taking breaks, rotating tasks or even performing fewer demanding tasks (Van den Broeck et al., 2013). However, if these methods are insufficient to restore the energy balance, it will result in a state of constant activation that progressively exhausts the employee physically and/or mentally (Knardahl & Ursin, 1985).

Due to the nature of journalists' job demands, their individual work performance is negatively affected as depicted by the health impairment process of the JD-R model (see health impairment; Van den Broeck et al., 2013). Journalists would therefore need to have the ability to persevere in the face of failure and adversity in order to fulfil their roles, onslaught after onslaught. If journalists do not have personal resources (i.e. grit, and resilience) to decrease the effect of job demands, they will ultimately face physiological and psychological costs that will negatively influence their work performance (Bakker & Demerouti, 2007).

The potential impact of job-related demands on individual and organisational outcomes could possibly be influenced by the proximity or perceptions of available job/personal resources (Schaufeli, & Taris, 2014). Personal resources can be defined as the psychological features or aspects of individuals that are mostly related to resilience and that refer to the capability to control and impact the environment successfully (Schaufeli, & Taris, 2014). Job resources relate to the organisation's ability to assist the individual to manage/diminish the demands placed on him or her; whereas personal resources refer to the individual's intrinsic capability to manage or diminish the effect job demands placed on him or her (Van den Broeck et al., 2013). The conservation of resources theory further elaborates that personal resources, such as resilience, are highly valued aspects that contribute to an individual's potential to successfully control and influence the environment (Hobfoll, Johnson, Ennis, & Jackson, 2003). Journalists who have continued exposure to high job demands will drain their energy to keep up with the demands faced, and this will lead to exhaustion. Exhausted journalists will lower their performance goals in order to lessen the effects of the high job demands experienced.

According to Van den Broeck et al. (2013), personal resources could act as moderators to

diminish the impact job demands might have on individuals' performance at work. The presence of personal resources will be able to weaken the experienced effect of job demands and, as a result, journalists would still be able to perform under these harsh circumstances/demands. Personal resources will motivate journalists to continue performing (see motivational process; Van den Broeck et al., 2013) and will add to their total number of resources (see conservation of resources theory (COR); Hobfoll, 2002).

Personal resources will further also facilitate goal accomplishment (see goal-setting theory; Locke & Latham, 2002). Hence, personal resources will not only assist in diminishing the effect of job demands, but will (1) motivate journalists to still perform at their jobs; and (2) assist them with creating even more goals to reach and further perform at work (Schaufeli, & Taris, 2014; Van den Broeck et al., 2013). Two important personal resources that may be applicable to journalists' job environment and performance would be grit and resilience.

Grit, which is a character strength, has been empirically found to predict success within a variety of domains (Duckworth, Kirby, Tsukayama, Berstein, & Ericsson, 2011; Duckworth et al., 2007; Duckworth, Quinn, & Seligman, 2009; Eskreis-Winkler, Duckworth, Shulman, & Beal, 2014). Character strengths can be seen as the positive elements of one's personality, for example, curiosity, bravery, love, persistence, self-regulation, gratitude, and hope (Peterson & Seligman, 2004). Peterson and Seligman (2004) have identified 24-character strengths which, amongst others, predict job performance (Harzer & Ruch, 2012, 2014).

Grit can be defined as the perseverance and passion expressed by individuals for long-term goals (Duckworth et al., 2007). Grit involves working persistently towards challenges, whilst being able to maintain effort and interest over numerous years, regardless of failure, adversity, and plateaus in progress (Duckworth et al., 2007). Duckworth et al. (2007) hypothesised that grit is an essential component for high achievement in one's occupation, such as investment banking, medicine, law, and journalism. When these individuals were asked what characteristic or quality distinguishes high achievers from their peers, they referred to grit or a closely related synonym. Grit is a combination of two well-studied drivers of achievement: passion and perseverance (Duckworth et al., 2007; Duckworth, & Quinn, 2009; Robertson-Kraft, & Duckworth, 2014), also known as "perseverance of effort" and "consistency of interest" (Credé, Tynan, & Harms, 2017). These two facets contribute to success: persistence due to the fact that the process of achieving mastery in a field often entails preliminary failures

and the individual needs to persist through this difficult time; and consistency, because numerous hours of time spent on deliberate practice are usually vital towards achieving mastery (Ericsson, Krampe, & Tesh-Römer, 1993). Individuals who possess high levels of grit do not deviate from their goals, even in the absence of positive feedback (Duckworth & Gross, 2014).

Perseverance of effort relates to the predisposition to work hard even in the face of failures (Credé, Tynan, & Harms, 2017). Perseverance, also known as persistence, has also been found to be a character strength (Peterson & Seligman, 2004) that relates to having a positive character. Journalists who possess a positive character will be able to not only stay positive in adverse situations, but they will also have an increased level of work performance (Harzer & Ruch, 2012, 2014).

Consistency of interest relates to the inclination to not repeatedly change goals and interests (Credé et al., 2017). Passion, i.e. consistency of interest, is more difficult to contextualise due to the fact that it is applied differently to the work setting at hand. However, Galton (1869) was one of the first authors to study high performers and he stated that high performance can be attributed to ability, passion and the capability to manage high volumes of hard labour. Recent research has found that grit is a higher predictor of performance than cognitive ability (Credé, et al., 2017). Thus, a journalist possessing consistency of interest (i.e. passion) will be better motivated and passionate about his or her job, will go the extra mile for the job and might be a better performer than someone who is just a journalist, because he or she has the cognitive ability.

Journalists with high levels of grit will furthermore be able to better utilise their abilities, because they are less preoccupied by short-term objectives and are less disheartened by disappointments and obstacles that are frequently faced in many performance fields (i.e. media industry) (Credé et al., 2017). Literature further relates grit to aspects of resilience and empirical evidence shows that resilience is a critical resource, not only for organisations, but also for employees to overcome adversity and succeed (King, Newman, & Luthans, 2016). Therefore, another personal resource to consider would be resilience.

Resilience is a positive psychological capability which describes an individual's skill to "bounce back" from hardship, uncertainty and disappointments or obstacles (Luthans 2002, p. 58). Within organisational settings, resilience refers to 'an outcome of successful adaption to adversity' (Zautra, Hall, & Murray, 2010, p. 4), 'positive adaption in the context risk or

adversity' (Ong, Bergeman, & Chow, 2010, p. 82), as well as effective coping and adaption in the face of loss, hardship or adversity (Tugade & Fredrickson, 2004).

Resilience research has been based on a salutogenic perspective (Antonovsky, 1987), which aims at investigating the process in which individuals move themselves to the healthy end of the ease or disease continuum. Recent research has referred to this type of stance as positive psychology (e.g., Seligman & Csikszentmihalyi, 2000). Resilience is the construct that explains the difference between individuals who recuperate from setbacks and those who do not (Block & Kremen, 1996). Individuals who possess resilience have the ability to bounce back rapidly and successfully from hostile events (Masten, 2001; Masten & Reed, 2002). In the workplace, individuals higher in resilience will recover psychologically to levels equivalent to or even higher than previous levels of homeostasis (Richardson, 2002). In actual fact, employees become more resilient to hostile situations every time they successfully recover from previous disappointments (Fredrickson & Joiner, 2002).

Numerous researchers have stressed the importance of resilience in the workplace, because of the role it plays in handling organisational crises (French & Holden, 2012). According to Escolas, Pitts, Safer, and Bartone (2013), individuals who possess higher levels of hardiness or 'resilience', have the ability to manage stressful circumstances more efficiently. The benefits of resilience have been found to have a relationship with performance (Luthans, Avolio, Avey, & Norman, 2007; Luthans, Norman, Avolio, & Avey, 2008). Luthans, Avolio, Walumba, and Li (2005) found a significant relationship between the resilience of Chinese workers and their rated performance. Another example is that of Maddi, Bartone, and Puccetti (1987) who found that resilient employees - in the face of adversity (i.e. company downsizing) - maintained their health, happiness, and performance.

Accordingly, journalists would need resilience to face and conquer the demands placed on them, otherwise they will not successfully perform at their jobs. The job demands will override the individual's capability to deal with it, resulting in negative work outcomes (e.g., not performing well) (Bakker & Demerouti, 2007).

Various approaches and definitions of performance exist (as it differs in various contexts). Researchers are yet to agree upon a common understanding, approach, or framework (Koopmans et al., 2014). For example, Murphy (1989) and Campbell (1990) both had different perspectives on how to define individual work performance. Murphy's (1989) work

performance consists of (1) task behaviours, (2) interpersonal behaviours, (3) down-time behaviours, and (4) destructive/hazardous behaviours (Koopmans et al., 2011). Campbell, however, stated that work performance consisted of (1) job-specific task proficiency; (2) non-job-specific task proficiency; (3) written and oral communication; (4) demonstrating effort; (5) maintaining personal discipline; (6) facilitating peer and team performance; (7) supervision; and (8) management and administration (Koopmans et al., 2011).

The most prevalent issue with all of these different understandings, approaches or frameworks is that no measure that was previously designed, measured all of the dimensions of individual work performance as a collective. One of the possible measures of achieving this, is the individual work performance questionnaire designed by Koopmans et al. (2014).

In order to conceptualise individual performance, it is required to clarify the construct domain of work performance and identify the dimensions and/or indicators thereof (Koopmans et al., 2011). The definition of work performance that is widely used by various studies is that of Campbell (1990) which states that it refers to behaviours or actions that are relevant to the goals of the organisation. According to Koopmans et al. (2011), there are three concepts comprising this definition: (1) “work performance should be defined in terms of behaviour rather than results; (2) work performance includes only those behaviours that are relevant to the organisation’s goals; and (3) work performance is multidimensional” (p. 856). Furthermore, individual work performance comprises task performance, contextual performance, adaptive performance, and counterproductive work behaviour (Koopmans et al., 2011).

