

BURNOUT IN LOCAL
TELEVISION NEWS PRODUCERS

by

ANGELE' ALEXANDRA ANDERFUREN

Bachelor of Journalism in Journalism, 1997
University of Texas at Austin
Austin, Texas

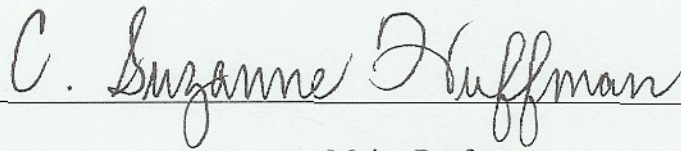
Submitted to the Faculty
Graduate Division
Schieffer School of Journalism
College of Communication
Texas Christian University
in partial fulfillment of the
requirements for the degree of

MASTER OF SCIENCE IN JOURNALISM

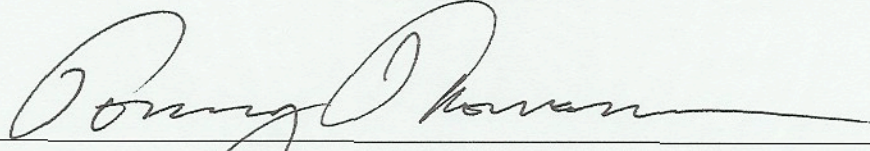
May, 2006

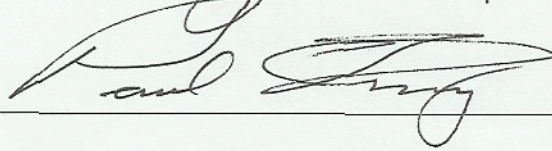
BURNOUT IN LOCAL
TELEVISION NEWS PRODUCERS

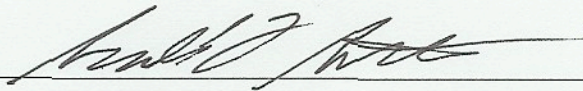
Thesis approved:



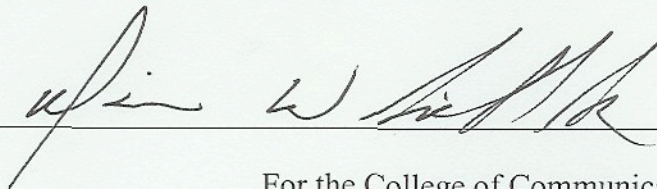
Major Professor







Graduate Studies Representative



For the College of Communication

Copyright 2006 by Angele' A. Anderfuren
All rights reserved

PREFACE

This thesis is dedicated to the thousands of producers across the country who devote their lives to making television news better, despite a sometimes lack of appreciation for their hard work and newsroom leadership.

The author would like to acknowledge the members of her thesis committee: Dr. Suzanne Huffman, Dr. Gerry Grotta, Dr. Tommy Thomason, and Dr. Paul King for all their help throughout the thesis process. Your guidance was insightful.

The author would also like to acknowledge her husband Jerry for his support in everything she does, including making her education a priority in their lives. With his support, it made it possible to pursue her graduate studies full time and finish up just before the birth of their first child, Ava. Thank you.

Table of Contents

I. Introduction	1
II. Literature Review	3
i. Producers	3
ii. Burnout	6
iii. Burnout in Journalists	11
iv. Producer Job Satisfaction	12
v. Journalist Satisfaction and Stress	14
vi. Solutions	18
vii. Research Questions & Hypotheses	21
III. Methodology	23
i. Research Method	23
ii. Population Selection	23
iii. Inducement of Participation	27
iv. Data Collection	27
v. Test Study	33
vi. Supporting Interviews	33
IV. Results	34
i. Producer Characteristics	34
ii. Producer Burnout	39
iii. Changes to Job	46

iv. Feelings about Producing	47
v. Reported Satisfaction Levels	49
vi. Research Questions & Hypotheses Results	52
V. Discussion	57
i. Research Question One	57
ii. Research Question Two	59
iii. Research Question Three	61
iv. Hypothesis One	62
v. Hypothesis Two	67
vi. Hypothesis Three	67
vii. Limitations	69
viii. Future Research	70
ix. Closing Remarks	71
VI. Appendices	73
i. Appendix A: Letters to Producer Participants	73
ii. Appendix B: Producer Survey PDF	76
iii. Appendix C: Test Study	80
iv. Appendix D: Questions for Supporting Interviews with Producers	88
VII. References	91
VIII. Vita	100

IX. Abstract

101

List of Figures, Tables, & Charts

Figures

- 1 The Process of Burning Out 9

Tables

- 1 Texas ABC, CBS, FOX, & NBC Stations with Local News 24
- 2 Maslach Inventory Burnout Survey Questions 31
- 3 MBI Item Format 31
- 4 Range of Burnout on MBI 32
- 5 Markets & Salaries 38
- 6 Significant Correlations between Levels of Dissatisfaction
and Burnout Score 44
- 7 Significant Correlations between Levels of Dissatisfaction
and Scoring Burned Out/High Risk/At Risk on MBI 46
- 8 Reported Frequencies of Positive Changes in the Last 3 Months 47
- 9 Reported Frequencies of Negative Changes in the Last 3 Months 47
- 10 Reported Frequencies of Satisfaction Levels of Producers 50
- 11 Research Question 2 Results: When burnout occurs, are
producers and/or their stations taking action to manage it? 53
- 12 Test Survey Participants Levels of Burnout on MBI 82

Charts

- 1 Age 34

2	Highest Education	35
3	Experience	35
4	Type of Producer	36
5	Yearly Salary	37
6	Affiliate Representation	39
7	Producer Burnout	40
8	Producer Exhaustion	41
9	Producer Cynicism	42
10	Producer Professional Efficacy	42
11	“I feel burned out from my work”	43

Theirs is the “voice” of local television newscasts across America. But you don’t hear or see them. They are the producers who work behind the scenes deciding what’s news, writing the stories the anchors read, organizing the daily show content, and making sure it all gets on the air. Essentially, producers are the architects of local newscasts. Most people outside the television news business don’t know much about producers or what they do everyday, nor do they know how crucial they are (Smith, 2000). They have high stress jobs, are relatively underpaid, and complain about being undervalued (Smith, 2000).

News producers lead stressful but high-energy lives. They play the roles of ship captain, team quarterback, airplane pilot. They are jacks-of-all-trades.

The news producer is the mediator, the copy editor, the negotiator, and the overall decision-maker for his or her station. (Emard, 2001, para. 1)

How well are these journalists with such important jobs handling the stress and other tension factors they face daily on the job? This study examined characteristics and thoughts of local television news producers in Texas working at ABC, CBS, FOX, and NBC stations, and it attempted to measure the amount of burnout they are feeling. After fifty-plus years of television news, it is relevant to study what newscast producers are feeling about their jobs that could play a role in their staying in their positions or leaving the business altogether.

In 1993, Cook and Banks noted the importance of studying burnout in journalists. Among the reasons: developing an *at risk* profile of who is most likely to quit his or her job. “In professions with high job turnover it may be especially crucial to develop such profiles and to develop intervention procedures to avoid high levels of job turnover” (Cook & Banks,

1993, p. 109). Newscast producing is one such high turnover profession, with 60 percent of producers saying they have considered leaving their jobs (Stone, 2000e). High turnover in newsrooms can cause a variety of problems. As the authors of one television news study stated:

Because quality of news coverage depends on the knowledge, experience, and talent of the journalists who produce it, high turnover rates within news organizations or the profession cannot avoid having a negative effect on the quality of the news that reaches the public. (Daniels & Hollifield, 2002, p. 676)

Don Heider (2000) also mentioned high levels of television newsroom turnover as a problem that affected news coverage in his study of local news coverage of minorities. He noted that high turnover leads to a “here-and-now perspective” of news coverage. Heider also says this high turnover makes it hard for news to offer much historical perspective because younger news employees often lack historical knowledge. Looking at the problem of turnover from an economic perspective, the U.S. Department of Labor estimates it costs a company about 30 percent of a new employee’s salary to replace an outgoing employee (White, 1995).

“Producers, a somewhat rare commodity, are expensive to recruit, train, and replace” (Cleary, 2004, p. 12).

Literature Review

The academic literature related to burnout in producers, much less other journalists, is limited. No studies were found by this author that surveyed burnout in news producers.¹ Moreover, there has been little academic attention accorded to burnout in other journalists. Consequently, to explore burnout in producers, it was necessary to review literature of news producers, job burnout, job satisfaction, job stress, and the combinations of satisfaction, stress, and burnout as they have been applied to other journalists.

Producers

People outside the television news business generally have little or no knowledge of what television newscast producers do (Smith, 2000; Tuohey, 2001; Cleary, 2004). That is most likely because newscast producers are a rarely seen support system. They work behind the scenes making sure the news of the day makes it onto television sets across America. “It is important to study producers because they are news employees with significant daily editorial responsibility” (Cleary, 2004, p. 10). The Eighth U.S. Circuit Court of Appeals recognized the amount and importance of the work that producers do on a daily basis during a lawsuit in which producers at a St. Louis television station sued to join a union (Jones, 2002). Among the court’s remarks:

¹ Among the databases searched were: Dissertation Abstracts; LexisNexis; ComAbstracts; EBSCO host databases: Academic Search Premier, ERIC, Communication and Mass Media Complete, Health Source, Newspaper Source, Professional Development Collection, Sociological Collection, CINAHL, Pre-CINAHL, Psychology & Behavioral Sciences Collection, American Humanities Index, Business Source Premier, Medline, and PsycINFO; Infotrac; and Expanded Academic ASAP Plus Ingenta.

The producers have the overall responsibility for putting together a newscast from planning to air, and each newscast has an individual producer. [They also] attend daily meetings with the executive producer, assignment editor, the assistant news director, and reporters to discuss ideas for news stories. (Jones, 2002, p. 1)

Producers also write most of the content that anchors read during a newscast. This is something most viewers and people outside of the television news business do not know. Some producers, who are called field producers, segment producers, or special projects producers, also act as reporters on stories. This type of producer does the majority of the work on a story, then hands it over to the on-air personality, also known as the *talent*, to read and present to viewers.

The high demand and short supply of producers has long been recognized in the television news industry. The late Marty Haag, longtime Belo news chief, told *Broadcasting & Cable* in 2000, “Producers are very hard to find... and, once you find them, very hard to keep” (Trigoboff, 2000, p. 1). In that same article, Dow Smith, a broadcast journalism instructor at Syracuse and author of the book *Power Producing*, remarked, “A lot of the [TV station] groups are not doing anything [to recruit producers]. They’re not paying competitive wages; no training, work studies, or paid internships” (Trigoboff, 2000, p. 2).

A survey of local television news producers and anchors emphasized the problem of the shortage of experienced producers (Tuohey, 2001). As a result, “inexperienced journalists

are holding down those critically important positions on local newscasts. And sometimes it shows” (p. 1). A news director in Indiana calls the lack of experienced producers “one of the most serious problems going on in newsrooms today” (Tuohey, 2001, p. 1). The study says one factor is relatively low pay compared with others who work on the same newscast. For example, a producer can make \$175,000 less than anchor of the same newscast, even though the producer shoulders most of the workload (Tuohey, 2001). High levels of job demands, increasing numbers of daily newscasts across the country, and a lack of knowledge by corporate owners of what producers do, are all also factors that contribute to the lack of experienced producers (Tuohey, 2001).

In 1990-91, Vernon Stone conducted a national survey of television news employees for the Radio and Television News Directors Association (RTNDA) funded by the Freedom Forum. He wrote several articles, published on his web site at the University of Missouri in 2000, about his findings. These articles contain the most comprehensive look available at local television news producers and their attitudes. A drawback to his research is his definition of news producers. He appropriately included traditional newscast producers and associate producers, but also chose to include directors in this category. A director serves a different function in a newsroom than a producer. A director is in charge of the technical aspects of putting a newscast on the air. A producer is in charge of the newscast’s organization, content, and timing. It is important to make the distinction between the two, but the distinction does not discount the value of Stone’s results.

Stone found that producers made up 14 percent of television news employees (2000a). Of those, two-thirds were women (Stone, 2000c). They worked a median of 48 hours per week (Stone, 2000a). Producers were among the youngest people in the newsroom at 28 years old, with the least amount of experience, averaging six years (Stone, 2000b). “Indeed, the majority of producers in every market-size category, including the largest, were in their 20s” (Stone, 2000b, Producer section, para. 3). Producers tend to stay at a station less time than most other employees, serving a median of three years in the top 25 markets and only a median of two years in smaller market sizes (Stone, 2000b). “As with other positions, long-termers are sometimes found among male producers, but rarely among the women” (Stone, 2000b, Producer section, para. 7). Producers said they have 70 percent of the decision-making power about stories and 79 percent of decision-making power about program content, but only eight to nine percent of the say about “managerial decisions” (Stone, 2000c). Similar work conditions to those that producers face have been found to be contributors to burnout in other professions.

Burnout

Burnout has become an epidemic in American workplaces (Maslach & Leiter, 1997). The most recent clinical description of job burnout, defined by burnout research pioneer Christine Maslach, is “a psychological syndrome that involves a prolonged response to stressors in the workplace” (2003, p. 189). Job burnout has three dimensions: overwhelming exhaustion, feelings of cynicism, and a lack of professional efficacy (Maslach, Jackson, &

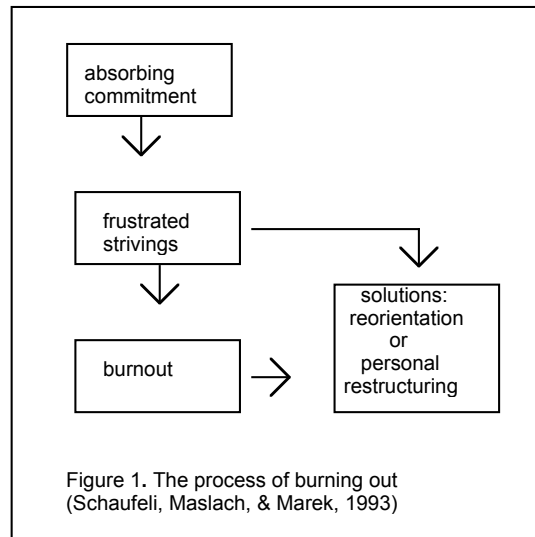
Leiter, 1996; Maslach & Leiter, 1999; Maslach, Schaufeli, & Leiter, 2001; Maslach, 2003). Maslach et al. contend that exhaustion leads workers to distance themselves from their work, which is, in turn, linked to cynicism about doing one's job. Inefficacy results from a lack of resources to do one's job. Of the three, exhaustion is the key component, the most widely reported, and "the most obvious manifestation of this complex syndrome" (Maslach et al., 2001, p. 402). But, exhaustion should not be thought of as more than the "stress dimension of burnout" because it alone "fails to capture the critical aspects of the relationship people have with their work" (p. 403).