Task performance

Task performance can be defined as the skill (i.e. competency) with which an individual executes fundamental job tasks (Campbell, 1990). If journalists possess task performance, they will complete their job tasks at hand; take pride in the field by keeping up with trends; and they will make sure that they plan and organise their work. When they need to investigate a story, journalists will ultimately do everything in their power to ensure that the facts are truthful and that they deliver a good service/well written document that is communicated to the public.

Contextual performance

Contextual performance can be defined as individual behaviours that maintain the organisational, social, and psychological surroundings in which the methodological core must operate (Borman, & Motowidlo, 1993). All concepts that relate to conceptual performance indicate that journalists will go beyond their formal set of work responsibilities/objectives; for

example, they will take on extra tasks or stories to investigate, show initiative, and even assist to train/coach new journalists in the workplace.

Adaptive performance

Adaptive performance is defined as the degree to which an individual adjusts to alterations in an organisational structure or job roles/responsibilities (Griffin, Neal, & Parker, 2007). If journalists possess the ability of adaptive performance, they will display the following behaviours, to name but a few: when faced with problems, they will solve them in a creative manner; and they will be able to manage uncertainty or unpredictable work conditions. Furthermore, they will be open-minded to new technology and procedures. Journalists would also find it easy to adapt to other colleagues, including different cultures or physical settings.

Counterproductive work behaviour

Counterproductive behaviour can be defined as behaviour that damages the well-being of the organisation (Rotundo, & Sackett, 2002). This might cause journalists to display, amongst others, the following behaviour: constantly being absent, not being punctual for work, stealing from the company, and abusing substances.

The dimensions of individual work performance are illustrated in the figure below.

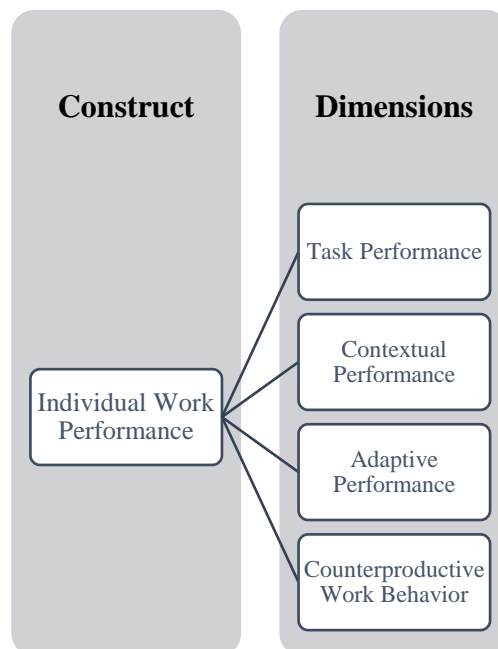


Figure 1. Heuristic framework of individual work performance (Koopmans et al., 2011).

It is important to distinguish between work performance and work productivity in order to

determine what the researcher intends when studying the concept of performance. Work performance relates to accessible actions, behaviours and results that employees will participate in or bring about that are linked to the input towards reaching the organisation's goals (Viswesvaran & Ones, 2000). Work productivity, however, is defined as contribution divided by amount produced (Koopmans et al., 2011).

The question at hand is how does individual work performance get impacted by job demands?

Revenue generated from advertising in newspapers (48%) and circulation thereof (16.9%) (Edmonds, 2010) has decreased significantly since 2006 and, similarly, so have resources for producing the news (Edmonds, Guskin, & Rosenstiel, 2011). According to Moerdyk (2019), newspaper sales will continue to decline, mostly because journalists have lost their credibility, increasing cover costs, and an overall decline in newspaper media advertising. Moerdyk (2019) further states that newspapers fault the internet for robbing them of advertisers and readers. To maintain profitability, many media houses have downsized. The job demands faced by journalists have simultaneously increased; yet, the availability of resources has decreased. Thus, journalists have built upon their personal resources in order to assist with stressful job demands (Reinardy, 2009). This depletion in personal resources or energy results in negative work outcomes and ultimately leads to poor performance (Cropanzano, Rupp, & Byrne, 2003; Wright & Cropanzano, 1998).

Numerous studies have found that certain job demands - the most prevalent type being the demands relating to employees' roles (Lambert, Hogan, Paoline, & Clarke, 2005) - can have an intense influence on their well-being as well as their work-related outcomes (Doi, 2005; Halbesleben & Buckley, 2004). In the work context, the harmful effects of high job demands have been proven for a variety of hostile organisational and behavioural outcomes, including reduced work performance (Lang, Thomas, Bliese, & Adler, 2007) and counterproductive work behaviours (Marcus & Schuler, 2004).

Employees' functioning cannot only be depicted by job factors, but also by individual characteristics (see Hackman & Oldham, 1976). Researchers have empirically reasoned that the relationship between high job demands and job strain may be moderated by certain job resources (Bakker & Demerouti, 2007; Bakker, Demerouti, & Euwema, 2005; Diestel & Klaus-Helmut, 2009).

Therefore, the main purpose of the study would be to determine how job demands, resilience

and grit influence individual work performance of journalists in the South African context. No current study could be found to explain the various different aspects mentioned in the research purpose within a South African context.

Based on the above discussions, the current study proposes the following hypothesised relationships as illustrated in Figure 2:

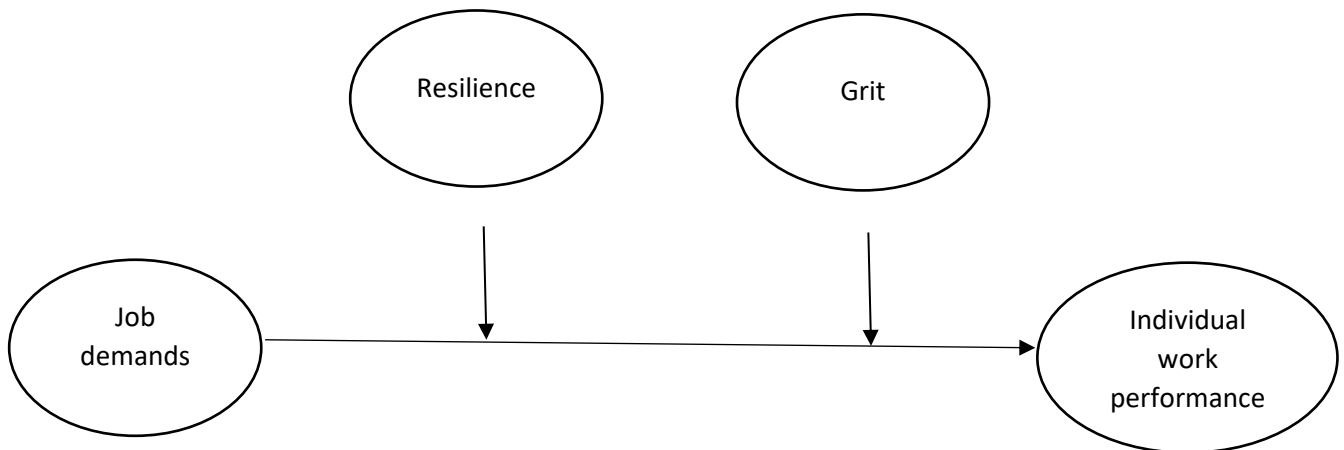


Figure 2. Conceptual model for this study.

The following research questions emerged from the above-mentioned problem statement:

- How are job demands, grit, resilience, and individual work performance conceptualised from literature in terms of South African journalism?
- How are job demands and individual work performance related in a sample of South African journalists?
- Do grit and resilience moderate the relationship between job demands and individual work performance in a sample of South African journalists?

In order to answer the above research questions, the following research objectives have been set.

1.2 RESEARCH OBJECTIVES

The research objectives are divided into general and specific objectives.

1.2.1 General Objective

The general objective of this research is to determine how job demands, resilience, and grit influence individual work performance of journalists in the South African context.

1.2.2 Specific Objectives

The specific objectives of this research are to:

- Conceptualise job demands, grit, resilience, and individual work performance from literature;
- Determine the relationship between job demands and individual work performance in a sample of South African journalists; and
- Investigate the moderating effect of grit and resilience on the relationship between job demands and individual work performance in a sample of South African journalists.

1.3 RESEARCH HYPOTHESES

Based on the literature review, the following hypotheses can be made:

H₁: Job demands and individual work performance are negatively related in a sample of South African journalists.

H₂: Grit moderates the relationship between job demands and individual work performance in a sample of South African journalists.

H₃: Resilience moderates the relationship between job demands and individual work performance in a sample of South African journalists.

1.4 RESEARCH METHOD

The research process consisted of two phases, namely a literature review and an empirical study. The results were presented in the form of a research article.

1.4.1 Research Design

An explorative quantitative cross-sectional survey-based research design was employed to investigate the relationships amongst the variables. This type of research collects numerical data and makes use of mathematical methods to analyse the data obtained (Muijs, 2010). This research design is well-matched to the descriptive functions that are linked with correlation research (Lambert, Hogan, & Barton, 2001). Advantages of a cross-sectional study is that it

can prove or disprove assumptions; it is not expensive to conduct; and will assist the researcher to capture data at specific point in time. Furthermore, data can be utilised for numerous types of research and findings can be analysed to create new theories or studies (Vos, Strydom, Fouché, & Delpont, 2017).

1.4.2 Participants and Procedure

A random sample of journalists (n = 195) from public and private news companies was drawn. Random sampling involves drawing a sample from a population where every member of the population will have an equal probability of being selected (Vos, Strydom, Fouché, & Delpont et al., 2017). A major benefit of this approach is that the results would be able to be generalised to the larger population (Marlow, 2005). The disadvantage of this sampling method might be the difficulty in obtaining the list of employees to choose from as well as the accuracy of the information provided by a third party.

Primarily, the questionnaires and consent letters were electronically distributed. Links to the survey were also sent privately via LinkedIn and Facebook groups (for journalists). Pen and paper questionnaires and consent letters were available on request. Electronic distribution saves time and costs in terms of printing, but also has an ecological advantage. The participants would be able to access the questionnaire when most convenient for them. The disadvantage is that participants might forget about the questionnaire or it might get lost among all their other emails. Questionnaires consumed approximately 10 to 15 minutes of the participants' time, and they were granted a time-frame of four weeks during which to complete the questionnaires. Snowball sampling was also employed to ensure that the survey was distributed to more journalists. Snowball sampling will take effect when participants were asked to share this survey web link/email link with other journalist colleagues in South Africa Ethical guidelines were strictly adhered to in order to ensure no harm was done to the individual completing the questionnaire.

1.4.3 Measuring Instruments

Biographical questionnaire. Biographical particulars were gathered by means of a biographical questionnaire, requesting details regarding age, gender, occupational status, race, educational level and home language.

Job demands. The job demands-resources questionnaire, developed by Bakker (2014), was

used to measure job demands. The entire JDRQ comprises 107 items, but the researcher only made use of 23 of these items that were best suited to the intended research. The 23 items measure the following elements (measured on a 5-point Likert-scale, ranging from 1 = *never* to 5 = *very often*): 4 items measuring *work pressure*, 4 items measuring *cognitive demands*, and 6 items measuring *emotional demands*. The following elements were also used (measured on a 5-point Likert-scale, ranging from 1 = *strongly disagree* to 5 = *strongly agree*): 4 items measuring *role conflict*, and 5 items measuring *hassles*. For the purpose of this study, the job demands portion of the JDRQ was utilised.

Grit. Grit was measured with the Grit Scale, Grit-O, developed by Duckworth, Peterson, Matthews, and Kelly (2007). This is a 12-item questionnaire measuring two constructs, with 6 items related to “consistency of interest” (e.g., “My interests change from year to year”) and 6 items related to the “perseverance of efforts” (e.g. “Setbacks don’t discourage me”). The items are scored according to a Likert-rating scale, ranging from 1 = *not like me at all* to 5 = *very much like me*. The Grit-O has high internal reliability with $\alpha = 0.85$ (Duckworth, Peterson, Matthews, & Kelly, 2007).

Resilience. Resilience was measured by three items of the PCQ-12 (12 item Psychological Capital Questionnaire), developed by Luthans, Avolio, Avey, and Norman (2006). The items are scored according to a Likert-rating scale, ranging from 1 = *strongly disagree* to 6 = *strongly agree* (for example, “I can be ‘on my own’ so to speak at work if I have to”). According to Avey, Luthans, and Mhatre (2008), the original PCQ consisted of 24 items (PCQ-24); the PCQ-12 is a shortened version of the PCQ-24. The PCQ-12 has been demonstrated to be reliable and valid in previous research, $\alpha = 0.69$ (Avey, Avolio, & Luthans, 2011; Luthans, Avey, Smith, & Li, 2008; Norman, Avolio, & Luthans, 2010).

Individual work performance. This construct was measured by the individual work performance questionnaire (IWPQ) designed by Koopmans et al. (2014). The IWPQ consists of 35 questions rated on a 6-point Likert-scale, ranging from 1 = *never* to 6 = *always* (for example, “My planning was optimal”). The IWPQ measures four constructs: (1) task performance (e.g., “I managed to plan my work so that it was done on time”); (2) contextual performance (e.g., “I took on extra responsibilities”); (3) counterproductive work behaviour (e.g., “I complained about unimportant matters at work”); and (4) adaptive performance (e.g., “I worked at keeping my job knowledge up-to-date”). The development, as well as face and structural validity of the IWPQ has been established in previous studies (Koopmans et al.,

2014). The psychometric properties of the IWPQ indicated good to excellent reliability for task performance ($\alpha = 0.78$), contextual performance ($\alpha = 0.85$), and counterproductive work behaviour ($\alpha = 0.79$). The IWPQ has shown good face and structural validity as well as sufficient convergent validity and good discriminative validity (Koopmans et al., 2014).

1.4.4 Statistical Analysis

SPSS version 25 (IBM Corporation, 2017) was used to analyse the data. Descriptive statistics (means and standard deviations) and inferential statistics (e.g., correlations) were utilised for data analysis. In order to assess the reliability of respectively the Grit-O, the resilience items of the PCQ-12, the IWPQ, and the JDRQ, Spearman's rho coefficients were used. The confidence interval level for statistical significance was set at a value of 95% ($p \leq 0.05$). A cut-off point of 0.30 (medium effect) and 0.50 (large effect) was set for practical significance of the correlation coefficients (Cohen, 1992). Moderation and regression were tested.

1.4.5 Ethical Considerations

This study was based on sound ethical foundations, emphasising aspects such as informed consent, voluntary participation, anonymity and confidentiality. Special care was given to ensure that no harm was caused to participants, respecting their rights and dignity. Participants had the opportunity to withdraw from the process. Due to the current situation regarding the freedom of speech of journalists, extra care was taken to ensure that the data gathered did not implicate anyone in the process. Therefore, all the participants were made aware of the purpose of the study, as well as who the third parties would be who would receive the information. The research proposal was submitted to the Research Ethics Committee for ethical approval (NWU-HS-2017-0033) before the study officially commenced.

1.5 OVERVIEW OF CHAPTERS

An empirical study was conducted in Chapter 2, according to the objectives set out in Chapter 1. The conclusion, limitations and recommendations are provided in Chapter 3.

1.6 CHAPTER SUMMARY

This chapter provided a discussion of the problem statement and research objectives. Furthermore, the research method and the measuring instruments were explained, followed by a brief overview of the chapters to follow.

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CHAPTER 2

RESEARCH ARTICLE

The journalist mojo: Job demands, grit, resilience and individual work performance of journalists within South Africa

ABSTRACT

Orientation: Although the interaction of job demands, personal resources and work performance have been researched extensively in the South African context, the journalist population has not been part of these studies as a population group. Furthermore, the concept grit has mostly been researched in other countries than South Africa.

Research purpose: The main purpose of the study would be to determine how job demands, resilience, and grit influence individual work performance of journalists in the South African context.

Motivation for the study: To determine whether personal resources would diminish the effect of job demands and assist with work performance when using: (1) grit as moderator between job demands and individual work performance, or (2) resilience as moderator between job demands and individual work performance.

Research design, approach and method: An explorative quantitative cross-sectional survey research design was followed. The target population comprised journalists working in South Africa.

Main findings: Some subscales of individual work performance have a negative correlation with individual work performance. Job demands do not significantly predict individual work performance. Grit and resilience have significant relationships with job demands. Grit does not moderate the relationship between job demands and individual work performance. Resilience does not moderate the relationship between job demands and individual performance.

Practical/managerial implications: The results can assist organisations' insight into job demands and personal resources, and how these relationships affect a journalist's overall individual work performance.

Contribution/value-add: The study contributes to literature in terms of job demands, grit, resilience, and individual work performance in a South African context.

Key words: Job demands, grit, resilience, individual work performance, journalists

Mugged, robbed and even killed in the line of duty, South African journalists face some of the harshest work environments (Harris, Mosdell, & Griffiths, 2016). Journalists are confronted with extreme job demands (e.g., long hours, physical danger, and job insecurity) and limited resources (e.g., feedback, job control, and social support) to offset these effects. A form of job insecurity might be the existence of social media and the impact thereof on the journalist's role and/or identity (Sofari, 2018). According to Steensen (2011), the existence of social media and the internet as sources of information to the public have resulted in the ability to instantly access news, rather than only having limited stories and newspapers to rely on - 'skipping the role of the journalist', so as to speak (Sofari, 2018, p. 3). The consequences are that the identity of being a journalist, as well as the journalist's perception in terms of his or her role, is no longer clear to the journalist (Steensen, 2011).

Journalism has also been described as an honourable profession by others (Mott, 1962; Weaver & Wilhoit, 1996), that embraces being accurate with information, informing the public, providing balance in reporting, and embracing the role of the parliamentary watchdog (Becker, Sobowale, & Cobbey, 1979; Pew Research Center, 1999). Yet, informing the public does not always come easy and without any consequences. A recent example in 2017 was the almost 'fear for your life' type of thinking when investigative journalist, Jacques Pauw, published a revealing book about the South African government, titled "*The President's Keeper: Those keeping Zuma in power and out of prison*". Whilst reading this book, one can tangibly feel the anxiety of the author; how many times might he have felt in danger in order to get this book completed and published? Furthermore, journalists report duty above personal attainment despite having to sacrifice physical safety (Mott, 1962); examples being school shootings, terrorist attacks, and even natural disasters that place them in potential physical or emotional harm (Clarke, 2005; Hancock, 2001).

The question that needs to be asked is "Why would journalists put themselves in danger or endure the high job demands placed on them?"

Researchers have had the view that an individual's performance is "stimulated or impeded" by organisational and work characteristics, such as high job demands and low resources (Taris & Schaufeli, 2015, p. 10). If journalists have high demands placed on them, this will in turn impact their work performance negatively if they do not possess resources to moderate the effects of these demands. Continuous overexertion of energy towards meeting these high job demands will cause employees to further drain their energy reserves; thus, leading to negative

work outcomes (i.e. reduced work performance) (Bakker, Demerouti, & Verbeke, 2004; Demerouti, Mostert, & Bakker, 2010; Jackson, & Rothmann, 2005).