The term burnout was first used by novelist Graham Greene in his 1961 book *A Burnt-Out Case* (Maslach et al., 2001). It tells the story of a stressed-out architect who leaves the civilized world by moving to the jungle. The first scholarly research examining burnout came in 1975 from H.J. Freudenberger. Maslach began to study the topic in 1976. Five years later, she and Susan Jackson developed the Maslach Burnout Inventory (MBI) to systematically study burnout. The MBI is now the most widely used instrument for studying burnout across the world (Maslach et al., 2001). It is used across all types of occupations, though it began as a device to study human service industry employees. Because of its popularity, Maslach et al. revised the MBI in 1996, with three different, specific MBI devices for different occupations. There is now a version for the human services industry, another for measuring educator burnout, and a third for all other occupations. Of note, more recently, researchers have begun to study burnout's opposite, job engagement (Maslach, 2003). Like

burnout, engagement is composed of three dimensions: energy, involvement, and sense of efficacy. The same MBI scales can be used to measure engagement because engagement is at the opposite end of the spectrum from burnout (Maslach, 2003). In other words, one's level of job engagement and burnout can be determined at the same time with one MBI test.

Burnout Characteristics. Burnout is not something that happens to employees on their own. "Burnout is shown to be a sign of major dysfunction within an organization and says more about the workplace than it does about employees" (Leiter & Maslach, 2001, p. 1). Job characteristics in which employees are likely to have an increased risk of burnout include jobs that: overload employees, have conflicting demands, have time pressure or strict deadlines, lack a social support network from both a boss and coworkers, do not provide feedback on performance to employees, and neglect to include employees in decision making processes (Maslach et al., 2001). There are also individual characteristics that lead to an increased likelihood that a person will burn out. Those include: employees under 40, those early in their careers, single men and women, and employees with higher levels of education (Maslach et al., 2001). Gender is sometimes shown to play a role in burnout. Men often score higher on cynicism and women score higher on exhaustion (Maslach et al., 2001). Burnout has also been shown to affect people who "cope with stressful events in a rather passive way," have "low levels of hardiness," attribute events and achievements "to powerful others or to chance," have lower levels of self-esteem, and have high expectations about their work that some may consider "idealistic" (Maslach et al., 2001, p. 410-411).

Burnout is significant for both employee and employer. Absenteeism, intention to leave the job, actual job turnover, and poor mental and physical health conditions are all effects of high levels of burnout (Maslach et al., 2001). One worker's burnout can also affect other employees. "People who are experiencing burnout can have a negative impact on their colleagues, both by causing greater personal conflict and by disrupting job tasks. Thus, burnout can be 'contagious'" (Maslach et al., 2001, p. 406).



Burnout is a process that takes time to occur. In *Professional Burnout*, the process of burnout is described as "absorbing commitment," leading to "frustrated strivings," which lead to burnout unless a solution is found (Schaufeli, Maslach, & Marek, 1993, p. 99). (See Figure 1). In this process, a person tries to make the best out of a bad situation. He or she continuously devotes energy into work, but fails to fix the problem. This leads to repeated

frustrations, where the person feels a continued need to improve his or her situation. If no changes are made, the person then becomes burned out.

Burnout versus Stress and Satisfaction. The study of burnout has been from the bottom-up (Maslach, 2003). “Burnout research began with a real social problem rather than with derivations from scholarly theory” (p. 189). Because of this, there are many studies that use the term burnout, but do not actually study the psychological phenomenon. Instead they look at factors that may be related to it. Job stress and job satisfaction are among those issues related to burnout that are often studied. Stress is a contributor to burnout, but the two are not synonymous.

In 1983, Farber wrote that burnout is the result of untreated stress that is allowed to fester. In a continuum-like fashion, the more this festering is allowed to take place, the worse for workers. “Burnout may be seen as the final step in the progression from active problem-solving to submission to distortion... When earlier steps in this progression fail to alleviate stress, more severe reactions... become manifest” (Farber, 1983, p. 15).

Burnout also shares a negative link with job satisfaction. But Maslach et al. (2001) point out the exact correlation between the two is not known. They say burnout may cause job dissatisfaction, it could be the other way around, or both “may be caused by another factor, such as poor working conditions” (p. 404).

Burnout in Journalists

In 1993, Cook and Banks were the first to use the MBI to measure burnout in journalists. This study looked at burnout in full-time print reporters and copy editors at five daily newspapers of varying sizes. It is important to note that copy editors are the closest equivalent to a television news producer one can find at a newspaper. Copy editors and newscast producers are both newsroom managers with decision-making powers without management capabilities of hiring and firing. Cook and Banks found the type of print journalist in their study most at-risk for burning out is:

A young, entry level journalist, working as a multiple assignment copy editor at a small paper [who is] paid a less than average income, expresses intentions of leaving the field, has found journalism to be much different from what was expected, and demonstrates a low overall level of job satisfaction. (1993, p. 116)

Among the other findings from the Cook and Banks (1993) study were: older journalists with more experience were less likely to show symptoms of burnout and copy editors were more emotionally exhausted than reporters. Cook and Banks also found “income showed a significant inverse relationship with emotional exhaustion” (p. 115). Additionally, the study inquired about participants’ expectations for their job. Those who found their work different from their expectations were more exhausted and had higher levels of depersonalization on the MBI (Cook & Banks, 1993).

A 1999 *Columbia Journalism Review* article explored the idea of burnout in journalists, but did not do any tests with the MBI. The article concentrated on the persistent stress that has always been a part of journalists' lives, but now, the author notes, "many newsrooms are increasingly profit-driven and short-staffed at the expense of journalistic values" (Kalter, 1999, p. 1). Television stations are no exception, where corporations have added additional new shows without adding staff. Television news manager Jill Geisler told Kalter, "We are trying to do way too much news with way too few people. A lot of us are running on empty" (1999, p. 3). On how this adds to problems for producers, Geisler said, "there's almost a bottomless pit of demands" for producers, who "tend to burnout within three to five" years (1999, p. 3). Kalter noted another reason journalists could be so at risk for burnout relates to the traumatic events they deal with in one way or another on a daily basis from car crashes to terrorist attacks.

Producer Job Satisfaction

When it comes to job satisfaction, only eight percent of television news producers surveyed by Stone in 1990-91 said they were very satisfied (2000d). A majority (68 percent) said they were just satisfied. Another 20 percent said they were dissatisfied and three percent said they were very dissatisfied (Stone, 2000d). This is slightly less satisfied, when compared to television news employees as a whole (Stone, 2000d). When asked how their salaries compare with their expectations of what their salaries would be when they entered the field, most producers (56 percent) said they were less than they expected, 26 percent say they were

what they expected, and 17 percent said their salaries were more than they expected (Stone, 2000d). In terms of satisfaction with the amount of their responsibility, 79 percent said it was about right, but over 20 percent said it was not adequate (Stone, 2000d). Fewer than half of all producers said they were getting enough helpful feedback about their job performance (Stone, 2000d).

About 60 percent of producers said they have considered leaving television news, slightly more than when compared with TV news employees overall (Stone, 2000e). Their main reasons for considering leaving (with many citing multiple reasons): pay (50%), stress (47%), a better family life (46%), disenchantment (42%), and advancement (39%) (Stone, 2000e). Producers who had thought about leaving the business were not just planning on retiring from all work altogether. Thirty-five percent said they would go into public relations, another 13 percent said they would consider teaching, followed by 12 percent in both corporate video and other media-related jobs (Stone, 2000e). A full 17 percent said they would do something outside of media altogether (Stone, 2000e).

In 1984, DeLong surveyed professional journalists who quit to become college educators. Seventeen percent said they left because they were disillusioned with the media. A former TV producer who took part in the survey said, "I have a bit of a chip on my shoulder. I'm bitter. I hold the industry and its product in low regard" (DeLong, 1984, p. 16). Price (2004) discussed a television news producer who said she quit TV news after being a producer for ten years to pursue her doctorate because of changes in values in newsrooms,

specifically the increasing drive for profits over substance. She said she felt “an increasing conflict between [her] journalistic values and the business expectations of television” (Price, 2004, p. 24).

Journalist Satisfaction and Stress

Looking at satisfaction in other groups of journalists, Stepp (1993) studied the reasons for what he called “editor meltdown.” He found entry and middle-level editors were part of a “new breed of journalist [that] has less patience than ever with undesirable working conditions” (Stepp, 1993, p. 3). He stated heavier workloads, lack of authority, unsupportive work environments, and lack of training are all job stressors that are prompting editors to quit (Stepp, 1993). In 1995, Oring and Danko wrote about newspaper journalists who left the business. They said, “contributing to the long hours is the pressure throughout the industry to do more with less, which in turn contributes to frustration” (Oring & Danko, 1995, p. 15). This is on the same lines with comments from a network news correspondent, who stated about his news company, “we still put out a 16-ounce package but it only contains four ounces of journalism” (Kimball, 1994, p. 4). The correspondent told Kimball he was dissatisfied with profits being the bottom-line on news reporting. He went on to say, “You have to spend a little money to get news. If Boeing built airplanes the way we do the news, they would be out of business” (p. 4).

Pease (1991), looking for differences in white and minority newspaper journalists, studied journalist satisfaction. He found the responses of whites and minorities in this area

were similar. Overall, he found 89 percent of his participants said they were very satisfied or satisfied with their jobs, but 16 percent said they were likely or very likely to leave the newspaper business within the next five years (Pease, 1991). When asked why they would leave the business, about 20 percent said it would be because of reasons related to “burnout, disgust, and dissatisfaction” (Pease, 1991, p. 151). When Pease (1991) asked if they would want their children to be newspaper journalists, 46 percent said no. Of those no’s, 63 percent “pointed to environmental conditions in newspapers or structural characteristics in the industry that, they say, make their day-to-day lives miserable” (Pease, 1991, p. 208). Pease called this “frustration with the two M’s -- money and mismanagement” (p. 212). McQuarrie (1999) also looked at the reasons print journalists were dissatisfied with their jobs. She found “feelings about the organization become more positive the longer the employee participates in the organization” (McQuarrie, 1999, p. 7). But, the longer journalists were at their places of employment, the more they became dissatisfied with their supervisors (McQuarrie, 1999).

Management policies also play a role in satisfaction of journalists. Powers studied satisfaction of broadcast journalists in 1991. The study found these journalists are more satisfied when they reach newsroom goals, if they agree with their news directors about the importance of those goals, and “managers shared concern for the needs of subordinates” (Powers, 1991, p. 780). Half of the journalists surveyed by Weaver and Wilhoit (1996) said the policy of their management team was the single most important factor in their job dissatisfaction. Shaver (1976) surveyed graduates of journalism schools in the 1960s and 70s.

Among his findings, “poorly handled company policy and administration was the most important general factor contributing to job dissatisfaction. Low salary was the most important specific dissatisfier” (Shaver, 1976, p. 164). On the positive side, the possibility for job growth and acquiring new professional skills contributed the most to journalists’ satisfaction (Shaver, 1976). Twenty-two years later Chang found a sense of achievement was the most important factor in job satisfaction in Texas newspaper reporters (1998). Negative feelings about pay were found to be the single most important factor in determining job dissatisfaction (Chang, 1998).

A longitudinal analysis of changes in a CNN newsroom published in 2002 found staffers who dealt with constant changes as part of their jobs responded negatively to change in their own newsroom (Daniels & Hollifield). Although responses “showed an increase in mean scores for job satisfaction over time, CNN Headline News employees *believed* they were less satisfied with their jobs after the changes than they had been before” (Daniels & Hollifield, 2002, p. 674). The changes staffers felt most negatively about were ones that they thought “hurt their ability to respond effectively to breaking news” (Daniels & Hollifield, 2002, p. 675).

Studies examining the satisfaction of different types of journalists found those in television felt most negatively about their jobs (DeFleur, 1992; Pollard, 1995). One reason cited in the Pollard study was:

Broadcast news workers tend to be tied to the newsroom by newscast schedules and technological exigencies. So, the extent of control, autonomy, and responsibility implicit in newspaper work, compared with broadcast news, may lead to more job satisfaction among newspaper workers (1995, pp. 691-692).

Addressing the stress felt by print journalists versus those in television, a 1986 article in the *Washington Journalism Review* explained the effects of stress on journalists. “If the demands of the pencil press lead to broken marriages and depression, the electronic journalist’s search for an escape from stress ends up far more often in detox centers and drug-addiction clinics” (Wines, 1986, p. 38).

Shaver’s 1976 study found a quarter of all journalism graduates viewed their jobs negatively. In 1983, a survey of U.S. journalists found more than 83 percent were either satisfied or somewhat satisfied with their jobs (Weaver & Wilhoit, 1986). Fourteen and a half percent were somewhat dissatisfied, while just over one and a half percent claimed to be very dissatisfied (Weaver & Wilhoit, 1986). A 2002 survey by Indiana University researchers shows things *may* be turning around for journalists (Rosen, 2003). The study looked at all types of journalists in all media. It found journalists perceived themselves as being more satisfied in 2002. After “a 20-year decline in morale,” 33 percent of all journalists included in the study told researchers they were very satisfied at work. “That’s six percentage points higher than in 1992” (Rosen, 2003, p. 1).

Solutions

Stress and a high-pressure work environment are nothing new to journalists of any kind. In the 19th century, Horace Greeley said, “Journalism will kill you, but it will keep you alive while you’re at it” (as cited in Oring & Danko, 1995, p. 2). Most journalists, including producers, are familiar with the high stress world of deadlines that they are getting themselves into when they embark on their career paths. But what many don’t know or consider is how those stresses can affect their lives over time. The key is that television news producers must recognize they have a problem before they can try to fix it. Stone’s (2000d) survey showed that many producers are dissatisfied and interested in finding a job outside of television news. But what producers may not have thought about is that there is a name for the way they are feeling about their job: burnout. Once they can recognize this in themselves, they can seek solutions. This will benefit producers, their newsrooms, their employers, their product, and, in turn, their viewers. “It would be in the best interest of [news] organizations to find ways to make the job of [producers] more satisfying and give them an opportunity to grow with the company rather than away from it” (Cleary, 2004, p. 12).

There are things producers, their managers, and their employers can do to ease burnout and symptoms of burnout. Maslach and Leiter (1999) suggest looking at six elements of work life: workload, control, reward, community, fairness, and values. They say to focus on one problem area at a time because relief from one will generally have a positive effect on the others. Producers can ask for a raise, a schedule change, or to have workload reduced,

even if temporarily. At the very least, Maslach and Leiter (1999) say to reward and value one's self. Fairness and values problems are harder to deal with on one's own. To help influence change, involve coworkers (Maslach and Leiter, 1999). It is also recommended to stay consistent with personal principles and address problems as they arise directly with management (Maslach and Leiter, 1999). Stress specialist David Welsh says some journalists can relieve their symptoms of burnout only by easing their standards. "An ethicist may say that's a sellout, but as a psychologist I say that's survival" (as quoted in Kalter, 1999, p. 6).