Analysing all of the latter information, how do journalists manage these job demands and still be able to perform? A clarification for this phenomenon might be that employees who possess high levels of grit will still be able to perform over a longer period of time, despite numerous failures and setbacks (Duckworth, Peterson, Matthews, & Kelly, 2007). Grit also contains the perception that passion can influence the achievement of goals, as well as moderate the influence of job demands (Ceschi, Sartori, Dickert, & Constantini, 2016). Another possible explanation can be that individuals possess high levels of resilience which would assist them in moderating the effect of high job demands (Van den Broeck et al., 2013). Both grit and resilience are thought of as personal resources which will not only motivate the employee to complete tasks, but will also diminish the effect of high job demands (Schaufeli & Taris, 2014). There are studies that have supported this fact by concluding that job demands could negatively affect work performance (Lang, Thomas, Bliese, & Adler, 2007) as well as stimulate counterproductive work behaviours (Marcus & Schuler, 2004). Still, there are fairly little information available about the psycho-cognitive (e.g., grit) or -emotional (e.g., resilience) factors affecting this relationship.

Therefore, the purpose of this study is to determine whether personal resources would diminish the effect of job demands and assist with work performance, by exploring (1) grit as moderator between job demands and individual work performance; or (2) resilience as moderator between job demands and individual work performance.

LITERATURE REVIEW

Job Demands

Job demands are defined as physical, psychological, social or organisational characteristics of one's work that call for a continual cognitive and emotional determination or skills; job demands are associated with certain physiological and/or psychological costs (Demerouti et al., 2001). Examples of job demands are pace and amount of work, mental load, emotional load, and change. The job demands-resources model (JDR; Bakker & Demerouti, 2007; Demerouti et al., 2001; Schaufeli & Bakker, 2004; Van den Broeck et al., 2013) states that when job demands are high, individuals need to exert additional effort towards achieving their work objectives and to avoid a decrease in performance. Exerting additional effort will, for example, cause fatigue and irritability. When this phenomenon takes place, employees will

resort to taking breaks, rotating tasks or even performing fewer demanding tasks (Van den Broeck et al., 2013). However, if these methods are insufficient to restore their energy balance, it will result in a state of constant activation that progressively exhausts the employee physically and/or mentally (Knardahl & Ursin, 1985).

The health impairment process of the JD-R model (see health impairment; Van den Broeck et al., 2013) states that the nature of an individual's job demands will negatively influence their individual work performance. Journalists would therefore need to have the ability to persevere in the face of failure and adversity in order to fulfil their roles, even with continuous onslaughts. If individuals do not have personal resources (i.e. grit and resilience) to decrease the effect of job demands, they will ultimately face physiological and psychological costs that will negatively influence their work performance (Bakker & Demerouti, 2007).

Personal Resources

The immediacy or perceptions of accessible job/personal resources will influence the potential impact that job-related demands have on individual and organisational outcomes (Schaufeli, & Taris, 2014). Personal resources can be defined as the psychological features or aspects of individuals that are mostly related to resilience and that refer to their capability to control and impact their environment successfully (Schaufeli & Taris, 2014). The conservation of resources theory further explains that personal resources, such as resilience, are highly valued aspects that contribute to individual's potential to successfully control and influence the environment (Hobfoll, Johnson, Ennis, & Jackson, 2003). Individuals who have continued exposure to high job demands will most likely drain their energy to keep up with the demands and this will lead to exhaustion. Exhausted individuals might lower their performance goals in order to lessen the effects of the high job demands, for job demands will consume individuals' energy, also referred to as the health impairment process (Schaufeli, & Taris, 2014).

Personal resources could act as moderators in terms of diminishing the impact of job demands on individuals' work performance (Van den Broeck et al., 2013; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). The presence of personal resources will be able to weaken the experienced effect of job demands and, as a result, individuals would still be able to perform under these harsh circumstances/demands faced. Personal resources will motivate individuals to continue performing (see motivational process; Van den Broeck et al., 2013) and will add to their total number of resources (see conservation of resources theory (COR); Hobfoll, 2002,

2011). The motivational process implies that job resources have the potential to motivate individuals and will lead to work engagement, ultimately resulting in positive organisational outcomes (Schaufeli, & Taris, 2014).

Personal resources will further also facilitate goal accomplishment (see goal-setting theory; Locke & Latham, 2002). The goal-setting theory of Locke and Latham (1984, 1990) states that conscious human behaviour is purposeful and this behaviour is controlled by the individual's goals. Hence, personal resources will not only assist in diminishing the effect of job demands, but will (1) motivate journalists to still perform at their jobs; and (2) assist them with creating even more goals to reach and further perform at work (Schaufeli & Taris, 2014; Van den Broeck et al., 2013). Two important personal resources that may be applicable to journalists' job environment and performance would be grit and resilience.

Grit

Grit, a character strength, has been empirically found to envisage success within a variety of spheres (Duckworth et al., 2007; Duckworth et al., 2011; Duckworth, Quinn, & Seligman, 2009; Eskreis-Winkler, Duckworth, Shulman, & Beal, 2014). Character strengths can be seen as the positive elements of one's personality, for example, curiosity, bravery, love, persistence, self-regulation, gratitude, and hope (Peterson & Seligman, 2004). Peterson and Seligman (2004) have identified 24-character strengths which, amongst others, predict job performance (Harzer & Ruch, 2012, 2014).

Grit can be defined as the perseverance and passion expressed by individuals for long-term goals (Duckworth et al., 2007). Grit involves working persistently towards challenges, whilst being able to maintain effort and interest over numerous years, regardless of failure, adversity, and plateaus in progress (Duckworth et al., 2007). Duckworth et al. (2007) hypothesised that grit is an essential component for high achievement in one's occupation, such as investment banking, medicine, law, and journalism. When these individuals were asked what characteristic or quality distinguishes high achievers from their peers, they referred to grit or a closely related synonym. Grit is a combination of two well-studied drivers of achievement: passion and perseverance (Duckworth et al., 2007; Duckworth, & Quinn, 2009; Robertson-Kraft, & Duckworth, 2014), also known as "perseverance of effort" and "consistency of interest" (Credé, Tynan, & Harms, 2017). These two facets contribute to success: persistence due to the fact that the process of achieving mastery in a field often entails preliminary failures

and the individual needs to persist through this difficult time; and consistency, because numerous hours of time spent on deliberate practice are usually vital towards achieving mastery (Ericsson, Krampe, & Tesh-Römer, 1993). Individuals who possess high levels of grit do not deviate from their goals, even in the absence of positive feedback (Duckworth & Gross, 2014).

Perseverance of effort relates to the predisposition to work hard even in the face of failures (Credé, Tynan, & Harms, 2017). Perseverance, also known as persistence, has also been found to be a character strength (Peterson & Seligman, 2004) that relates to having a positive character. Journalists who possess a positive character will be able to not only stay positive in adverse situations, but they will also have an increased level of work performance (Harzer & Ruch, 2012, 2014).

Consistency of interest relates to the inclination to not repeatedly change goals and interests (Credé et al., 2017). Passion, i.e. consistency of interest, is more difficult to contextualise due to the fact that it is applied differently to the work setting at hand. However, Galton (1869) was one of the first authors to study high performers and he stated that high performance can be attributed to ability, passion and the capability to manage high volumes of hard labour. Recent research has found that grit is a higher predictor of performance than cognitive ability (Credé, et al., 2017). Thus, a journalist possessing consistency of interest (i.e. passion) will be better motivated and passionate about his or her job, will go the extra mile for the job and might be a better performer than someone who is just a journalist, because he or she has the cognitive ability.

Individuals with high levels of grit will furthermore be able to better utilise their abilities, because they are less preoccupied by short-term objectives and are less disheartened by disappointments and obstacles that are frequently faced in many performance fields (i.e. media industry) (Credé et al., 2017). Literature further relates grit to aspects of resilience and empirical evidence shows that resilience is a critical resource, not only for organisations, but also for employees to overcome adversity and succeed (King, Newman, & Luthans, 2016). Therefore, another personal resource to consider would be resilience.

Resilience

Resilience is a positive psychological capability which describes an individual's skill to "bounce back" from hardship, uncertainty and disappointments or obstacles (Luthans 2002, p.

58). Within organisational settings, resilience refers to ‘an outcome of successful adaptation to adversity’ (Zautra, Hall, & Murray, 2010, p. 4), ‘positive adaptation in the context risk or adversity’ (Ong, Bergeman, & Chow, 2010, p. 82), as well as effective coping and adaptation in the face of loss, hardship or adversity (Tugade & Fredrickson, 2004).

Resilience research has been based on a salutogenic perspective (Antonovsky, 1987), which aims at investigating the process in which individuals move themselves to the healthy end of the ease or disease continuum. This phenomenon has been dubbed positive psychology (e.g., Seligman & Csikszentmihalyi, 2000). Resilience is the concept that clarifies the difference between individuals who recover from setbacks and those who do not (Block & Kremen, 1996). Individuals who have resilience, have the capability to bounce back rapidly and successfully from hostile events (Masten, 2001; Masten & Reed, 2002). In the world of work, individuals higher in resilience will recuperate psychologically to levels equal to or even higher than former levels of homeostasis (Richardson, 2002). It has been proven that employees will actually become more resilient to hostile situations every time they successfully recover from previous disappointments (Fredrickson & Joiner, 2002).

The importance of resilience have been focused on in the world of work, because of the important role resilience plays when dealing with organisational crisis’s (French & Holden, 2012). According to Escolas, Pitts, Safer, and Bartone (2013), individuals who possess higher levels of hardiness or ‘resilience’, have the ability to manage stressful circumstances more efficiently. The advantages of resilience have been found to have a relationship with performance (Luthans, Avolio, Avey, & Norman, 2007; Luthans, Norman, Avolio, & Avey, 2008). Luthans, Avolio, Walumba, and Li (2005) found a significant relationship between the resilience of Chinese workers and their rated performance. Another example is that of Maddi, Bartone, and Puccetti (1987) who found that resilient employees - in the face of adversity (i.e. company downsizing) - maintained their health, happiness, and performance. Resilience has also been found to be related to performance in the work context by other researchers (Coutu, 2002; Harland, Harrison, Jones, & Reiter-Palmon, 2005; Luthans et al., 2005; Luthans, Vogelgesang, & Lester, 2006; Waite & Richardson, 2004; Worline et al., 2002; Zunz, 1998).

Accordingly, journalists would need resilience to face and overcome the demands placed on them, or else they will not successfully perform at their jobs. The job demands will supersede the individual’s capability to deal with it, resulting in negative work outcomes (e.g., not

performing well) (Bakker & Demerouti, 2007).

Individual work performance

Various approaches and definitions of performance exist (differing in various contexts). Researchers are yet to agree upon a common understanding/approach/ framework (Koopmans et al., 2014). The most prevalent issue with all of these different understandings/approaches/frameworks is that no measure that had previously been designed, measured all of the dimensions of individual work performance as a collective. One of the possible measures of achieving this, is the individual work performance questionnaire designed by Koopmans et al. (2014).

In order to conceptualise individual performance, it is required to clarify the construct domain of work performance and identify the dimensions and/or indicators thereof (Koopmans et al., 2011). The definition of work performance that is widely used by various studies is that of Campbell (1990) which defines work performance as behaviours or actions that are relevant to the goals of the organisation. According to Koopmans et al. (2011), there are three concepts that form part of this definition: (1) “work performance should be defined in terms of behaviour rather than results; (2) work performance includes only those behaviours that are relevant to the organisation’s goals; and (3) work performance is multidimensional” (p. 856). Furthermore, individual work performance comprises task performance, contextual performance, adaptive performance, and counterproductive work behaviour (Koopmans et al., 2011).

Task performance

Task performance can be defined as the skill (i.e. competency) with which an individual executes fundamental job tasks (Campbell, 1990). If journalists possess task performance, they will complete their job tasks at hand, take pride in the field by keeping up with trends, and ensure that they plan and organise their work. When they need to investigate a story, journalists will ultimately do everything in their power to ensure that the facts are truthful and that they deliver a good service/well written document that is communicated to the public.

Contextual performance

Contextual performance can be defined as individual behaviours that conserve the organisational, social, and psychological surroundings in which the methodological core must

operate (Borman, & Motowidlo, 1993). All concepts that relate to conceptual performance indicate that journalists will go beyond their formal set work responsibilities/objectives, for example, they will take on extra tasks/stories to investigate, show initiative, and they might even assist with training/coaching new journalists in the workplace.

Adaptive performance

Adaptive performance is defined as the degree to which an individual adjusts to alterations in an organisational structure or job roles/responsibilities (Griffin, Neal, & Parker, 2007). If journalists possess the ability of adaptive performance, they will display the following behaviours, to name but a few: when faced with problems, they will solve them in a creative manner; and they will be able to manage uncertainty/unpredictable work conditions. Furthermore, they will be open-minded towards new technology and procedures. Journalists would also find it easy to adapt to other colleagues, including different cultures or physical settings.

Counterproductive work behaviour

Counterproductive behaviour can be defined as behaviour that damages the well-being of the organisation (Rotundo, & Sackett, 2002). This might cause journalists to display the following behaviour, amongst others: constantly being absent, not being punctual for work, stealing from the company, and abusing substances.

It is important to distinguish between work performance and work productivity in order to determine what the researcher intends by studying the concept of performance. Work performance relates to accessible actions, behaviours and results that employees will participate in or bring about that are linked to input in terms of reaching the organisation's goals (Viswesvaran & Ones, 2000). Work productivity, however, is defined as contribution divided by amount produced (Koopmans et al., 2011).

The question at hand is how does individual work performance get impacted by job demands?

Job demands faced by journalists have increased; yet, the availability of resources has decreased. Thus, these individuals might have built upon their personal resources in order to assist with stressful job demands (Reinardy, 2009). This depletion in personal resources or energy results in negative work outcomes and ultimately leads to poor performance (Cropanzano, Rupp, & Byrne, 2003; Wright & Cropanzano, 1998).

The Relationship between Job Demands, Grit, Resilience, and Individual Work Performance

Several studies have found that certain job demands - the most dominant type being those concerning employees' roles (Lambert, Hogan, Paoline, & Clarke, 2005) - can have a powerful influence on their well-being and their work-related outcomes (Doi, 2005; Halbesleben & Buckley, 2004). In the work context, the detrimental effects of high job demands have been proven for a variety of hostile organisational and behavioural outcomes, including reduced work performance (Lang, Thomas, Bliese, & Adler, 2007) and counterproductive work behaviours (Marcus & Schuler, 2004).

Employees' functioning cannot only be depicted by job factors, but also by individual characteristics (see Hackman & Oldham, 1976). Researchers have empirically reasoned that the relationship between high job demands and job strain may be moderated by certain job resources (Bakker & Demerouti, 2007; Bakker, Demerouti, & Euwema, 2005; Diestel & Schmidt, 2009).

Therefore, the main purpose of the study would be to determine how job demands, resilience, and grit influence individual work performance of journalists in a South African context. No current study could be found to explain the different aspects mentioned in the research purpose within the South African context.

Based on the literature review, the following hypotheses can be formulated:

H₁: Job demands and individual work performance are negatively related in a sample of South African journalists.

H₂: Grit moderates the relationship between job demands and individual work performance in a sample of South African journalists.

H₃: Resilience moderates the relationship between job demands and individual work performance in a sample of South African journalists.

RESEARCH DESIGN

Research Approach

An explorative quantitative cross-sectional survey research design was employed to investigate the relationships amongst the variables. This type of research collects numerical data and makes use of mathematical methods to analyse the data obtained (Muijs, 2010). This research design is well-matched to the descriptive functions that are linked with correlation research (Lambert, Hogan, & Barton, 2001).

Research Participants

A random sample of journalists (n = 195) working in South Africa was drawn, making use of online questionnaires sent via email, as well as personal messages sent to journalists on LinkedIn. The survey was also shared with journalists among Facebook groups.

Table 1

Characteristics of the Participants (n=195)

Item	Category	Frequency	Percentage
Gender	Male	92	47.2%
	Female	103	52.8%
Age	21-30 years	79	40.5%
	31-40 years	48	24.6%
	41-50 years	17	8.7%
	51-60 years	33	16.9%
	>60 years	18	9.2%
Race	White	122	62.6%
	African	46	23.6%
	Coloured	15	7.7%
	Indian	12	6.2%
Home language	Afrikaans	96	49.2%
	English	66	33.8%
	Sepedi	6	3.1%
	isiZulu	12	6.2%
	Setswana	3	1.5%
	isiTsonga	6	3.1%
	isiXhosa	6	3.1%
Job type	Broadcasting	42	21.5%

Communications	12	6.2%
Fashion	3	1.5%
Foreign correspondent	3	1.5%
Freelance	17	8.7%
Investigative	10	5.1%
Newspaper reporter	81	41.5%
Photojournalism	6	3.1%
Social media	12	6.2%
Sport	9	4.6%

It can be seen from Table 1, that the majority of respondents were female (52.8%). The age of this population group ranged from 21 to >60 years old. The 21-30 year of age group accounted for the majority of responses (40.5%). In terms of race, the majority of the population were White (62.6%), whilst the minority was Indian (6.2%). Afrikaans speaking individuals accounted for 49.2% of the sample, whilst Setswana was only 1.5%. In terms of the type of journalist/job type, the majority of this sample was newspaper reporters (41.5%), followed by broadcasting (21.5%) and 1.5% of the sample, respectively, comprised fashion and foreign correspondents.

Measuring Instruments

The following measuring instruments were used in the empirical study:

Job demands. The job demands resources questionnaire, developed by Bakker (2014), was used to measure job demands. The entire JDRQ comprises 107 items, but the researcher only made use of 23 of these items that were best suited to the intended research. The 23 items measure the following elements (on a 5-point Likert-scale, ranging from 1 = *never* to 5 = *very often*): 4 items measuring *work pressure*, 4 items measuring *cognitive demands*, and 6 items measuring *emotional demands*. The following elements were also used (measured on a 5-point Likert-scale, ranging from 1 = *strongly disagree* to 5 = *strongly agree*): 4 items measuring *role conflict*, and 5 items measuring *hassles*. For the purpose of this study, the job demands portion of the JDRQ was utilised.

Grit. Grit was measured with the Grit Scale, Grit-O, developed by Duckworth, Peterson, Matthews, and Kelly (2007). This is a 12-item questionnaire measuring two constructs, with 6 items related to “consistency of interest” (e.g., “I have been obsessed with a certain idea or

project for a short time but later lost interest”) and 6 items related to the “perseverance of efforts” (e.g. “I have overcome setbacks to conquer an important challenge”). The items are scored according to a Likert-rating scale, ranging from 1 = *not like me at all* to 5 = *very much like me*. The Grit-O has high internal reliability with $\alpha = 0.85$ (Duckworth, Peterson, Matthews, & Kelly, 2007).

Resilience. Resilience was measured with three items of the PCQ-12 (12 item Psychological Capital Questionnaire), developed by Luthans, Avolio, Avey, and Norman (2006). The items are scored according to a Likert-rating scale, ranging from 1 = *strongly disagree* to 6 = *strongly agree* (for example, “I can be ‘on my own’ so to speak at work if I have to”). According to Avey, Luthans, and Mhatre (2008), the original PCQ consisted of 24 items (PCQ-24); the PCQ-12 is a shortened version of the PCQ-24. The PCQ-12 has been demonstrated to be reliable and valid in previous research, $\alpha = 0.69$ (Avey, Avolio, & Luthans, 2011; Luthans, Avey, Smith, & Li, 2008; Norman, Avolio, & Luthans, 2010).