Among the things television stations could do to decrease burnout and turnover would be to offer sabbaticals, as some newspapers do. A study of the battle to avoid burnout in senior newspaper reporters (Fitzgerald, 1998) found *The Charlotte Observer* offers these breaks to reporters who have been with the paper five years or more. One of the paper's reporters stated, "there's no question the time off recharges the batteries" (p. 6). Along this same line, every few years television journalists with union contracts in Europe are given paid leave to get new training in their field (Potter, 2003).

Another idea would be for burned out producers to take things into their own hands and give themselves a break from the business. One newspaper reporter did just that and wrote about the experience in *The Quill* (Dalglish, 1989). She attended law school on a fellowship at Yale for one year. Through the experience, she says she learned the importance of giving herself a break, added to her job confidence, and came to a new appreciation of her work as a reporter.

While it can be costly, an educational *break* can repair the feelings of exhaustion and cynicism and restore a sense of efficacy. Even short breaks to professional conferences and seminars can help reduce burnout symptoms. Offering additional training opportunities can also help reduce employee turnover, according to Thomas Berg, who studied turnover of television station employees in 1988. “It certainly can be speculated that employees who experience growth beyond the classrooms of their colleges and universities will be more likely to stay at their jobs than those whose education ends with an undergraduate degree” (p. 200). Researcher R.H. Giles agrees. In 2002, he reported that newsrooms that value and encourage education could improve the quality of their news product, increase job satisfaction, and lower job turnover rates (as cited in Cleary, 2004). Unfortunately researchers say that while “TV news organizations spend millions of dollars upgrading equipment... they virtually ignore improving the skills of their employees” (Brubaker, 2002). Even when management may want their employees to seek additional training, they do not always make this clear to their subordinates. A study of producers’ and news directors’ perceptions of professional development training (Cleary, 2004) found that even when managers provide training, half of the time producers don’t even know that training is available.

Some say burnout isn’t *all* bad. Marti Chaney, a career consultant in Oregon, says journalists can use their burnout to improve themselves, once they recognize they are

suffering from it. She says, “it means you’ve grown, you’ve changed, and it’s time to reevaluate” (as quoted in Kalter, 1999, p. 5).

Research Questions & Hypotheses

It is clear from the evidence found in this literature review that broadcast journalism, as a field, is in need of studies on local television news producer burnout. By examining the outcome of such studies, news managers could better understand what hurts and helps their producers to be happy or unhappy. If they successfully address the problems, the longevity of a newscast producer could increase; and with that would come much needed experience in handling ethical and situational problems inherent in television news. Such a study could help news producers themselves be aware of the warning signs of burnout, before it’s too late. It could also help broadcast journalism students learn what to expect on the job. Based on the foregoing literature review, the following research questions and hypotheses were posed:

RQ₁: Are local television newscast producers feeling the effects of burnout?

RQ₂: When burnout occurs, are producers and/or their stations taking action to manage it?

RQ₃: Does burnout among producers lead to turnover or desires of producers to leave their jobs and/or their profession?

H₁: Producers who report feelings of burnout also report:

- a. heavy workloads

- b. relatively low pay compared with people in other jobs in the newsroom, like reporters and anchors
- c. unsatisfactory resources to effectively do their jobs
- d. unsatisfactory station/management policies/ethical standards

H₂: Women are feeling more burned out than their male counterparts.

H₃: a. Younger producers (under age 40) and b. relatively inexperienced producers (with less than five years experience) will score more burned out on the MBI than older, more experienced producers.

Methodology

Research Method

This study had two goals: to determine if producers were feeling the effects of burnout; and, if they were, to determine what may be causing the problem so solutions may be found. Based on these goals, it was determined to use quantitative analysis for this study. This consisted of a web-based survey sent to local television news producers via an e-mail link. Producers were asked to answer questions that measure burnout, from the MBI, as well as demographic questions. They were also asked to answer questions about their work atmosphere, satisfaction levels, and feelings about producing.

Population Selection

The population element for this study was local television news producers in Texas who work at television stations affiliated with the four major networks: ABC, CBS, FOX, and NBC. The total number of television stations in Texas was found to be 162 in 19 different markets, according to the TVJobs.com television market index (2005b), a commonly used television news station web site which keeps updated information on television stations in every market across the United States. This number was narrowed to 73 stations in the 19 markets, after eliminating any station not affiliated with one of the four major networks, such as independent, WB, or UPN stations. That number was further reduced to 59, after eliminating stations that do not have local newscasts or just relay the

signals of other stations. The stations were then organized into market size, from largest to smallest. (See Table 1).

Table 1. Texas ABC, CBS, FOX, & NBC Stations with Local News (By Market)

KDFW 4 FOX O&O Dallas Texas US # 7	KIII 3 ABC Corpus Christi Texas US # 129
WFAA 8 ABC Dallas Texas US # 7	KRIS 6 NBC Corpus Christi Texas US # 129
KTVT 11 CBS O&O Fort Worth Texas US # 7	KZTV 10 CBS Corpus Christi Texas US # 129
KXAS 5 NBC O&O Fort Worth Texas US # 7	
KPRC 2 NBC Houston Texas US # 11	KCIT 14 FOX Amarillo Texas US # 130
KRIV 26 FOX O&O Houston Texas US # 11	KFDA 10 CBS Amarillo Texas US # 130
KTRK 13 ABC O&O Houston Texas US # 11	KAMR 4 NBC Amarillo Texas US # 130
KHOU 11 CBS Houston Texas US # 11	KVII 7 ABC Amarillo Texas US # 130
	KFDM 6 CBS Beaumont Texas US # 138
KSAT 12 ABC San Antonio Texas US # 37	KBMT 12 ABC Beaumont Texas US # 138
KABB 29 FOX San Antonio Texas US # 37	KBTV 4 NBC Beaumont Texas US # 138
KENS 5 CBS San Antonio Texas US # 37	
WOAI 4 NBC San Antonio Texas US # 37	KAUZ 6 CBS Wichita Falls Texas US # 144
	KFDX 3 NBC Wichita Falls Texas US # 144
KEYE 42 CBS O&O Austin Texas US # 54	KJTV 34 FOX Lubbock Texas US # 145
KTBC 7 FOX O&O Austin Texas US # 54	KAMC 28 ABC/KLBK 13 CBS Lubbock Texas US # 145
KVUE 24 ABC Austin Texas US # 54	KCBD 11 NBC Lubbock Texas US # 145
KXAN 36 NBC Austin Texas US # 54	
	KMID 2 ABC Midland Texas US # 158
KGBT 4 CBS Harlingen Texas US # 93	KOSA 7 CBS Odessa Texas US # 158
KRGV 5 ABC Weslaco Texas US # 93	KWES 9 NBC West Midland Texas US # 158
	KXII 12 CBS Sherman Texas US # 161
KXXV 25 ABC Waco Texas US # 95	KTEN 10 NBC Denison Texas US # 161
KWTX 10 CBS Waco Texas US # 95	
KCEN 6 NBC Temple Texas US # 95	KRBC 9 NBC Abilene Texas US # 163
KRHD 40 ABC Bryan Texas US # 95	KTAB 32 CBS Abilene Texas US # 163
KBTX 3 CBS Bryan Texas US # 95	KTXS 12 ABC Abilene Texas US # 163
	KVTV 13 CBS Laredo Texas US # 190
KDBC 4 CBS El Paso Texas US # 100	KGNS 8 NBC Laredo Texas US # 190
KTSM 9 NBC El Paso Texas US # 100	
KFOX 14 FOX El Paso Texas US # 100	KSAN 3 NBC San Angelo Texas US # 196
KVIA 7 ABC El Paso Texas US # 100	KLST 8 CBS San Angelo Texas US # 196
KETK 56 NBC Tyler Texas US # 111	KAVU 25 ABC Victoria Texas US # 205
KYTX 19 CBS Tyler Texas US # 111	
KLTV 7 ABC Tyler Texas US # 111	
KTRE 9 ABC Pollok Texas US # 111	

Survey Population. Because there were only 59 stations used in this study, a census of all producers working at those stations was attempted. A census is the preferred method of research when dealing with smaller population sizes (Frey, Botan, & Kreps, 2000). An exact

population of producers working at stations affiliated with the four major networks at Texas TV stations was unknown. There were several reasons for this. One was that there was no known list of every producer in Texas working at an ABC, CBS, FOX, or NBC station.

Another reason was because not all stations define producer in the same way. Some consider associate producers or executive producers to be producers. Others do not. A number was approximated by asking a station representative to estimate the number of producers his or her station has and/or by estimating the number of producers at a station based on the number of newscasts it reported to have on TVjobs.com (2005b), figuring the typical assignment of one producer per show. It was expected that this approach would provide a good approximation of the number of producers working at Texas stations with local TV news.

Using this method, the author approximated the total producing population for the purposes of this survey at around 310. To check to see if this number was plausible, the population was also approximated with the following formula: total number of stations in the study (59) times five. (That number accounts for one producer per morning, mid-morning, afternoon, evening, and weekend newscast. These are typical newscasts done by TV stations). Some stations had more newscasts and/or more than one producer per show. Others had fewer newscasts and/or more than one show assigned to a given producer. But following this formula resulted in an approximation of 295 producers in the specified population to be studied.

Determining Producers. To determine who was a producer at each station, stations were asked to provide the e-mail address of the *producer group* at each station, if one existed. This information was collected either from the web or from personal telephone calls to each station. A producer group is an e-mail list that many television newsrooms have in which an e-mail can be sent to each producer without having each individual producer's e-mail. For example at KTVT-TV in Dallas, the producer e-mail is ktvtnewsproducers@ktvt.com. An e-mail sent to that address would be sent into the inbox of everyone KTVT considered a producer at the station. Because there could have been people on a newsgroup list that were not producers, the e-mail was titled: "Attention Producers: Important Producer Survey." If a station did not have a group e-mail list, the individual e-mails of producers were collected. Using as many group e-mails as possible further protected the identities of the maximum number of participants.

Explanation of population sampling frame. This process for deciding on a usable producer list was selected because there was no industry group exclusively for producers. There was a free web-based group newsletter for producers that more than 500 people subscribe to called the producerpage.com, run by Ohio University's E.W. Scripps School of Journalism. But because it did not keep track of its members or require members to be producers, this method of distribution was ruled out. Producer specialist and media consultant Tom Dolan, founder of Dolan Media Management and SmartRecruit.com, was also contacted about using his database of thousands of producers across the country. But

because of the scope of this study, it was determined to be more appropriate to use producers at all Texas ABC, CBS, FOX, and NBC stations, not just the ones represented by Dolan. It can then be reasoned that the process explained in the previous section of selecting the survey population was the one most viable to carry out this study's goals.

Inducement of Participation

Members of this study's population were not offered an inducement to participate. However, all producers, no matter if they decided to participate, were offered an electronic version of the executive summary of the study's results sent via e-mail after the study's completion. If they wanted this summary, they were only required to reply to the e-mail. It was not tracked to see if producers who want the results also completed the survey. (See Appendix A for solicitation letter).

Data Collection

The survey portion of this project was administered on the web through a data collection resource called surveymonkey.com. This site allows researchers to design their own surveys and inform participants where to go on the web to find the survey by sending out e-mail links (surveymonkey.com, 2005). It also provides researchers with the ability to download the data into Excel and SPSS analytical software (surveymonkey.com, 2005). E-mail and web-based surveys, like the one this study used, make it possible to conduct studies that would be impractical and a financial burden to a graduate student using another method

(Couper, 2000). Surveymonkey.com charges \$20 per month to collect and download data, making it a relatively low cost method of data collection.

The link to the study's web site was distributed to producers at television stations across Texas in October 2005. To each of these producers, an e-mail was sent explaining the study with a link to the web-based survey. (See Appendix A). They were asked to click the link to take the web-based survey. (See Appendix B). "An online survey is most effective when the target population has easy access to the internet and feels reasonably comfortable submitting information online" (Lyons, Cude, Gutter, & Lawrence, 2003, p. 1). Local TV news producers fall into that group. Using an e-mail invitation to a web-based survey was appropriate to gather information from television news producers, because their job requires them to use computers daily. Producers are required to search the web for stories and details about other news items as part of their jobs. Communication inside television stations, like story updates and company communications, are generally done through e-mail. Therefore, every producer should have had access to a computer, the web, and e-mail, as well as access to this web-based survey.

The Internal Review Board (IRB) procedures required by Texas Christian University were followed to protect participants. This study was submitted to the Schieffer School of Journalism's IRB for approval in September 2005. Approval was given the same month.

Soliciting Participants. The e-mails soliciting survey participation were sent out in mid-October 2005. It was hoped this would be adequate time for producers to feel *relief* from

the added stress and pressure they may have felt during the massive breaking news surrounding Hurricane Katrina. Plus, it allowed the completion of the surveys before the 2005 November sweeps ratings period began. Sweeps are typically a time when producers feel added pressure from station management to have higher performing shows in the ratings. Because of their busy, varied schedules, it was attempted to survey producers at a time that was hoped to be convenient for many of them (after the morning meeting around 10 a.m.) in the middle of the week (in hopes of catching the most number of producers on workdays. Many weekend producers are off from work either Mondays and Tuesdays or Thursday and Fridays). So, the first email was sent out at 10:30 a.m. on Wednesday, October 12, 2005. At the end of the first week, 31 producers chose to participate.²

One week after the initial e-mail inviting producers to participate was sent out, the first *reminder* e-mails were distributed to the entire list. Reminder e-mails have been found to increase the overall response rates in online surveys (Lyons, et al., 2003). This first reminder e-mail was sent around 1 p.m. on Thursday, October 20, 2005. This was an attempt to reach a different group of producers' attention. Five more participants took part after this reminder e-mail, bringing the total to 36 at that point. A third e-mail was sent just before 7 p.m. on the subsequent Tuesday (October 25, 2005). Six more took part after this e-mail, bringing the total at that point to 42. A fourth and final e-mail was sent out the Monday of the

² This number includes the nine participants from the test study conducted in August 2005 of producers at KTVT in Dallas. They were included in the final total because they are a part of the population studied (producers at Texas stations). No changes were made to the survey instrument that was used in both the test study and full study. (See Appendix C).

fourth week (October 31, 2005) before 7 a.m., in hopes of catching overnight and noon show producers at a down-time. Nine additional producers took part after the final reminder was sent out. This brought the total number of participants in this survey to a final number of 51. This is a response rate of about 17 percent.

The Survey. There were three parts to the survey. The first section used a device called the Maslach Burnout Inventory (MBI), first used in 1981 and revised to be applied to all types of occupations in 1996 (Maslach, Jackson, & Leiter, 1996). The MBI is a series of 16 questions designed to rate a test subject's scores in three key areas: emotional exhaustion, cynicism, and professional efficacy (Maslach et al., 1996; Maslach & Leiter, 1999; Maslach, Schaufeli, & Leiter, 2001; Maslach, 2003). (See Table 2.) This resulted in a score for each section of the MBI. Answers were scored from zero to six on a Likert-type scale. (See Table 3). Then each section was added, averaged, and ranked as low, middle, or high in each portion. (See Table 4). Those scores were then judged as either burned out, at high risk of burning out, at some risk of burnout, not suffering burnout, or job engaged as determined by the original MBI specifications.