Individual work performance. This construct was measured by the individual work performance questionnaire (IWPQ) designed by Koopmans et al. (2014). The IWPQ consists of 35 questions rated on a 6-point Likert-scale, ranging from 1 = *never* to 6 = *always* (for example, “My planning was optimal”). The IWPQ measures four constructs: (1) task performance (e.g., “I managed to plan my work so that it was done on time”); (2) contextual performance (e.g., “I took on extra responsibilities”); (3) counterproductive work behaviour (e.g., “I complained about unimportant matters at work”); and (4) adaptive performance (e.g., “I worked at keeping my job knowledge up-to-date”). The development, as well as face and structural validity of the IWPQ has been established in previous studies (Koopmans et al., 2014). The psychometric properties of the IWPQ indicated good to excellent reliability for task performance ($\alpha = 0.78$), contextual performance ($\alpha = 0.85$), and counterproductive work behaviour ($\alpha = 0.79$). The IWPQ has shown good face and structural validity as well as sufficient convergent validity and good discriminative validity (Koopmans et al., 2014).

Research Procedure

After permission had been obtained from management at public and private news reporting companies, the researcher emailed the link to the survey (containing the consent form) as well as the information document to the gatekeeper, which was distributed to the participants. Questionnaires consumed approximately 10 to 15 minutes of the participants’ time. Ethical

guidelines were strictly adhered to in order to ensure no harm was done to the individual completing the questionnaire. After this round, the method of gathering data proved insufficient and the researcher (with permission of the Ethics Committee) sent web links of the survey, privately via LinkedIn and Facebook groups (for journalists). Snowball sampling was also employed when participants were asked to share this survey web link/email link with other journalist colleagues in South Africa. After a period of two years, the researcher had gathered 195 (excluding missing values) completed questionnaires.

Statistical Analysis

The Mplus 8.3 statistical program (Muthén & Muthén, 1998-2017) was employed to conduct the statistical analysis. Due to various issues found in the output of the data, the researcher decided to make use of SPSS 25 (IBM Corporation, 2017) to conduct the statistical analysis. This analysis in SPSS included descriptive statistics (e.g., means and standard deviations) and inferential statistics. By using Cronbach's alpha coefficients, the reliability of the constructs could be measured. In order to specify the relationship between the constructs, Spearman's rho (for non-parametric data) was used. Effect sizes were used to determine the practical significance of the results (Steyn & Swanepoel, 2008). A cut-off point of 0.30 (medium effect) and 0.50 (large effect) was set for the practical significance of the correlation coefficients (Cohen, 1992). The confidence interval level for statistical significance was set at a value of 95% ($p < 0.05$). Exploratory factor analyses (EFAs) were used to determine the possible underlying factor structures in the data. Simple regression was employed to test the hypotheses.

The following is a brief description with regards to Mplus and the issues encountered:

First, the researcher tested several initial measurement models according to possible factor structure combinations of job demands and individual work performance. Grit and resilience were seen as moderators and thus not included in this analysis.

Job demands. Three possible factor structures existed, based on the authors' recommendations:

Factor structure 1: Five first-order variables (work pressure, cognitive demands, emotional demands, role conflict, and hassles), measuring one second order variable (job demands).

Factor structure 2: The five first-order variables only.

Factor structure 3: One first-order variable as measured by all the observed variables.

Individual work performance.

Three possible factor structures existed:

Factor structure 1: Four first-order variables (task performance, contextual performance, counterproductive behaviour, and adaptive performance), measuring one second-order variable (individual work performance).

Factor structure 2: The four first-order variables only.

Factor structure 3: One first-order variable, as measured by all the observed variables.

Nine possible models were evaluated, but none provided accurate fit statistics. Non-positive definite first-order derivative product matrices were found. This could indicate a negative variance / residual variance for a latent variable, a correlation larger or equal to 1 between two latent variables, or a linear dependency among more than 2 latent variables (Muthén & Muthén, 1998-2017).

Because none of the tested measurement models could be used, confirmatory factor analysis (CFA) was done with the two questionnaires.

Job demands

Specified 3 models based on the possible factor structures described above (named F5F1, F5, and F1):

Table 2

Goodness of Fit Indices of Specified Models

Model name	AIC	BIC	ABIC
F5F1	Non-positive definite		
F5	10768.86	11024.96	10774.43
F1	11618.13	11841.81	11623.26

AIC = Akaike information criterion; BIC = Bayesian information criterion; ABIC = Sample-size adjusted BIC

Model F5 had the lowest values; thus, indicating better fit and therefore this model was used further; items were evaluated according to factor loadings ($< .35$), residual variances (RVs) (> 2.58) and modification indices (MIs) (> 20.000): First, items loading below $.35$ were removed

and the model was run again. Then, it was determined which items caused the most issues with regard to RVs and MIs, and they were removed one by one.

The closest fit was a comparative fit index (CFI) of 0.91 and Tucker-Lewis index of 0.88.

Individual work performance

Specified 3 models based on the possible factor structures described above (named F4F1, F4, and F1):

Table 3

Goodness of Fit Indices of Specified Models

Model name	AIC	BIC	ABIC
F4F1	Non-positive definite		
F4	17493.57	17856.87	17505.24
F1	17810.14	18153.81	17821.18

AIC = Akaike information criterion; BIC = Bayesian information criterion; ABIC = Sample-size adjusted BIC

Model F4 had the lowest values, indicating better fit and therefore this model was used further in the same manner as the job demands procedure.

Finally, the model was not identified, as contextual performance was left with only 1 item.

After improvements had been made with Rasch analysis, the authors of the IWPQ adapted the questionnaire to 3 dimensions instead of 4 (Koopmans et al., 2013). In this 3-dimension format, it was found that counterproductive work behaviour and adaptive performance correlated very highly and they were combined according to statistical analysis (items removed etc.). Therefore, the researcher attempted a new factor structure by combining contextual performance (CP) and adaptive performance (AP), creating three factors: task performance, CP+AP, and counterproductive behaviour. After the same development procedure had been followed, the model also ended up not being identified; this time with counterproductive work behaviour consisting of only 1 item.

Next, only the positive factors were retained in another CFA: TP, CP, and AP. After inspecting the results, removing items, and allowing error variance correlations, the model gave non-positive definite results and therefore the researcher moved over to analysis in SPSS.

RESULTS

Exploratory Factor Analysis

EFA was conducted in SPSS on all four questionnaires; the same procedure was followed for each: First, component factor analysis based on Eigen values > 1.00 to establish the possible number of factors and the associated percentage of variance explained. Second, principal axis factoring with direct oblimin rotation to find possible definitions of the number of identified factors found in Table 4.

Table 4

Factor Loadings

Variable	Factors extracted	Factor name	Items loading on Factors extracted
Job demands	Factor 1 (Work pressure & Cognitive Demands)	WP&CD	WP2, WP3, WP4, COG1, COG2, COG3, COG,4
	Factor 2 (Role Conflict)	Role conflict	RCON1, RCON2, RCON3, RCON4
	Factor 3 (Emotional demands 1)	ED1	EM1, EM2, EM3
	Factor 4 (Emotional demands 2)	ED2	EM4, EM5, EM6
	Factor 5 (Hassles)	Hassles	HAS1, HAS2, HAS3, HAS4, HAS5
Individual work performance	Factor 1 (Contextual & Adaptive)	CA1	Q 12, 13 14, 17, 28, 29, 30, 33
	Factor 2 (Task Performance)	T1	Q 1, 2, 3, 4
	Factor 3 (Counterproductive beh.)	C1	Q 21, 22
	Factor 4 (Contextual & Adaptive)	CA2	Q 19, 31, 32, 34, 35
	Factor 5 (Task Performance)	T2	Q 6, 7
	Factor 6 (Contextual performance)	CP	Q 9, 10
	Factor 7 (Contextual & Counterproductive)	CC	Q 16, 26
	Factor 8 (Counterproductive beh.)	C2	Q 20, 23
Grit	Factor 1	Grit 1	Q 5, 7, 8
	Factor 2	Grit 2	Q 6, 12
Resilience	Factor 1	Resilience	Q 2, 3

From Table 4, it can be seen that job demands extracted 5 factors: WP&CD with 7 items; role conflict with 4 items; ED1 with 3 items; ED2 with 3 items; and hassles with 5 items. The original 5-factor structure was the following: work pressure, cognitive demands, emotional demands, and hassles.

Individual work performance extracted 8 factors: CA1 with 8 items; T1 with 4 items; C1 with 2 items; CA2 with 5 items; T2 with 2 items; CP with 2 items; CC with 2 items; and C2 with 2 items. This is in contrast with the original 4-factor structure as described in the literature review.

Grit extracted 2 factors: Grit 1 with 3 items; and Grit 2 with 2 items. The original structure is also comprised of 2 factors. The following items did not load on either of the factors identified: *“I have overcome setbacks to conquer an important challenge”*; *“New ideas and projects sometimes distract me from previous ones”*; *“My interests change from year to year”*; *“Setbacks don’t discourage me”*; *“I finish whatever I begin”*; *“I have achieved a goal that took years of work”*; *“I become interested in new pursuits every few months”*.

Resilience extracted 1 factor with 2 items. Item 1 *“I can be ‘on my own’ so to speak at work if I have to”*, did not load onto the factor.

Table 5

Descriptive Statistics, Correlations and Reliability

Variable	M	SD	α	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Job demands (1-5)																		
1. WP&CD	4,16	0,71	0,86	-														
2. Role conflict	3,12	0,92	0,88	0.31†**	-													
3. ED1	3,12	1,05	0,85	0.41†**	0.20**	-												
4. ED2	3,21	0,88	0,85	0.38†**	0.60‡**	0,11	-											
5. Hassles	3,75	1,07	0,87	0.55‡**	0.22**	0.53‡**	0.25**	-										
Individual work performance (1-6)																		
6. CA1	4,84	0,74	0,89	0.45†**	-0.00	0,05	0,06	0.34†**	-									
7. T1	4,92	0,69	0,71	0,13	-0.21**	0,05	-0.16*	0,03	0.30†**	-								
8. C1	4,63	0,85	0,68	0,03	-0.22**	-0.14	-0.14	-0.19*	0.25**	0.19**	-							
9. CA2	4,59	0,70	0,77	0,08	-0.00	0,09	0,07	0,12	0.42†**	0.31†**	0.17*	-						
10. T2	4,25	0,93	0,54	0,03	-0.13	0.17*	-0.14	0.17*	0.19**	0.42†**	0,08	0.22**	-					
11. CP	4,96	0,81	0,61	0.33†**	0,05	0,10	0,05	0.25**	0.53‡**	0.18*	0,14	0.21**	0,10	-				
12. CC	4,84	0,88	0,48	0.46†**	-0.16*	0.29**	0,10	0.25**	0.37†**	0.17*	0.16*	0.20**	0,04	0.35†**	-			
13. C2	4,03	0,82	0,54	-0.08	-0.26**	-0.25	-0.07	-0.26**	0.14*	0,05	0.48†**	0,06	-0.00	0,07	0,13	-		
Grit (1-5)																		
14. Grit 1	2,87	0,86	0,73	-0.06	0.35†**	0,04	0.18*	-0.10	-0.21**	-0.29**	-0.15*	0.15*	-0.21**	-0.16*	-0.07	0,06	-	
15. Grit 2	1,46	0,53	0,61	-0.19*	0,02	0,07	0,12	-0.04	-	0,02	-0.23**	-0.08	-0.08	-0.29**	0,10	-0.06	0.33†**	-
Resilience (1-6)																		
16. Resilience	4,74	0,92	0,70	0.19*	-0.03	0,11	0.16*	0.25**	0.25**	0,09	0.22**	0,13	0.19*	0.20**	0.16*	0,00	0,06	-0.04

* $p < 0.05$ ** $p < 0.01$ † $r > 0.30$ ‡ $r > 0.50$

From Table 5, it can be seen that the mean score of the variable, job demands, was between 3.12 and 4.16 on a Likert-scale ranging from 1 to 6, where 1 = *never* and 6 = *very often*, with a standard deviation ranging between 0.71 and 1.07. This means that journalists experience higher than average job demands. Individual work performance had a mean score ranging from 4.03 to 4.96 on a Likert-scale where 1 = *never* and 6 = *always*, with a standard deviation ranging between 0.69 and 0.93. This means that journalists, for example, will very often or always complete job tasks at hand, take on extra tasks, and solve problems in a creative manner. However, it also means that journalists will very often display behaviour that is damaging to the well-being of the organisation. Grit had a mean score ranging from 1.46 to 2.87 on a Likert-scale ranging from 1 to 5, where 1 = *not like me at all* and 5 = *very much like me*, with a standard deviation ranging between 0.53 and 0.83. This means that journalists mostly feel that they are gritty individuals. Resilience had a mean score of 4.74 on a Likert-scale ranging from 1 to 6, where 1 = *strongly disagree* and 6 = *strongly agree*, with a standard deviation of 0.92. This means that journalists felt resilient most of the times.

The Cronbach alpha coefficients (α) of most of the items were considered reliable compared to the guideline of $\alpha \geq 0,70$ (Nunnally & Bernstein, 1994). The following subscales were not reliable: C1 ($\alpha = 0.68$), T2 ($\alpha = 0.54$), CP ($\alpha = 0.61$), CC ($\alpha = 0.48$), C2 ($\alpha = 0.54$), and Grit 2 ($\alpha = 0.61$). From the 4 measuring instruments, the following subscales showed the best reliabilities respectively: role conflict ($\alpha = 0.88$), CA1 ($\alpha = 0.89$), grit factor 1 ($\alpha = 0.73$), and resilience ($\alpha = 0.70$).

Role conflict had a positive practical and statistically significant correlation with WP&CD (medium effect). ED1 had a positive statistically significant correlation with role conflict (small effect). Hassles had a positive statistically significant correlation with ED2 (small effect). TP had a positive practical and statistically significant correlation with CA1 (medium effect). C1 had a positive statistically significant correlation with T1 (small effect). CC had a positive practical and statistically significant correlation with CP (medium effect). Resilience had a negative non-practical and non-statistical correlation with grit 2 (small effect).

According to Table 5, CA1 had a positive practical and statistically significant correlation with WP&CD (medium effect). CA1 also had a positive practical and statistically significant correlation with hassles (medium effect). T1 had a negative practical and statistical correlation with role conflict (small effect). T1 also had a negative statistically significant correlation with ED2 (small effect). C1 had a negative practical and statistical correlation with role conflict

(small effect). C1 also had a negative practical and statistical correlation with hassles (small effect). No practical or statistically significant relationship was found between CA2 and job demands subscales. T2 had a positive statistically significant correlation with ED1 (small effect). T2 also had a positive statistically significant correlation with hassles (small effect). CP had a positive practical and statistically significant correlation with WP&CD (medium effect). CP also had a positive practical and statistically significant correlation with hassles (medium effect). CC was practical and statistical significantly related with most of the job demands subdimensions. C2 had a negative practical and statistically significant correlation with role conflict (small effect). C2 also had a negative practical and statistically significant correlation with hassles (small effect).

Based on the above information, Hypothesis 1 is partially accepted.

Grit 1 had a practical and statistically significant correlation with role conflict (medium effect). Grit 1 also had a statistically significant correlation with ED2 (small effect). Grit 2 had a negative statistically significant correlation with WP&CD (small effect). Resilience had a statistically significant correlation with WP&CD. Resilience also had a statistically significant relationship with ED2.

Regression and Moderation

Table 6

Linear Model of Predictors of Individual Work Performance

	<i>B</i>	S.E.	95% C.I.	<i>t</i>	<i>p</i>
Constant	4.61	0.33	[4.55; 4.68]	140.91	0.00**
Job demands (centred)	0.01	0.05	[-0.09; 0.10]	0.11	0.91
Grit (centred)	-0.17	0.05	[-0.27; -0.08]	-3.68	0.00**
Resilience (centred)	0.18	0.03	[0.12; 0.24]	5.67	0.00**
Job demands x Grit	-0.08	0.08	[-0.22; 0.07]	-1.00	0.32
Job demands x Resilience	-0.02	0.05	[-0.11; 0.07]	-0.40	0.69

b=unstandardized factor loading; SE= Standard Error; CI=Confidence interval level $p < 0.05$ *t*=t-test statistic

Note. $R^2 = 0.18$

* $p < 0.05$

** $p < 0.01$

In terms of regression, an insignificant path ($p > 0.05$) was found between job demands and individual work performance ($b = 0.01$; S.E. = 0.05; $p = 0.91$). A negative significant path ($p < 0.01$) was found between grit and individual performance ($b = -0.17$; S.E. = 0.05; $p = 0.00$). A significant path ($p < 0.01$) was found between resilience and individual work performance ($b = 0.18$; S.E. = 0.03; $p = 0.00$).

In terms of moderation, there is no significant relationship between job demands and grit ($p = 0.32$), as well as between job demands and resilience ($p = 0.69$). Therefore, there was no evidence of moderation found. According to these results, hypotheses 2 and 3 are rejected.

Discussion

The objectives of this study were to determine how job demands, resilience, and grit influence individual work performance of journalists in the South African context.

The results indicate that some subscales of individual work performance have a negative correlation with individual work performance. This means that if journalists experience an increase in strenuous job demands, their individual work performance will be negatively influenced, that is, they will perform less/worse. This result is aligned with the findings of other studies (Lang, Thomas, Bliese, & Adler, 2007).

The results also indicated that job demands are not a significant predictor of individual work performance. Therefore, it can be argued that a journalist does not view/experience the job demands measured in this study (work pressure, cognitive demands, emotional demands, and hassles) as factors that will influence how well he or she performs in his or her given roles. This outcome stands in contrast with the theory that job demands will negatively affect an individual's work performance, also known as the health impairment process (Van den Broeck et al., 2013).

Furthermore, the results indicated that there are significant relationships between job demands and grit, as well as between job demands and resilience. However, according to the moderation statistics, these significant paths were not strong enough to strengthen or weaken the relationship between job demands and individual work performance. It can be argued that journalists might not view grit and resilience as personal resources, i.e. features of an individual referring to his or her capability to control and impact his or her environment successfully (Schaufeli, & Taris, 2014). Furthermore, relationships between these various constructs were not strong enough to make a significant impact on the effect of individual work performance. Hence, grit and resilience might have a relationship with individual work performance, but not to an extent where it influences/diminishes the effect of their work performance. These results stand in contrast to the theory of the job demands-resources model, which postulates that personal resources (i.e. grit and resilience) could diminish the impact that job demands have on an individual's performance (Van den Broeck et al., 2013; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007).

Various study limitations should be noted. Firstly, the number of respondents participating in the survey ($n = 195$) was seen as insufficient and influenced the type of statistical analysis that could be performed. Secondly, the questionnaires were self-report measurements and therefore could contain social desirability, impression management and random responding. Thirdly, the types of questionnaires selected to measure the various constructs were regarded as problematic and ineffective. Lastly, the sample homogeneity could have influenced the results. The following majority groups were noted in the sample: females (52.8%); 21-30-year olds (40.5%); Whites (62.6%); Afrikaans-speaking (49.2%); and newspaper reporters (41.5%).

Despite the noted limitations, various recommendations can be made to the organisation. In order to assist journalists with improving their work performance, media houses, for example, need to conduct an analysis to understand the specific factors related to a journalist's work performance. Companies can attempt to understand the pressures journalists experience on a daily basis (specific to each type of journalist) and what measures can be put into place to lessen the effects of these pressures; for example, streamlining administration processes.