The three parts of the MBI have been validated multiple times across several decades as scientific measurements of burnout (Maslach and Jackson, 1981; Maslach et al., 1996; Hind and Doyle, 1996; Bakker, 2002; Kitaoka-Higashiguchi, Nakagawa, Morikawa, Ishizaki, Miura, Naruse, and Higashiyama, 2004). The internal reliability of the MBI instrument portion of this survey was found to be as follows: exhaustion $\alpha = .87$, professional efficacy α

= .75, and cynicism $\alpha = .87$. These Cronbach Alphas are well above the minimum level of accepted reliability of .70 (Frey, 2000). They are also in line with the MBI scores for North America reported by Maslach et al. (1996), where the following were reported: exhaustion $\alpha = .89$, professional efficacy $\alpha = .76$, and cynicism $\alpha = .80$.

Table 2. Maslach Inventory Burnout Survey Questions
(Maslach et al., 1996)

QUESTION	TYPE OF QUESTION
I feel emotionally drained from my work.	EX
I feel used up at the end of the day.	EX
I feel tired when I get up in the morning and have to face another day on the job.	EX
Working all day is really a strain for me.	EX
I can effectively solve the problems that arise in my work.	PE
I feel burned out from my work.	EX
I feel I am making an effective contribution to what this organization does.	PE
I have become less interested in my work since I started this job.	CY
I have become less enthusiastic about my work.	CY
In my opinion, I am good at my job.	PE
I feel exhilarated when I accomplish something at work.	PE
I have accomplished many worthwhile things in this job	PE
I just want to do my job and not be bothered.	CY
I have become more cynical about whether my work contributes anything.	CY
I doubt the significance of my work.	CY
At my work, I feel confident that I am effective at getting things done.	PE

KEY
EX=Exhaustion
CY=Cynicism
PE=Professional Efficacy

Table 3. MBI Item Format (Maslach et al., 1996)

never	a few times a year or less	once a month or less	a few times a month	once a week	a few times a week	every day
0	1	2	3	4	5	6

	LOW	MIDDLE	HIGH
Exhaustion	0-2.00	2.01-3.19	>3.19
Cynicism	0-1.0	1.01-2.19	>2.19
Professional Efficacy	0-4.0	4.01-4.99	>4.99

Per the MBI instructions, participants were not told that the study was on burnout. Rather, they were only told the study's most generic purpose, to survey work attitudes of producers. The only original MBI instruction that was not adhered to was one that said to read the survey instructions aloud to participants (Maslach, et al., 1996). Because this survey was converted into an online format, the instructions were not read to participants. Producers were expected to read them for themselves.

The second survey section asked participants to rate their feelings on their coworkers, salary, and other aspects of their job. It also included open-ended opportunities for participants to write comments about their feelings about their jobs, schedules, etc. and reasons for their answers. This section was used to try to account for the potential *why* of the producers' burnout or lack thereof.

The third section of the survey included demographic information from sex and age to market, experience, and salary. This portion was included to make it possible to attempt to

figure out if there was a correlation of burnout scores to a producer's years in television, age, sex, salary, schedule, etc.

Test Study

A test study was conducted of producers at KTVT-TV in Dallas in August 2005.³ This test study was done to provide a check of questions and data collection. (See Appendix C for complete details of the test study and results). Producers were also asked follow up questions about their experience participating in the survey to see if any changes to the survey instrument should be made. (See Appendix C, Part 2 for a list of follow up questions asked.)

Supporting Interviews

Supporting interviews were conducted through e-mail with ten people in several categories of local TV news producers. They included: current producers who described themselves as burned out, current producers who did not feel burned out, current producers who described themselves as former burnouts, and former producers who have left the television business. These interviews were conducted with the goal of providing deeper context and understanding of life as a producer and factors that contribute to stress, job dissatisfaction, and burnout on the job. (Their comments can be found throughout the Discussion Section of this study. See pages 57-72.)

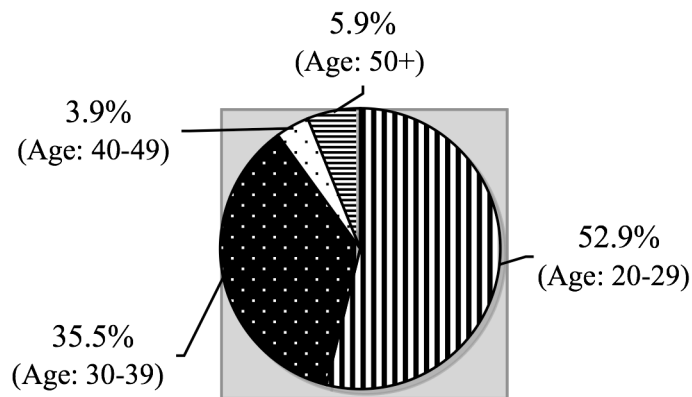
³ It should be stated here that the author of this study worked on a freelance basis at KTVT at the time of the test study as a producer and was previously a full time employee of the station. Additionally, the author's husband was a full time photojournalist at KTVT during the time of the study.

Results

Producer Characteristics

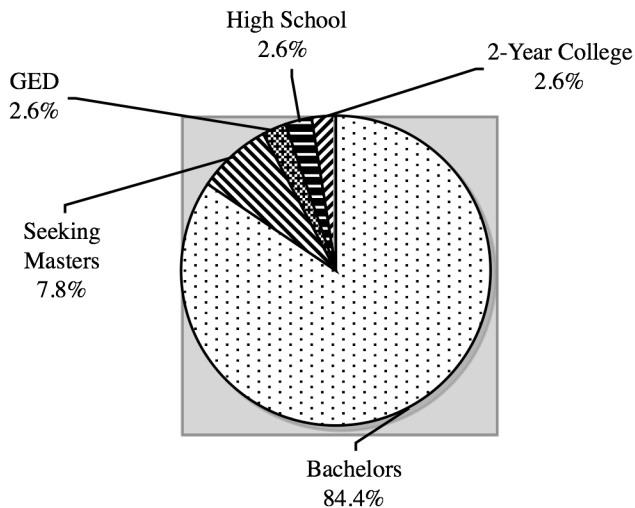
Producers who took part in this survey were almost equally split between men (46%) and women (54%). Fifty-three percent were 20-29 years old. Another 35.5% were 30-39. Three-point-nine percent reported themselves to be 40-49 years old. The final 5.9% indicated that they were over 50 years old. One participant did not report age. (See Chart 1).

Age (Chart 1)

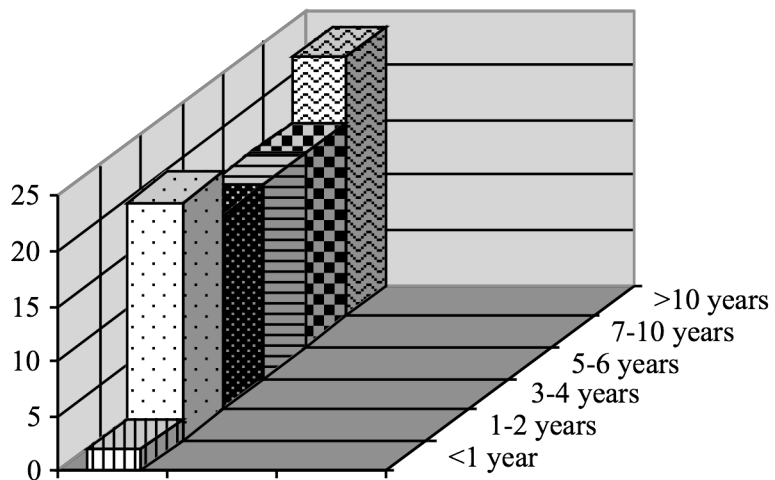


An overwhelming majority (84.4%) hold a bachelor's degree. Almost eight percent (7.8%) were seeking a master's degree. One person had a GED. Another reported having just a high school diploma. Another had a degree from a two-year college. (See Chart 2).

Highest Education (Chart 2)



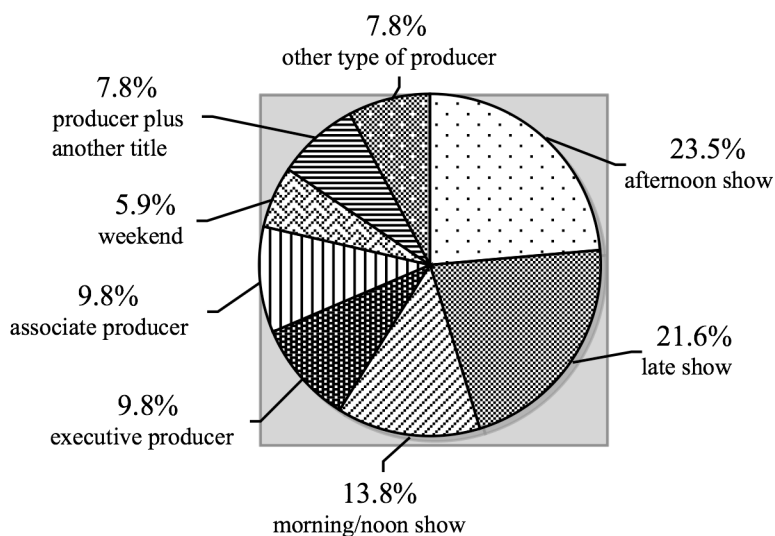
Experience (Chart 3)



Producers reported a wide range of experience levels. For the most part they were similarly distributed in experience groupings, except for the group “less than one year of

experience,” which had only one participant selecting that group. The other category distributions were as follows: 23.5%: more than 10 years experience, 21.6%: 1-2 years experience, and 17.6%: years experience in each of the 3-4 years, 5-6 years, and 7-10 years experience groups. (See Chart 3).

Type of Producer (Chart 4)

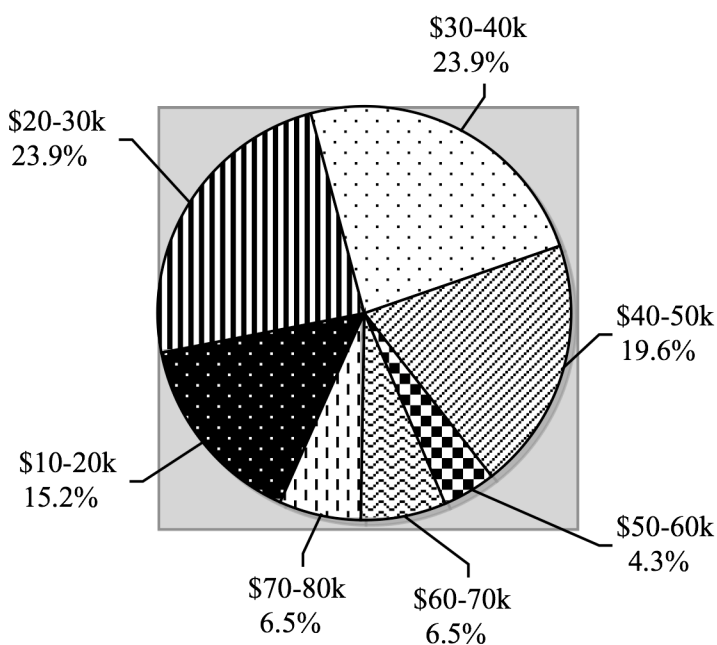


Almost a quarter (23.5%) of the participating producers defined themselves as producing an afternoon show, like the 5 p.m. or 6 p.m. news. Another 21.6% said they produce a late show, like the 9 p.m. or 10 p.m. news. Morning/noon show producers accounted for 13.8% of the respondents. Almost ten percent (9.8%) fell into the associate producer category, with another 9.8% in the executive producer category. Almost six percent (5.9%) described themselves as weekend producers. Almost eight percent (7.8%) said they are a producer, as well as holding another job title, from assignment desk to anchor. The

other 7.8% fell into the “other type of producer” category, which included segment producers, web producers, etc. (See Chart 4).

A vast majority of respondents (63%) reported they made under \$40,000 per year, including overtime. Specifically, responding producers fell into the following categories: 15.2% said they make \$10,000-\$20,000 a year, 23.9% in both \$20,000-\$30,000 a year and \$30,000-\$40,000 a year, 19.6% in \$40,000-\$50,000 a year, 4.3% in \$50,000-\$60,000 a year, and 6.5% in both \$60,000-\$70,000 a year and \$70,000-\$80,000 a year. Five participants did not answer the question on salary. (See Chart 5).

Yearly Salary (Chart 5)



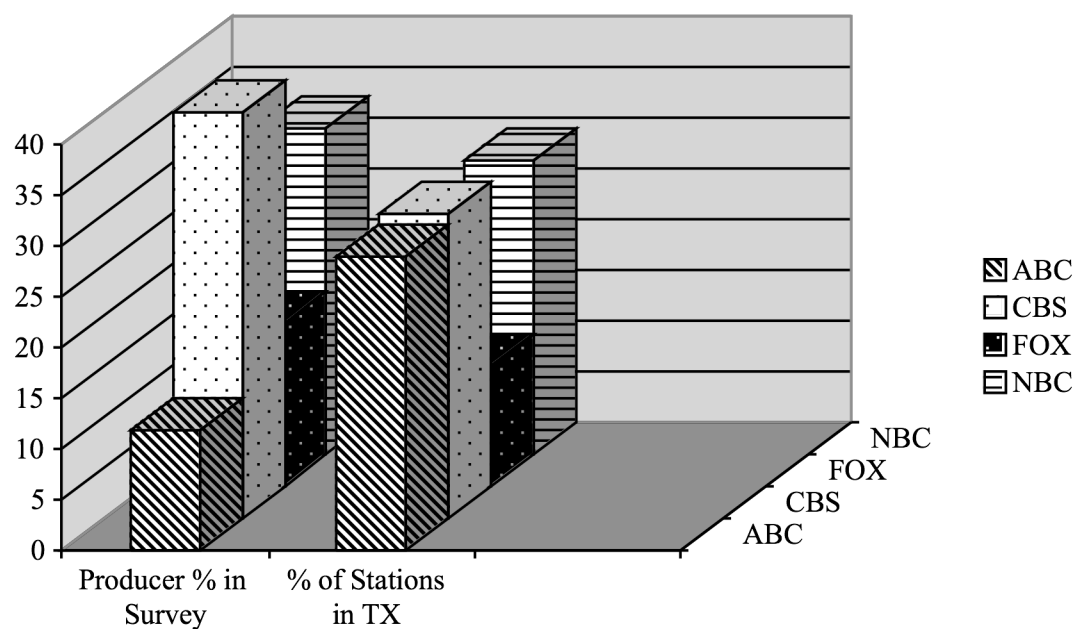
No participants in the smallest markets (151-210) reported that they made over \$30,000 a year. In markets 51-100 and 101-150, no participants reported to make more than \$40,000 a year. Producers in the largest markets (1-50) reported to make the most, but span all categories. A majority (65.4%) of producers in these larger markets made over \$40,000 per year. Just over a quarter (26.9%) made between \$30,000-\$40,000 a year. Less than ten percent (7.7%) in the larger markets made less than \$30,000 a year.⁴ (See Table 5).