Furthermore, companies can attempt to understand what positive factors within an individual's personality/character traits allow him or her to continue working in the field of journalism - onslaught after onslaught. This will enable companies to create a job profile/benchmark of a 'high-performing individual' to identify developmental areas in other journalists who experience the relationship between their job demands and individual performance differently.

In addition to the recommendations made for the field of journalism, recommendations can also be made for future research. Firstly, it is recommended that the number of respondents be increased. Secondly, the type of questionnaires selected for the study should be reviewed. Thirdly, the distribution of the questionnaires should include a more heterogeneous sample to ensure a diverse data set. And lastly, it would be recommended that future research explore the possibility of personal resources acting as mediators, instead of moderators.

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CHAPTER 3

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

This chapter consists of conclusions pertaining to this study, according to the specific

objectives. The limitations of this research study are discussed, followed by recommendations for the field of journalism and future research.

3.1 Conclusions

Numerous studies have found that certain job demands - the most prevalent type being the demands relating to employees' roles (Lambert, Hogan, Paoline, & Clarke, 2005) - can have an intense influence on their well-being and their work-related outcomes (Doi, 2005; Halbesleben & Buckley, 2004). In the work context, the harmful effects of high job demands have been proven for a variety of hostile organisational and behavioural outcomes, including reduced work performance (Lang, Thomas, Bliese, & Adler, 2007) and counterproductive work behaviours (Marcus & Schuler, 2004). Employees' functioning cannot just be depicted by job factors, but also by individual characteristics (see Hackman & Oldham, 1976). Researchers have empirically reasoned that the relationship between high job demands and job strain may be moderated by certain job resources (Bakker & Demerouti, 2007; Bakker, Demerouti, & Euwema, 2005; Diestel & Schmidt, 2009).

The first objective of this study was to determine if a relationship existed between job demands and individual work performance. The job demands-resources model has been criticised by other's for being a descriptive and not an explanatory model (Schaufeli, & Taris, 2014). This descriptive model provides possible relationships that can exist between variables, but do not explain the psychological processes underpinning these relationships (Schaufeli, & Taris, 2014). Demands are seen as negative, whilst resources are seen as positive (Van den Broeck et al., 2013). In line with the latter, the researcher hypothesised that job demands would have a negative relationship with individual work performance. From the results, the hypothesis was only partially accepted. A possible explanation for this phenomenon can be that journalists might not have viewed all of the job demands measured in this study (work pressure, cognitive demands, emotional demands, role conflict, and hassles) as negative and detrimental to their work performance. Some of these demands might in reality act as a positive/motivator. Crawford et al. (2010) supported this type of finding, by redefining demands as 'challenges' and 'hindrances'. Hindrances are seen as negative and challenges are seen as positive, even though they are still defined as demands. This re-definition could explain why journalists might rather have viewed the measured demands as a challenge, and not necessarily a hindrance that negatively affects their individual work performance.

The second and third objectives of this study were to determine whether personal resources (grit and resilience) could possibly moderate the relationship between job demands and resources. This objective was in line with the findings from other studies (Van den Broeck et al., 2013; Xanthopolou, Bakker, Demerouti, & Schaufeli, 2007) where it was found that personal resources would be able to weaken the effect of job demands, allowing employees to have the ability to continue performing. From the results obtained, hypotheses 2 and 3 were both rejected, because neither resilience nor grit moderated the impact of job demands. Even though the results showed that grit and resilience have a significant relationship with job demands, the relationship was not strong enough to strengthen/weaken the effects of job demands on their work performance.

This could be due to the previous discussion regarding what journalists view as demands, which will also influence the results of the study in terms of the perceived effect of personal resources. Thus, it can be argued that the extremity/harshness of a journalist's job demands will not be seen as 'less' or 'more' bearable, because they might have perseverance and passion for long-term goals or resilience to "bounce back" from adversity. The findings with regards to grit are in line with the meta-analytic review of the grit literature by Credé et al. (2017), where grit had a weak relationship with work performance. Credé et al. (2017) furthermore found that grit, as a construct, describes virtually no incremental variance in performance when the presence of conscientiousness is controlled.

3.2 Limitations

Various study limitations should be noted. Firstly, the number of respondents participating in the survey (n=195) was seen as insufficient and influenced the type of statistical analysis that could be performed. Correlation coefficients fluctuate increasingly with small samples; a study requires a sample size big enough to employ factor analysis (Field, 2009). The common rule of thumb is that you require 10-15 participants per variable (Field, 2009). A sample size of 300 or more is seen as a sufficient sample (Tabachnick, & Fidell, 2007).

Secondly, the questionnaires were self-report and could therefore lead to various limitations. The researcher relies on the honesty of the respondent with a self-report questionnaire. A respondent might feel the need to make him or herself appear more socially desirable, especially when negatively worded items are asked (Hoskin, 2012). Furthermore, there might be a lack of understanding in terms of the questionnaire; individuals might be 'extreme

responders' who only choose the extreme ends of a scale; or response bias could be involved (Hoskin, 2012).

Thirdly, the questionnaires chosen to measure the variables within this study pose a few challenges. South African studies (for e.g. de Beer, Pienaar, & Rothmann, 2013; Jacobs, & Roodt, 2019; Kotze, & Nel, 2019; Peral, & Geldenhuys, 2016) have focused their attention on the job demands-resources model (Bakker & Demerouti, 2007; Demerouti et al., 2001; Schaufeli & Bakker, 2004). The findings of these studies propose that diverse work characteristics can be clustered into two categories, aligned with the theoretical framework of the job demands resources model, within diverse organisations. These findings are in line with what other studies have found (Barkhuizen & Rothmann, 2008; Fourie, 2003; Jackson, Rothmann, & Van de Vijver, 2006; Koekemoer & Mostert, 2006; Rothmann et al., 2006; Rothmann & Jordaan, 2006; Rothmann & Jorgensen, 2007). However, Rothmann et al. (2006) have argued that more extensive research needs to be conducted in order to design a valid measure that could be applied in a wide variety of contexts. The suggested research and measure need to be able to focus on job demands and resources that are applicable to different occupations and organisations within South Africa.

In terms of measuring resilience, the researcher made use of three items that formed part of the Psychological Capital Questionnaire, which inherently measures more factors than just resilience. In terms of the Grit questionnaire, Credé (2018) argued that grit as a construct is strongly correlated with conscientiousness. This poses a theoretical problem when two similar constructs are seen as dissimilar - separated by different naming conventions. Furthermore, grit also has a strong correlation with self-control (Muenks, Wigfield, Yang, & O'Neal, 2017), which ultimately influences researchers' understanding of grit and how it is applied within research.

The presence of positively and negatively worded items might also have been a limitation in terms of measuring grit. Negatively worded items pose psychometric problems, because inherently these types of items are difficult to answer (Swain, Weathers, & Niedrich, 2008). Negatively worded items can also influence the reliability and validity of scale scores (Woods, 2006), which might explain the contradicting results found in terms of moderation.

In terms of individual work performance, the researcher made use of the original conceptual framework where individual work performance consisted of four dimensions. However, the authors of the individual work performance questionnaire developed a three-dimension

questionnaire after discovering that contextual performance and adaptive performance loaded as one factor (Koopmans et al., 2013). The factor loadings (see Chapter 2, Table 4) of the present study are aligned with this finding. The factor loadings as discussed could have influenced the overall results in terms of individual work performance and how it relates to the other variables in this study.

3.3 Recommendations

3.3.1 Recommendations for the Organisation

In order to assist journalists with improving their work performance, media houses, for example, need to conduct an analysis to understand the specific factors related to a journalist's work performance. Companies can attempt to understand the pressures exerted onto journalists on a daily basis (specific to each type of journalist) and what measures can be put into place to lessen the effects of these pressures, for example, streamlining administration processes. Furthermore, companies can attempt to understand what positive factors exist within an individual's personality/character traits that allow him or her to continue working as a journalist, onslaught after onslaught. This will enable companies to create a job profile/benchmark of a 'high-performing individual' in order to identify developmental areas of other journalists experiencing the relationship differently between their job demands and individual performance.

3.3.2 Recommendations for Future Research

Future research needs to aim to enlarge the sample in order to be able to employ factor analysis. A larger sample will also yield better results in terms of the validity and reliability of the study.

It is also recommended that the measuring instruments used in the present study be revised. Jackson and Rothmann (2005) designed a Job Demands-Resources Scale (JDRS) that can be applied to different occupations in different work contexts and has proven to be reliable in other studies (Asiwe, Hill, & Jorgensen, 2015; Hill, Mostert, & de Bruin, 2012). Thus, the job demands portion of the study should rather be measured with an adaptive version of the JDRS, specifically for journalists. Attention needs to be given to the perception of demands and whether it would not be more suited to redefine demands as 'hindrances' and 'challenges'. Future studies could focus on exploring what constitute 'hindrances' and 'challenges' for journalists and how researchers should adapt to this thinking when using the theoretical framework of the Job Demands-Resources Model. Future studies could also explore the

possibility of personal resources having a mediating effect, rather than a moderating effect. Xanthopoulou et al. (2007) discovered in their study that personal resources did not moderate the relationship between job demands and exhaustion, but rather played a mediating role.

Furthermore, it would be advised to make use of a resilience measure that only focuses on the concept of resilience, rather than making use of three items forming part of a questionnaire that measures other items as well. Grit, as a construct, should be investigated more to understand the challenges the construct imposes; also, how to control for conscientiousness when measuring grit. Lastly, it is advised - in terms of the measuring instruments - that the three-dimension version of the individual work performance be used.

Future research should also focus on broadening the homogeneity of the sample.

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