Market Size	Top Salary Reported
1-50	\$80,000
51-100	\$40,000
101-150	\$40,000
151-210	\$30,000

Of the participants, 40% worked for a CBS station, 32% worked for an NBC station, 16% worked for a FOX station, and 12% worked for an ABC station. One person did not report their station's affiliation. In Texas, 30% of the stations are CBS, 29% are NBC, 29% are ABC, and 12% are FOX (tvjobs.com, 2005). So comparing this to the percentage of stations in each group in Texas, CBS, NBC, and FOX look to have been slightly over represented in this survey and ABC was under represented. (See Chart 6).

⁴ The relationship between salaries and market size is significant ($\chi^2(18) = 33.68, p = .014$).

Affiliate Representation (Chart 6)



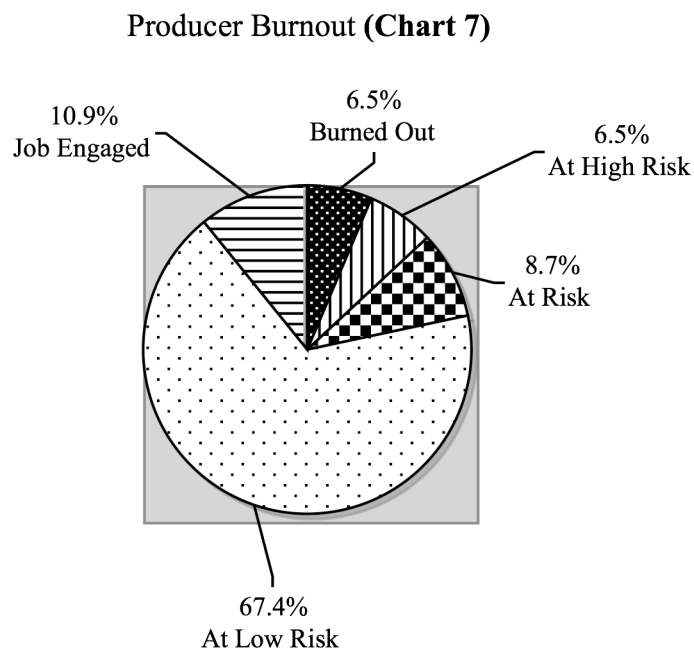
Considering market size, a majority (58%) of producer participants were in a Top 50 market. Fourteen percent fell into each of the other three market size categories: 51-100, 101-150, and 151-210. Because larger markets generally have more producers and more shows, it was reasonable to expect the majority of respondents to work in a Top 50 market.

Producer Burnout

Producer burnout was determined using a device called the Maslach Burnout Inventory (MBI), first used in 1981 and revised to be applied to all types of occupations in 1996 (Maslach, Jackson, & Leiter, 1996). The MBI is a series of 16 questions designed to rate a test subject's scores in three key areas: emotional exhaustion, cynicism, and professional efficacy (Maslach et al., 1996; Maslach & Leiter, 1999; Maslach, Schaufeli, &

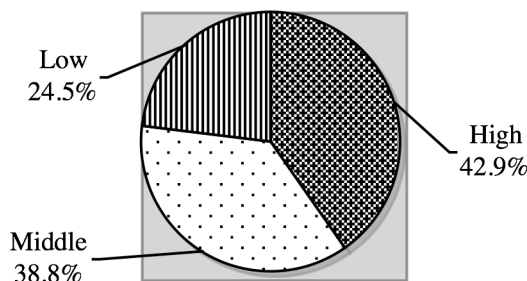
Leiter, 2001; Maslach, 2003). The MBI results in a score for each section of the MBI. Each section was added and averaged. Those scores were then judged as either burned out, at high risk of burning out, at some risk of burnout, at low risk, or job engaged.

The data collected in this survey showed the majority (67.4%) of producer participants in this study were at a low risk of burning out. However, 6.5% scored as burned out, with another 6.5% scoring at high risk for burnout, and an additional 8.7% at risk of burning out. This was a combined total of 21.7% in need of help. Additionally, 10.9% scored as job engaged, which is the opposite of burned out on the MBI scale (Maslach, 2003). (See Chart 7).

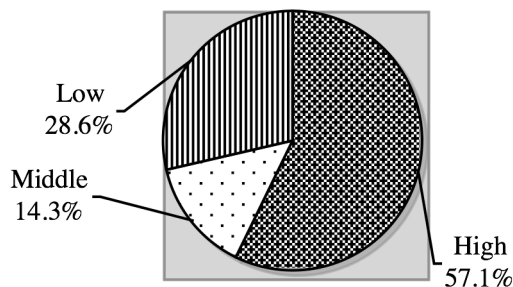


Exhaustion. Looking at the scores that make up the burnout scale, 42.9% of the participants were suffering from high exhaustion, 38.8% rated as having some exhaustion, and 24.5% had low exhaustion. (See Chart 8). Maslach et al. (1996) say exhaustion is the key component of burnout. This should be a sign of potential future problems because Maslach et al. (1996) say that exhaustion leads workers to distance themselves from their work, which is, in turn, linked to cynicism about doing one's job. Because almost half of the producers scored high on exhaustion, stations should seek solutions to avoid full burnout of its producers because the producers could be at future risk, even if they are not currently at some type of risk or burned out. This should be of importance to stations, because as has been noted in previous studies (Daniels & Hollifield, 2002; Heider, 2000; Cleary, 2004), quality of news coverage can be improved with a reduction in producer job turnover.

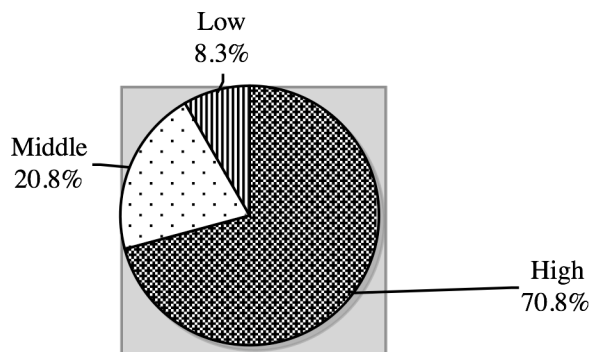
Producer Exhaustion (Chart 8)



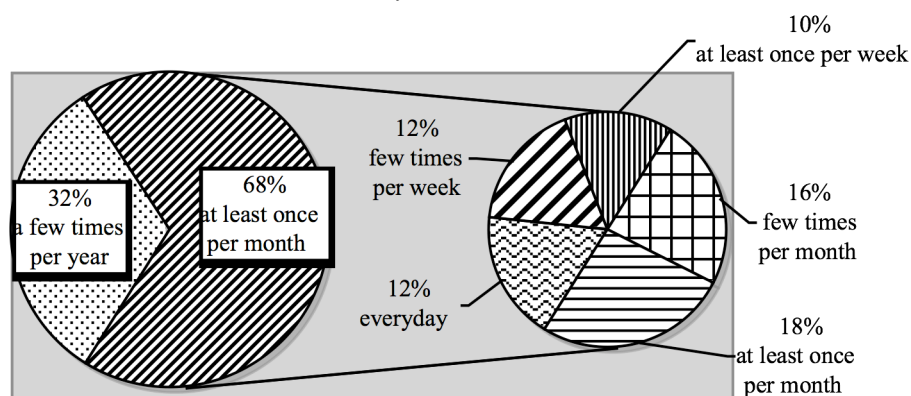
Cynicism. A majority of producers (57.1%) also scored high on cynicism. Another 14.3% rated somewhat cynical. The remaining 28.6% rated low on cynicism. (See Chart 9).

Producer Cynicism (Chart 9)

Professional Efficacy. Interestingly, the element that seemed to keep more producers from scoring at some level of risk of burning out or actually being burned out was that an overwhelming majority (70.8%) of participants scored high on professional efficacy. This can be interpreted as the majority of producers in the study felt like they are effective in their jobs. Another 20.8% scored in the mid range on professional efficacy, with the last 8.3% scoring low on professional efficacy. (See Chart 10).

Producer Professional Efficacy (Chart 10)

"I feel burned out from my work" (Chart 11)



Reports of Burnout Feelings. One of the questions on the MBI portion of the survey (known as *ex5*) asked participants to rate how often they feel “burned out” from their work, from never to everyday. Over a third (34%) rated themselves as feeling burned out at least once a week or more. Twelve percent of those said they felt burned out every single day. This number goes up another 34% when looking at the number of participants who rated themselves as feeling burned out at least once a month or more. This means 68% of producers *felt* they were suffering from burnout *at least* once per month. However, 32% reported to feel burned out only a few times per year. No participants said they “never feel burned out.” (See Chart 11). Burnout scores ($M = 2.3$, $SD = .986$) and *ex5* ($M = 2.88$, $SD = 1.78$) have a significant relationship, $r(44) = .589$, $p < .01$, $r^2 = .35$, meaning as burnout level on the MBI increases, reports of *feeling* more frequently burned out also increase.

Significant Correlations between Levels of Dissatisfaction and Burnout Score
(Table 6)

	r(44)	r ²
position in newsroom	.505**	.26
time you spend at work each day	-.419**	.18
the input you have on your show's content	.405**	.16
vacation allowance	.373*	.14
input you have on story selection	.365*	.13
managers' attitude toward the role a producer should play	.356*	.13
managers' attitude towards <i>you</i>	.347*	.12
amount of control you have on your show	.344*	.12
managers' approachability	.316*	.10
chances for advancement	.315*	.10

*=.05 level of significance

**=.01 level of significance

MBI Burnout Score & Satisfaction Levels. Correlating burnout score with a series of questions that asked producers to rate their satisfaction level about different aspects of their jobs, the following showed statistically significant correlations with burnout score ($M = 2.3$, $SD = .986$): position in newsroom ($M = 2.4$, $SD = 1.143$), $r(44) = .505$, $p < .01$, $r^2 = .26$; time you spend at work each day ($M = 2.76$, $SD = .938$), $r(44) = -.419$, $p = .004$, $r^2 = .18$; the input you have on your show's content ($M = 2.31$, $SD = 1.075$), $r(44) = .405$, $p = .006$, $r^2 = .16$; vacation allowance ($M = 2.84$, $SD = 1.297$), $r(44) = .373$, $p = .012$, $r^2 = .14$; input you have on story selection ($M = 2.34$, $SD = 1.042$), $r = (44).365$, $p = .013$, $r^2 = .13$; managers' attitude toward the role a producer should play ($M = 2.39$, $SD = 1.096$), $r(44) = .356$, $p = .016$, $r^2 = .13$; managers' attitude towards *you* ($M = 2.49$, $SD = 1.227$), $r(44) = .347$, $p = .019$, $r^2 = .12$; amount of control you have on your show ($M = 2.36$, $SD = 1.12$),

$r(44) = .344, p = .019, r^2 = .12$; managers' approachability ($M = 2.52, SD = 1.313$), $r(44) = .316, p = .032, r^2 = .10$; and chances for advancement ($M = 2.7, SD = 1.317$), $r(44) = .315, p = .040, r^2 = .10$. (See Table 6). These categories' correlations mean as the level of dissatisfaction rose, the more likely the producer was to feel symptoms of burnout. The most substantial relationships being those with r scores above .40 (Frey, 2000), which include: position in newsroom, time you spend at work each day, and the input you have on your show's content.

Several other questions also showed a statistically significant correlation with scoring burned out/at high risk/at risk of burning out ($M = 1.9, SD = .876$). (See Table 7). Those include: your chances for advancement ($M = 2.70, SD = 1.317$), $r(8) = .868, p = .005, r^2 = .753$; your current position in the newsroom ($M = 2.4, SD = 1.143$), $r(8) = .753, p = .012, r^2 = .567$; the input you have on story selection ($M = 2.34, SD = 1.042$), $r(8) = .693, p = .026, r^2 = .48$; your managers' attitude concerning yourself ($M = 2.49, SD = 1.227$), $r(8) = .692, p = .027, r^2 = .479$; your daily workload ($M = 2.8, SD = .926$), $r(8) = .663, p = .037, r^2 = .44$; your managers' attitude towards the role a producer should play ($M = 2.39, SD = 1.096$), $r(8) = .655, p = .04, r^2 = .429$; your managers' decisions ($M = 2.88, SD = 1.189$), $r(8) = .644, p = .044, r^2 = .415$; the input you have on your show's content ($M = 2.31, SD = 1.075$), $r(8) = .642, p = .045, r^2 = .412$; and the resources necessary to effectively do your job ($M = 2.96, SD = 1.34$), $r(8) = .640, p = .046, r^2 = .41$.

Significant Correlations between
Levels of Dissatisfaction and
Scoring Burned Out/High Risk/At Risk on MBI
(Table 7)

	r(8)	r ²
chances for advancement	.868**	.753
current position in newsroom	.753*	.567
your input on story selection	.693*	.48
managers' attitude towards <i>you</i>	.692*	.479
your daily workload	.663*	.44
managers' attitude toward the role a producer should play	.655*	.429
managers' decisions	.644*	.415
your input on show content	.642*	.412
resources necessary to effectively do your job	.640*	.41

*=.05 level of significance

**=.01 level of significance

“Job Engaged” Producers. Producers that scored “job engaged,” the opposite of burned out, had several common characteristics. All of them said they love their jobs. They all also reported to be satisfied, somewhat satisfied, or very satisfied with their station’s ethical standards. Eighty percent said they just re-signed their contracts. Sixty percent produced their station’s late show, i.e. 9 p.m. or 10 p.m. newscast.

Reported Recent Changes to Job

Over a third (38%) of the participants reported that there were no recent changes to their jobs (defined as changes within three months of when they took the survey). Of the other 62%, there were 29 reports of negative changes and 47 reports of positive changes. (See Tables 8 & 9). The reports of positive change could have a positive impact on how

participants scored on the MBI portion of the survey, because positive workplace changes can help decrease burnout (Maslach & Leiter, 1999).

Reported Frequencies of Positive Changes in the Last 3 Months
(By percentage of total responses)
(Table 8)

Positive Evaluation by Supervisor	24%
New Duties you feel are positive change	18%
Promoted/New Job Title	16%
Given Raise (Satisfied with Amount)	14%
New/Better Hours	10%
Just Re-signed Contract	6%
Better Days Off	6%

Reported Frequencies of Negative Changes in the Last 3 Months
(By percentage of total responses)
(Table 9)

Given Raise Below Expectations	18%
New Duties (Felt to be Negative Change)	18%
New, Worse Hours	8%
Contract Expired/Will Expire, haven't re-signed	6%
Negative Evaluation by Supervisor	4%
Demoted	2%

Reported Feelings about Producing

Just over a quarter (26%) of producers said they love their jobs, just under a quarter (22%) said they hate it. Almost half (46%) said they “can’t imagine doing anything else,” while 14% said they “can’t wait to do anything else.” Forty percent of producers said they like their job, but not their hours or schedule. Thirty-six percent said they like their job, but

not the management style. Eighteen percent like their job, but not the amount of time they spend at the station. Fourteen percent like their job, but not the people they work with.

Just over four percent (4.1%) like their co-workers, but not the job. Eight percent said they like working in TV news but don't like their actual job. Almost a quarter (24%) said they feel like quitting frequently, eight percent said they have quit their job because they felt burned out, and four percent have actually quit producing entirely but came back.

Fourteen percent said they were looking for another producing job "right now." Four percent were looking for a TV news job but not a producing job. Ten percent were looking for a job outside TV news.

Open-ended Comments. About fifteen percent of the participants added open-ended comments about their jobs. One of them noted that the survey was "just too depressing to fill out." This person didn't fill out the answers to the survey, but said he or she has been an anchor/ reporter/ producer for 40 years and "too often [didn't] want to go to work and [was] drained at the end of the day." Another person wrote, "I'd love to make more money... work less... have more vacation time... [and] have the resources and up-to-date technology available in this Top Ten market." This person scored at risk of burning out, with a high cynicism score and a mid level exhaustion score. Another producer commented,

I've been through five news directors and three assistant news directors in fourteen years. No consistency to direction of newsroom management.

Pendulum has swung back and forth over that 14-year period causing

inconsistency with overall news content.... Of the opinion [in my] 32 years experience, that newsrooms are the last place for "micro" management styles... both the news director and the assistant news are micro managers. Producers have been taken to level of "line" producers who are more like assembly line workers in an auto plant just without the union benefits.

The person who made this comment scored high on cynicism and scored in the mid-level of the exhaustion, but because of his or her high professional efficacy score, he/she scored at low risk for burnout.

Reported Satisfaction Levels

Participants were asked to rate their level of satisfaction on 29 questions about their jobs. (See Table 10). A majority (52%) said they were very or somewhat satisfied with their current position. Just over half were very or somewhat satisfied with their chances for advancement (53.2%) and with the quality of their job (54%).

Salaries. Almost half (42.9%) said they were dissatisfied or very dissatisfied with their salaries. Just over a quarter (26.5%) were very or somewhat satisfied. The remaining 30.6% said they were just satisfied. But when asked their level of satisfaction with their salary compared to reporters and anchors, a vast majority (71.5%) said they were dissatisfied or very dissatisfied. Only 10.2% said they were very or somewhat satisfied. The final 18.4% said they were just satisfied. Over half (53%) reported they were dissatisfied or very dissatisfied with their annual raises.

Management. Several survey questions asked about satisfaction with management. Almost half were very or somewhat satisfied with their managers' approachability (48%), with their managers' attitude about them (49%), and their managers' attitude towards the role of producers at their station (46.9%). But just under half (40%) were dissatisfied or very

Reported Frequencies of Satisfaction Levels of Producers
(By percentage of total responses)
(Table 10)

	Very Satisfied	Somewhat Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
current position	28%	24%	32%	12%	4%
chances for advancement	19.1%	34%	17%	17%	12.8%
your salary	6.1%	20.4%	30.6%	24.5%	18.4%
your raises	6.1%	10.2%	30.6%	36.7%	16.3%
your salary, compared to talent	2%	8.2%	18.4%	28.6%	42.9%
your salary, compared to other producers	2%	18.4%	49%	25.5%	4.1%
your managers' approachability	32%	16%	28%	16%	8%
your managers' leadership	20%	18%	22%	32%	8%
your managers' decisions	16%	20%	32%	24%	8%
your managers' attitude about you	28.6%	20.4%	30.6%	14.3%	6.1%
your managers' attitude about role of producers	28.6%	18.4%	42.9%	6.1%	4.1%
your station's policies	18%	14%	54%	12%	2%
your station's ethical standards	34%	14%	38%	12%	2%
your coworkers	24%	22%	34%	16%	4%
the fairness at your station	15.2%	19.6%	39.1%	19.6%	6.5%
quality of your job	12%	42%	40%	4%	2%
your daily workload	8%	28%	42%	20%	2%
amount your opinion is respected by other producers	28%	24%	34%	10%	4%
amount your opinion is respected by management	22%	20%	32%	14%	12%
amount your opinion is respected by talent	24%	26%	34%	14%	2%
your vacation allowance	22.4%	12.2%	36.7%	16.3%	12.2%
amount of time you spend at work each day	12%	20%	50%	16%	2%
quality of life outside of work	28.6%	22.4%	20.4%	22.4%	6.1%
resources necessary to do job	22%	12%	26%	28%	12%
amount of control you have on your show	30%	22%	32%	14%	2%
input you have on story selection	30%	16%	46%	6%	2%
amount of offered training/educational opportunities	14%	8%	46%	18%	14%
amount of your own time spent on training/education	12.2%	10.2%	46.9%	26.5%	4.1%

dissatisfied with their managers' leadership. As for their managers' decisions, 36% were very or somewhat satisfied, 32% just satisfied, and another 32% dissatisfied or very dissatisfied. Forty-two percent said they were very or somewhat satisfied with the respect managers have for their opinions.

Their Station. A majority (54%) said they were satisfied with their station's policies. Thirty-two percent were very or somewhat satisfied, 14% were dissatisfied or very dissatisfied. Satisfaction with the station's ethical standards have about the same ratings, with 48% reporting to be very or somewhat satisfied, 38% just satisfied, and 14% dissatisfied or very dissatisfied. When asked about fairness at their station, 26.1% said they were dissatisfied or very dissatisfied, 39.1% were satisfied, and 34.8% were very or somewhat satisfied. Forty percent were dissatisfied or very dissatisfied about having the resources needed to do their jobs. Twenty-six percent were satisfied. Thirty-four percent were very or somewhat satisfied.

Co-workers. Almost half (46%) of participants said they were very or somewhat satisfied with their co-workers. Half are very or somewhat satisfied with the amount their opinion was respected by their fellow producers (52%) and by talent, i.e., anchors and reporters, (50%).

Work Life. Just under a quarter (22%) of the participating producers were dissatisfied or very dissatisfied with their daily workload. Forty-two percent were just satisfied, 36% were very or somewhat satisfied. Eighteen percent were dissatisfied or very dissatisfied with

the amount of time they spend at work everyday. Fifty percent were satisfied, 32% were very or somewhat satisfied.

Just over a third (34.7%) were very or somewhat satisfied with their vacation allowance. An additional 36.7% were satisfied, but 28.5% were dissatisfied or very dissatisfied. As for quality of life outside of work, 51% were very or somewhat satisfied, 20.4% were satisfied, and 28.5% were dissatisfied or very dissatisfied.

Educational Opportunities. About a third (32%) of producer participants were dissatisfied or very dissatisfied with the amount of educational or training opportunities offered by their station. Forty-six percent were satisfied. Twenty-two percent were very or somewhat satisfied. When it comes to producers seeking out education or training on their own, the numbers were about the same, with 30.6% saying they were dissatisfied or very dissatisfied, 46.9% saying they were satisfied, and 22.4% saying they were very or somewhat satisfied.

Research Questions & Hypotheses Results

RQ₁. In response to the first research question, burnout score frequency distributions were examined. About a fifth (21.7%) of Texas producers surveyed were feeling the effects of burnout, with 6.5% scoring as already burned out, another 6.5% scoring at high risk for burnout, and an additional 8.7% at risk of burning out.

RQ₂. The second research question asked, when burnout occurs, are producers and/or their stations taking action to manage it? Stations can manage burnout and burnout risks by

offering educational and training opportunities, having satisfactory daily schedules, and offering adequate vacation time. Producers can manage burnout by seeking additional education/training on their own, as well as paying adequate attention to their life outside of work. A majority of producers (70%) who scored burned out, at high risk of burnout, or at risk of burnout said they were dissatisfied or very dissatisfied with their vacation allowance. Fifty percent said they were dissatisfied or very dissatisfied with the amount of time they spend at work. Forty percent were dissatisfied or very dissatisfied with the amount of training/education offered by stations. Fifty percent said they were dissatisfied or very dissatisfied with the amount of their own time they spend on education/training. Forty percent were dissatisfied or very dissatisfied with the quality of their life outside of work. So the second research question answer appears to be no, producers and their stations do not seem to be taking action to manage burnout.

Research Question 2 Results: When burnout occurs, are producers and/or their stations taking action to manage it? (Table 11)		
Burned out/high risk/at risk of burning out (M = 1.9, SD = .876) and Satisfaction Level for:	r(8)	r ²
Vacation time (M = 2.84, SD = 1.297)	.186*	.035
Time spent at work (M = 2.76, SD = .938)	.401*	.161
Quality of life outside work (M = 2.55, SD = 1.292)	.376*	.141
Training offered (M = 3.10, SD = 1.182)	.241*	.058
Training sought (M = 3.0, SD = 1.021)	.210*	.044

*=not statistically significant, Power=.11

However, a Pearson's r test was conducted (See Table 11) and found the relationship between satisfaction levels of vacation time (M = 2.84, SD = 1.297), $r(8) = .186$, n.s., $r^2 =$

.035; time spent at work ($M = 2.76$, $SD = .938$), $r(8) = .401$, n.s., $r^2 = .161$; quality of life outside work ($M = 2.55$, $SD = 1.292$), $r(8) = .376$, n.s., $r^2 = .141$; training offered ($M = 3.10$, $SD = 1.182$), $r(8) = .241$, n.s., $r^2 = .058$; and training sought ($M = 3.0$, $SD = 1.021$), $r(8) = .210$, n.s., $r^2 = .044$, and having a score of burned out/high risk/at risk of burning out ($M = 1.9$, $SD = .876$) were not significant. Power was found to be .11 (Cohen, 1988, p. 119), indicating likelihood that the sample size was not large enough.

RQ₃. In response to research question three, it appears that burnout among producers leads to turnover or desires of producers to leave their jobs and/or their profession. Using a t test, it was found that the higher the level of burnout ($M = 2.304$, $SD = .986$), the more likely producers were to report that they feel like quitting frequently ($M = .24$, $SD = .431$), $t(45) = 15.853$, $p < .001$. Additionally, a significant difference, $t(9) = 6.862$, $p < .001$, was found between producers who scored as burned out/at high risk/at risk of burning out ($M = 1.9$, $SD = .876$) and producers who said they feel like quitting frequently ($M = .24$, $SD = .431$).

H_{1a}. In response to H_{1a} (producers who report feelings of burnout also report heavy workload), a Pearson's r was conducted. The relationship between heavy workload satisfaction level ($M = 1.9$, $SD = .876$) and scoring burned out/at high risk/at risk of burning out ($M = 2.8$, $SD = .926$) was found to be significant, $r(8) = .633$, $p = .037$, $r^2 = .44$. So H_{1a} was supported.

H_{1b}. In response to H_{1b} (producers who report feelings of burnout also report relatively low pay compared with people in other jobs in the newsroom, like reporters and anchors), a

Pearson's r was conducted. The relationship between compared salary satisfaction levels ($M = 4.02$, $SD = 1.07$) and scoring burned out/at high risk/at risk of burning out ($M = 1.9$, $SD = .876$) was not found to be significant, $r(8) = -.269$, n.s., $r^2 = .072$. Power was found to be .11 (Cohen, 1988, p. 119), indicating likelihood that the sample size was not large enough to adequately determine statistical significance. So H_{1b} was not supported.

H_{1c} . In response to H_{1c} (producers who report feelings of burnout also report unsatisfactory resources to effectively do their jobs), a Pearson's r was conducted. The relationship between those scoring as burned out/at high risk/at risk of burning out ($M = 1.9$, $SD = .876$) and having necessary resources ($M = 2.96$, $SD = 1.34$) was significant, $r(8) = -.640$, $p = .046$, $r^2 = .41$. So H_{1c} was supported.

H_{1d} . In response to H_{1d} (producers who report feelings of burnout also report unsatisfactory station/management policies/ethical standards), a Pearson's r was conducted. The relationship between scoring burned out/at high risk/at risk of burning out ($M = 1.9$, $SD = .876$) and a station's ethical standards ($M = 2.34$, $SD = 1.13$), $r(8) = .161$, n.s., $r^2 = .026$, and station's policies ($M = 2.66$, $SD = .982$), $r(8) = -.06$, n.s., $r^2 = .004$, were not found to be significant. Power was found to be .11 (Cohen, 1988, p. 119), indicating likelihood that the sample size was not large enough. So H_{1d} was not supported.

H_2 . Hypothesis two speculated that women are feeling more burned out than their male counterparts. A t-test was conducted and supported the hypothesis. A significant

difference, $t(49) = 21.629$, $p < .001$, was found between gender and level of burnout ($M = 2.304$, $SD = .986$).

H_3 . For hypothesis three, one-way analyses of variance were conducted. For H_{3a} (younger producers (under age 40) will score more burned out on the MBI than older, more experienced producers), the relationships between age and level of burnout were not found to be significant, $F(3,41) = 1.162$, n.s. Power was found to be .26 (Cohen, 1988, p. 317), indicating a likelihood that the sample size was not large enough. For H_{3b} (relatively inexperienced producers (with less than five years experience) will score more burned out on the MBI than older, more experienced producers) the relationship between experience and level of burnout were not found to be significant, $F(5,40) = .579$, n.s. Power was found to be .21 (Cohen, 1988, p. 321), indicating a likelihood that the sample size was not large enough. So H_3 was not supported.

Discussion

This study attempted to examine characteristics and thoughts of local television news producers in Texas working at ABC, CBS, FOX, and NBC stations, as well as to measure the amount of burnout they were feeling. The findings are important because producers are the architects of local newscasts. They have high stress jobs but are generally underpaid (Smith, 2000). As Cook and Banks (1993) noted, it is also important to study burnout in journalists, who tend to have high turnover rates, because it can help develop an *at risk* profile of who is most likely to quit his or her job. Additionally, studying burnout in producers and noticing the warning signs of burnout can improve the quality of news coverage. After all, news coverage is only as good as the “knowledge, experience, and talent of the journalists who produce it” (Daniels & Hollifield, 2002, p. 676).

Research Question One

The data collected showed the majority of producer participants in this study were at a low risk of burning out. However, because over a fifth scored either burned out, at high risk for burnout, or at risk of burning out, stations should take note of the potential problems that lie ahead. One such problem is exhaustion, the key component of the MBI (Maslach et al., 1996). This could be a sign of potential future problems because Maslach et al. (1996) say that exhaustion leads workers to distance themselves from their work, which is, in turn, linked to cynicism about doing one’s job. One former producer interviewed for this study

said when she quit producing, “I definitely felt like I was good at my job, but I also felt emotionally drained, less enthusiastic, and doubted the significance of my work.”

Because almost half of the producers in this study scored high on exhaustion and almost two-thirds of participating producers scored high on cynicism, stations should seek solutions to avoid full burnout of producers because the producers could be at future risk, even if they are not currently at some type of risk or already burned out. One former producer of 12 years, who is now a professor at a major university, described it this way: “I felt burned out at the end of every day.... A toxic attitude of cynicism prevailed in the newsroom when I left.” This should be of importance to stations, because, as has been noted in previous studies (Daniels & Hollifield, 2002; Heider, 2000; Cleary, 2004), quality of news coverage can be improved with a reduction in producer job turnover.

The key component of the MBI that kept more producers in this study from scoring at some risk of burning out was professional efficacy. Over two thirds of the participants scored high on this element of the MBI. This means the producers generally seemed to feel confident in their abilities and their job purpose. As one current producer in a Top Five market describes producing, “I really love my job.... When the show open rolls and I hear the music, I get a rush. There is power as a producer. While the anchor or reporter is the “face” you see, it’s the producer deciding what stories they read or cover.” This sense of value and worth producers place in their jobs and ability to do their jobs is a positive element that

stations should take care to encourage. Because if producers were to lose this, the risk of burnout would dramatically increase.

Research Question Two

Stations can manage burnout and burnout risks by offering educational and training opportunities, having satisfactory daily schedules, and offering enough vacation time.

Producers can manage burnout by seeking additional education/training on their own, as well as paying adequate attention to their life outside of work. One 17-year news veteran, who worked both as a producer and manager, feels taking breaks helped him cope. “Vacations are always a good way to recharge and rejuvenate your soul. [Also, taking] a mental health day was always needed every month or so [to keep me from being more burned out].” A producer who works in a Top Five market with 11 years experience says a chunk of time off rejuvenates her. “Every year I save up my vacation and take an entire month off from my show. Do I miss it? Sometimes. But for the most part, no! It really makes me appreciate my time at home and away from work.” A former producer with 12 years experience, now in TV management, says she found her feelings of burnout could be relieved with special assignments. “At my first station... when I was feeling burned out, they gave me a break and a special assignment. Managers need to know when to throw employees a few bones every now and then. They will get so much more out of employees if they give them a break.” Another producer with 17 years experience, now in a Top Five market, who describes

himself as happy with his current station but has quit producing jobs before because of burnout, advises producers and other news people to find activities outside of work:

I feel strongly that producers need connections away from work. Even if you think you are only going to be in a place a couple of years, join a church, a community group, volunteer at the humane society, do local theatre, something to be with "real" people. Newsroom culture, in general, is not "real" - we are more sensitive to certain ideas and points of view and don't have much experience with others because most news people are "alike." We need to "get out" and see what "real" people are like.

A producer working for over two years in a small market says she was feeling burned out so she quit to go back to school. She is now working as an associate producer and feels getting her master's degree and having a new job helped relieve burnout. "I saw myself becoming more detached from my audience and what "real people" cared about. Taking a lesser role at my new station has given me some perspective."

A majority of producers in this study (70%) who scored burned out, at high risk of burnout, or at risk of burnout said they were dissatisfied or very dissatisfied with their vacation allowance. Fifty percent said they were dissatisfied or very dissatisfied with the amount of time they spent at work. Forty percent were dissatisfied or very dissatisfied with the amount of training/education offered by stations. Fifty percent said they were dissatisfied or very dissatisfied with the amount of their own time they spend on education/training.

Forty percent were dissatisfied or very dissatisfied with the quality of their life outside of work. These results should indicate that producers and/or their stations are not taking action to manage burnout. However, because this study's statistical power was low, the relationship between these things and burnout were not found to be statistically significant. A future study with a larger sample should be conducted looking at these relationships.

Research Question Three

Feelings of burnout among producers lead to desires of producers to leave their jobs and/or their profession. This study found that the higher the level of burnout, the more likely producers were to report that they feel like quitting frequently. This is yet another reason stations should take steps to manage burnout. A former producer who quit because of feeling burned out said, "I feel sorry for local news producers. They work hard, they are some of the best and brightest, and they are treated the worst. Attrition rates are unbelievable, and yet I do not see stations taking affirmative steps to keep quality people in the business." Another former producer with over 20 years experience working as an independent freelancer and at TV stations, says "I quit line producing because I had small children, plus I felt like a clerk typist. The news director changed and the new boss decided to play a major role in stacking the shows. Two other producers left before I did because they had lost their autonomy."

Hypothesis One

Part A to this hypothesis theorized that producers who report feelings of burnout would also report heavy workload. The relationship was found to be significant. One former producer said, “The older I got the more tired I became. Twelve hour days were the norm.” Another former producer describes producing this way: “Producing is a burn-out job. You end up in the machine and just crank stuff out because you don’t have time to be creative. You just need to get the job done.”

In a future study, this could be looked at deeper by exploring what producers consider to be too much work. Stations can find this out for themselves by querying their producers about what they feel is too much for them. This could help relieve some of the heavy exhaustion that about half of the participating producers reported to be feeling.

Part B to hypothesis one speculated that producers who report feelings of burnout would also report relatively low pay compared with people in other jobs in the newsroom, like reporters and anchors. This hypothesis was backed by remarks made from several producers who were interviewed for this study. One producer in a Top Five market with 17 years experience had this to say about producer pay compared to others in newsrooms:

In general, producers in many markets don't make enough money to support a family or buy home.... None of the people I've worked with in markets 15, 34, 46, 56, 58, and 69 are still producing there. Yet most of the anchors are still there. That's not right. Like the anchors are the only things

worth keeping around for a while.

One former producer who described herself as burned out when she quit remarked:

As a producer, you are paid the least and work the hardest. Because you are not "the face" of the program, you are viewed as less important by management in terms of respect and pay check. It is hard to swallow when you spend eight hours writing a show, and someone, by virtue of their good looks and ability to read, does their job in one-eighth the time and takes home eight times your pay check.... When you are educated and get sick of being told that you are overpaid at \$30,000, you find another profession.

Another producer with 13 years experience, who was just promoted to management in a Top Ten market, describes the pay discrepancy between producers and *talent* in this way:

Anchor salaries are like CEO salaries. Totally off the chart, and even more so when you look at the amount of actual work they do compared to others in the newsroom. Producers have more responsibilities and a greater workload than anyone in the newsroom. Sounds biased, and it probably is, except that it's true. It's possible to have a newscast without anchors, just have one reporter toss to the next. It's also possible to have a newscast without reporters, just do vo's and vo/sot's. You can even have one without videotape, or without anything generated by your assignment desk. But there's no such thing as a newscast without a producer. Too bad we're not paid accordingly.

In this study, 90% of producers who scored burned out, at high risk of burnout, or at risk of burnout said they were somewhat or very dissatisfied with their salaries compared to the salaries of anchors and reporters. But the relationship was not found to be statistically significant in this study, indicating that in a larger, future study this topic should be examined.

Part C of hypothesis one theorized that producers who report feelings of burnout would also report unsatisfactory resources to effectively do their jobs. This was supported by this study. One study participant made a remark specifically about how unhappy she was about the inadequate resources her station in a Top Ten market had. She wrote, "I'd love to make more money, work less, have more vacation time, [and] have the resources and up-to-date technology available in this Top Ten market." If stations were to upgrade their technology and repair the items they have to make for better functioning resources some of the burnout stress producers were feeling could be relieved.

Part D of hypothesis one speculated that producers who report feelings of burnout would also report unsatisfactory station/management policies/ethical standards. This was the case for many current and former producers interviewed for this study. One producer working in a Top Five market with 11 years experience says management definitely was the cause for her feelings of burnout.

I currently feel burned out.... I am at a shop where management changes about every three years. Just when you get used to one person's method

another comes along to say the previous was completely wrong! I feel like nothing I do these days is “good enough” for management.

A former producer who described herself as burned out when she quit says ethical standards played a role in her changing careers:

The best decision that I ever made was leaving producing and going to law school.... I feel like my new career allows me to help others. As much as TV news likes to pretend it's a noble profession, it's a business plain and simple.... There were days as a producer I truly marveled at the hypocrisy of TV news. TV news loves to flaunt itself as the defender of those who do not have voice. TV news personalities like to brag that they do their jobs because they want to make us better informed. Please. TV News is a business... and the idea is to make a profit. I cannot even count the number of times a story was killed because it might offend a big advertiser of the station. Stories are rushed onto air without checking facts, just so the station can run ads after saying "XYZ News was first to bring you this story," which in turn brings in more viewers, which in turn attracts advertisers and brings in more money. Unfortunately, no one teaches you this in journalism school, and all of your ideals go right out the window within the first week on the job.

Another former producer with 17 years experience, both as a show producer and executive producer, agrees that declining standards played a role in his departure from a career in TV news:

[I've seen] broadcast journalism as a profession decline and be diluted to nothing more than pretty faces, reading homogenized scripts, on flashy sets with tremendous management turnover, repeated changes in station philosophy with no considerable time to execute a mission, from seeing a staff of true reporters being replaced with simply good looking people who are good at repeating information (not reporting). All of that did not make me feel good any longer. I didn't feel like I was doing important work anymore, just simply trying the latest smoke and mirror trick to move the ratings up and make more money for the company. The viewer is the loser.

Forty percent of producers in this study who scored burned out, at high risk of burnout, or at risk of burnout said they were dissatisfied or very dissatisfied with the ethical standards at their station. Eighty percent were satisfied with their stations policies. Sixty percent were somewhat or very dissatisfied with their managers' leadership. However, the relationship between these items and scoring burned out/at high risk/at risk of burning out were not found to be statistically significant in this study. A future study with more participants could help to clarify if there is a significant relationship between producers' reports of satisfaction with ethical standards and station policies and their feelings of burnout.

Hypothesis Two

Women were feeling more burned out than their male counterparts. Sixty percent of the producers who scored as burned out, at high risk, or at some risk were women. This is in line with reports of gender differences in burnout in other professions (Maslach et al., 2001). One factor in this could be that women are usually their family caretakers. One former producer, now a professor, said one reason she quit producing was because her station wouldn't allow her to work the schedule most convenient for her family. "I wanted to continue to produce the noon show so I could be with my children in the afternoons. Management wanted me back on the 5 p.m." Another former producer puts it this way:

Work is no longer my life. I have a husband and two kids. Your priorities change once you have kids. I would work 10-12 hours a day and never see my husband. But with kids, you can't do that.... A producing job would not allow me the flexibility to be a working mom.... I'm a much calmer person now since I'm not producing. Producing is stressful and my stress would affect my life at home. I don't think I would be a good mother if I were still producing.

Hypothesis Three

Part A of hypothesis three speculated that younger producers (under age 40) would score more burned out on the MBI than older, more experienced producers. No participating producers age 40 or over scored burned out or at risk of burning out. Seventy percent of the

producers in the burned out, at high risk, or at some risk categories were in the 20-29 age group. Thirty percent were in the 30-39 age group. However, the relationships between age and level of burnout were not found to be significant. A study with a larger statistical power and sample size *could* possibly indicate that age and burnout level do have a significant relationship.

A former producer turned university journalism professor says more should be done to keep producers around longer:

It is one of the hardest jobs in the newsroom. And under appreciated. The producer is the ultimate gatekeeper, deciding what stories stay in and what stories stay out. I think that it is a shame that the business burns out good producers so soon. We need more experience in the booth.

Part B of hypothesis three projected that relatively inexperienced producers (with less than five years experience) would score more burned out on the MBI than older, more experienced producers. Fifty percent of the participants in the burned out, at high risk, or at some risk categories had less than five years experience. Twenty percent more had five to six years experience. But again, the relationship between experience and level of burnout was not found to be statistically significant for this study. This indicates a larger study needs to be conducted to determine if there is a statistically significant relationship.

Limitations

There were several limitations to this study. Not every station, or every station employee for that matter, defines producer in the same way. For example, some feel that associate producers are not producers because they don't have their own show to produce on a regular basis. Others feel the same regarding executive producers for the same reason. Other people may identify themselves with another title they may also have. For example, an anchor who produces his or her own show (as is the case in some small markets) may not consider him or her self to be a producer. That person may instead feel they are an anchor with producing duties. Because of these factors, it was hard to determine a potential total population of producers in Texas working at stations aligned with the four major networks.

This also may have affected response to the survey. Someone who produces a show, but has another title, may not have felt it was appropriate to take part in a survey of producers. Or someone who felt he or she was a manager, not strictly a producer (like an executive producer) may not have taken part in the survey. Because of the difficulty in a unified definition of producer, a true census was not possible.

Another limitation was that there was no way to know the total number of producers in the specified population of producers. This was a problem because it will be impossible to know the actual percentage of producers who took part in the survey. E-mails for all 59 stations were obtained, so it was assured that all Texas ABC, CBS, FOX, and NBC stations

were solicited. The best estimation for potential producers was put at around 300 (see Survey Population in the Methodology section beginning on page 24).

Response rate could also have been a limiting factor to this survey. Fifty-one producers, about 17% of those solicited, took part. Producers are busy and have varied schedules and workdays. Additionally, producers may have been bogged down by “spam” e-mails or overwhelmed by other e-mails and may not even have opened the e-mail inviting them to participate. Also, some stations don’t allow employees to take part in surveys.

Catastrophic breaking news, such as Hurricane Katrina and Hurricane Rita, could have also played a role in limiting responses. Producers could have been overwhelmed by the additional workload in September, or, as was the case for one station in Beaumont, their workplace was badly damaged in Rita, so they were relocated during October, with no working contact email to reach them to take part in the survey.

Future Research

Further study is needed on burnout in producers. A larger, more comprehensive study, with a similar design could help determine burnout in producers across the United States, as well as more fully investigate the correlations between burnout levels and what might be causing the burnout risks.

A producer’s position in the newsroom, chances for advancement, managers’ approachability, managers’ attitude towards producers, managers’ attitude toward the role a producer should play, vacation allowance, time spent at work each day, amount of control

producers have on their shows, input they have on story selection, and the input they have on their show's content all had significant correlations to burnout level in this study. The topics could be more deeply examined in a future study.

It would also prove helpful to triangulate the results of this study with an ethnographic, qualitative approach to studying burnout in producers. This would help to look deeper into the causes of feelings of burnout in producers, and could potentially provide additional solutions to helping producers find remedies to burnout.

Closing Remarks

If TV stations successfully address problems producers face, like burnout, the longevity of a newscast producer could increase. With that would come much needed experience in handling ethical and situational problems inherent in television news. Journalism professors can also help prepare future producers by having current and former producers come speak to journalism classes about their daily routines, as well as stresses. Many times the focus in journalism schools is on *on-air* positions. This leaves most students with little knowledge of other news jobs and what to expect them to be like. It would be best if students were given real world advice by working professionals. One producer who participated in the supporting interviews for this study had this advice for future producers:

Producers rule the TV news world, despite what reporters, anchors, and the [assignments] desk think. Consider this: who decides what will go into the newscast? [Producers.] Case closed. Learn a lot about everything. Know how

to baby-sit grown-ups, because that's a lot of what you'll be doing. Learn to write fast. Learn to harden your heart at work or the sad stories day after day after day will break you. Make sure you can turn off the hardness or you will be a very bitter person. Learn to laugh, a lot.

Advice like this will serve both current and aspiring producers well. Producers would also benefit from honestly assessing their job situation and looking for symptoms of burnout. If they recognize any of the symptoms: high exhaustion, high cynicism, and low professional efficacy in themselves, they should seek solutions. This will benefit producers, their newsrooms, their employers, their product, and, in turn, their viewers.

Appendix A: Letters to Producers

First Letter

Dear Producer:

I am conducting an internet survey on local television news producers' work attitudes. This survey is being conducted as part of my graduate thesis research for the Schieffer School of Journalism at Texas Christian University in Fort Worth. The objective of this research is to gauge producers' feelings and get an understanding of what your work lives are like. It is important because producers are often left out of critical research on television newsrooms. By taking part, you will make sure that producers are represented in current research.

You have been selected to participate in this study. If you'd like to have your feelings and experiences count in this groundbreaking study please click the below link:

<http://www.surveymonkey.com/s.asp?u = 793811388519>

The survey should take between 5-15 minutes. I know your time is valuable. I am a producer myself, and, after a decade doing this job, I understand that you've always got something going on. But please take a few minutes while you eat lunch, just after you get your rundown stacked, or any other spare moment you have to complete this survey.

You will be asked questions about yourself, your job, your experiences and your feelings related to those. You WILL NOT be asked personally identifiable information. Your answers are completely confidential.

This is completely voluntary and you may quit the survey at any time. There is no penalty for not taking part. Without the help of people like you, research on producers, or TV news in general, would not be possible.

Even if you decide not to take part in the survey, you can request a copy of the final results so you can know what other producers are thinking and feeling. If you're interested in this, please just send a reply e-mail.

If you have questions or concerns about the survey, please contact me at:
a.a.anderfuren@tcu.edu.

Again, please take a few minutes to complete the survey today or tomorrow at:
<http://www.surveymonkey.com/s.asp?u = 793811388519>

Thank you in advance,

Angele' "Dolly" Peters-Anderfuren

If you have any questions or concerns about your rights as a participant in this study, you may contact my thesis advisors at TCU at: s.huffman@tcu.edu, t.thomason@tcu.edu, g.grotta@tcu.edu, or p.king@tcu.edu.

Second, Third, & Fourth Letter to Producers

Dear Producers:

I am conducting an internet survey on local television news producers' work attitudes. If you've already taken this survey, thank you and disregard this email.

This survey is being conducted as part of my thesis research for the Schieffer School of Journalism at Texas Christian University in Fort Worth. The objective of this research is to gauge your feelings and get an understanding of what your work lives are like. It is important because producers are often left out of critical research on television newsrooms.

If you haven't already taken this survey, please go to the following webpage to participate in this study: <http://www.surveymonkey.com/s.asp?u=793811388519>

The survey should take between 5-10 minutes. You will be asked questions about yourself, your job, your experiences and your feelings related to those. You WILL NOT be asked personally identifiable information. Your answers are completely confidential. This is completely voluntary and you may quit the survey at any time.

Even if you decide not to take part in the survey, you can request a copy of the final results so you can know what other producers are thinking and feeling. If you're interested in this, please just send a reply e-mail.

If you have questions or concerns about the survey, please contact me at: a.a.anderfuren@tcu.edu. Again, please take a few minutes to complete the survey today or tomorrow at: <http://www.surveymonkey.com/s.asp?u=793811388519>

Thank you in advance,

Angele' "Dolly" Peters-Anderfuren

If you have any questions or concerns about your rights as a participant in this study, you may contact my thesis advisors at TCU at: s.huffman@tcu.edu, t.thomason@tcu.edu, g.grotta@tcu.edu, or p.king@tcu.edu.

2. What is your title?

3. About yourself...

	under 20	20-29	30-39	40-49	50+	male	female
Age	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Gender	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Number of years you've been...

	just started	less than 1	1-2	3-4	5-6	7-10	more than 10
working in tv news	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
working at your current station	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
working in your current position	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
working on your current shift	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Education Level (select highest educational level achieved)

no degrees	GED	High School Diploma	2-year college degree (Associates Degree)	4 year college degree (Bachelors Degree)	In grad school now	Master's degree (MA, MS, etc)	Law School Degree (JD)	Medical School degree (MD, etc)	PhD Degree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Describe your station (select a market size & affiliation)

	Station Affiliation	Market Size
ABC	<input checked="" type="radio"/>	<input checked="" type="radio"/>
CBS	<input type="radio"/>	<input type="radio"/>
FOX	<input checked="" type="radio"/>	<input checked="" type="radio"/>
NBC	<input type="radio"/>	<input type="radio"/>
Independent or Other affiliate	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Market 1-50	<input type="radio"/>	<input type="radio"/>
Market 51-100	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Market 101-150	<input type="radio"/>	<input type="radio"/>
Market 151-210	<input type="radio"/>	<input type="radio"/>

7. How satisfied are you about:

	very satisfied	somewhat satisfied	satisfied	dissatisfied	very dissatisfied
your current position in the newsroom	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
your chances for advancement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
your salary	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
your annual raises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
your salary compared to reporters/anchors	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
your salary compared to other producers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
your managers' approachability	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
your managers' leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
your managers' decisions	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
your managers' attitude concerning yourself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
your managers' attitude toward the role a producer should play	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
your station's policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ethical standards at your station	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
your coworkers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the "fairness" at your station	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
the quality of your job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
your daily workload	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
the amount your opinion is respected by fellow producers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the amount your opinion is respected by management	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
the amount your opinion is respected by anchors/reporters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
your vacation allowance	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
amount of time you spend at work each day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
quality of life outside of work	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
the resources necessary to effectively do your job (ie, computers, live trucks, feeds, staff)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the amount of control you have on your show	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
the input you have on story selection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the input you have on your show's content	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
amount of offered training/educational opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
amount of time of your own you spend educating/training yourself	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>

8. Describe your feelings about your job as a producer (select all that apply).

- Love it.
- Hate it.
- Can't imagine doing anything else.
- Can't wait to do anything else.
- Like the job, not my hours/schedule.
- Like the job, not the amount I have to be at the station.
- Like the job, not management style.
- Like the job, not the people.
- Like co-workers, not my actual job.
- Like co-workers, but tired of producing
- Like working in TV news, but not my actual job.
- Feel like quitting frequently.
- Have quit producing before, but came back. (if selecting this, please describe in text box below)
- Have quit producing job before to move up in market size or job title only.
- Have quit producing before because felt "burned out".
- Are looking for another producing job at another station right now.
- Are looking for a job outside of TV news right now.
- Are looking for another job in TV news, just not producing right now.
- Other/Comments

9. Have you recently (in the last 1-3 months) experienced any changes with your job? If so, what? (select all that apply)

Please describe how the changes made you feel in the text box below.

- Promoted or New job title (positive change)
- Schedule negatively changed your days off (for example, you were M-F 5pm, now you're weekend 5pm)
- Just resigned contract
- Demoted
- New, worse hours (for example, were dayside AP, now overnight AP)
- Just given negative evaluation from supervisor
- Just given positive evaluation from supervisor
- Given raise, but was below average or below your expectations
- Given raise, and you are satisfied with amount
- New duties (negative change)
- Contract expired or is about to expire, but no other changes have been made
- Better days off (for example, used to work Sun-Thurs, now M-F)
- New, better hours (for example, you were overnight producer, now noon producer)
- New duties (positive change)
- No recent changes
- Please describe in text box

10. How much do you make per year (including overtime pay, if appropriate)

Appendix C: Test Study

Test Study Participants. After one week, eight of the 11 producers who were sent the e-mail completed the survey. A second “reminder” e-mail soliciting participation was sent one week later. One additional producer completed the survey after the initial week. As in the full version of the study, producer respondents were not tracked, so there is no way of knowing who did and did not partake. It is only known who responded to the list of follow up questions. This was done to leave participants somewhat anonymous to the author of the study. The author did not want to pressure people at KTVT to participate any more than producers at other stations would feel pressured, if at all. Additionally, the author of the study did not feel it would be fair to the participants to ask if they participated to assure those who did that the author would not know how they responded to the questions, including sensitive information like salaries.

Only four of the nine producers who completed the survey responded to the follow up e-mail questions (See Appendix C, Part 2). Producers that took part said it took them between five and 15 minutes to complete the survey. Two recommended no changes. One person suggested that the question asking if anchors and reporters respected their opinions be changed to two separate questions one for anchors, another for reporters. Another person suggested adding an option to select “like my co-workers, tired of the job.” All four of those responding to the follow-up questions stated that they are or have been burned out as a producer. One person said he or she had done nothing to stop feeling burned out. Another

said he or she takes part in “outside of work activities” and attends workshops. A third person said he or she quit the business for six months. The fourth person said they turn to drinking to help reduce their stress. One person said he or she would not have taken the survey if they did not know the author of the study. That person said the only incentive that would encourage them to participate would be money. The others said they would have participated either way. Three producers responded to the initial e-mail asking for the summary of the study. Two additional producers verbally asked for the summary.

Test Study Results. Sixty-seven percent of the nine participants in the test study reported that they were female. Four of the nine reported they were between 20-and-29-years-old. Four reported to be 30-to-39-years-old. One reported to be 40-to-49-years-old. Eleven percent reported they’d been in the TV news business 3-4 years, 22% said 5-6 years, 22% said 6-10 years, and 44% said they’d been in TV news over 10 years. All have at least a college degree, but none have higher than a bachelor’s degree. All but one of the participants reported their salaries. Of the eight that did respond to this question, two said they made \$30,000-\$40,000, three said they made \$40,000-\$50,000, and there was one participant each in the \$50,000-\$60,000, \$60,000-\$70,000, and \$70,000-\$80,000 per year range.

Table 12. Test Survey Participants Levels of Burnout on MBI

Participant 1			Participant 6 (at risk for burnout)		
Category		MBI Score	Category		MBI Score
Exhaustion	1	low	Exhaustion	3	average
Prof. Efficacy	6	high	Prof. Efficacy	4.83	average
Cynicism	1.6	average	Cynicism	3.6	high
Participant 2			Participant 7 (at risk for burnout)		
Category		MBI Score	Category		MBI Score
Exhaustion	2.4	average	Exhaustion	2.2	average
Prof. Efficacy	6	high	Prof. Efficacy	4.33	average
Cynicism	0.2	low	Cynicism	4.4	high
Participant 3			Participant 8		
Category		MBI Score	Category		MBI Score
Exhaustion	2.4	average	Exhaustion	1.4	low
Prof. Efficacy	4	low	Prof. Efficacy	4.5	average
Cynicism	0	low	Cynicism	2.8	high
Participant 4 (“job engaged”)			Participant 9 (at high risk for burnout)		
Category		MBI Score	Category		MBI Score
Exhaustion	1.4	low	Exhaustion	4	high
Prof. Efficacy	5.83	high	Prof. Efficacy	4.5	average
Cynicism	1	low	Cynicism	2.4	high
Participant 5 (at high risk for burnout)					
Category		MBI Score			
Exhaustion	5.2	high			
Prof. Efficacy	4.33	average			
Cynicism	4.4	high			

In the test study, no participants scored high on exhaustion and cynicism and low on professional efficacy. This means none of the participants in the test study were burned out, according to the MBI rating scale. However, four participants are bordering on burnout and if nothing is done, could become burned out. Of these four, two scored high on exhaustion and cynicism but average on professional efficacy. The other two scored high on cynicism, average on exhaustion and average on professional efficacy. (See Table 12).

Only one participant was rated as “job engaged,” the opposite of burnout according to Maslach (2003), scoring low on exhaustion and cynicism and high on professional efficacy. Additionally, only one participant scored low on professional efficacy. This can be interpreted as the majority of producers in the test study feel like they are effective in their jobs.

Six of the nine participants scored either average or high on exhaustion. This should be a sign of potential future problems because Maslach et al. (1996) say that exhaustion leads workers to distance themselves from their work, which is, in turn, linked to cynicism about doing one’s job. Again six of the nine participants scored either average or high on cynicism. Of the three elements that make up burnout, exhaustion is the key component (Maslach et al., 1996), and because six of the nine participants on the test study scored average or high on exhaustion, the station should seek solutions to avoid full burnout of its producers.

Seventy-eight percent reported that they love their job, 56% said they couldn’t imagine doing anything else. But more than half (56%) said while they like their job, they don’t like their work schedule. Seventy-eight percent said they are either very or somewhat satisfied with the quality of their job and the amount their opinion is respected by fellow producers. Fifty-six percent reported to be either very or somewhat satisfied with: the amount of control they have on their shows; with managers attitudes about themselves and towards the role a producer should play; with their coworkers; and with their chances for advancement.

All of the producers in the test study reported to be either very or somewhat dissatisfied with their salaries compared to the salaries of anchors and reporters. Sixty-seven percent said they feel either very or somewhat dissatisfied with the amount of training and educational opportunities they are offered. Over half (56%) reported to be either very or somewhat dissatisfied with managers' leadership at their station. A third reported they feel like quitting frequently. Two of the nine participants said they have quit before but have returned to producing.

Looking at the test study participants who scored as most likely to become burned out (the two who scored high on both cynicism and exhaustion, but average on professional efficacy), they both report that they feel like quitting frequently and are dissatisfied with the station's ethical standards. One was a man, the other a woman. They were in different age groups and salary and experience brackets. The two other participants whose scores on the MBI indicate they may be headed for burnout (scoring high on cynicism but average on exhaustion and professional efficacy) were both women. They were in different age and experience brackets. One of them did not report her salary. These participants rated themselves as slightly more satisfied with ethical standards than the other two participants at risk of burnout and didn't report that they feel like quitting frequently.

Looking at the answers of the participant producer who rated as "job engaged," he reported to be somewhat satisfied with the station's ethical standards. He also reported that he loves his job and that he was just given a promotion, a raise, and a positive evaluation.

This participant was a man in the 30-to-39-year-old age range with the highest reported salary of the test study group.

Research Questions & Hypotheses related to the Test Study. Using the results of the test study to specifically address the research questions and hypotheses, the following statements can be made about each of the RQ and H, in relation only to the test study:

RQ₁: *Are local television newscast producers feeling the effects of burnout?* Yes, some local news producers involved in the test study are feeling the effects of burnout, but they do not score “burned out” on the MBI. Four of the nine scored “at risk” for burnout. Six of the nine scored either average or high on exhaustion and cynicism.

RQ₂: *When burnout occurs, are producers and/or their stations taking action to manage it?* Because no one at this station is “burned out,” this question does not apply.

RQ₃: *Does burnout among producers lead to turnover or desires of producers to leave their jobs and/or their profession?* Yes. Three of the four participants in the test study that show risk of burning out report they “feel like quitting frequently.” However, none report they are actually looking for another job at the time of the test study.

H₁: *Producers who report feelings of burnout also report:*

a. heavy workloads Those test study participants found at risk of burnout report they are satisfied (3) or somewhat satisfied (1) with their workload. So, H_{1a} was not supported for the test study.

b. relatively low pay compared with people in other jobs in the newsroom, like

reporters and anchors All producers in the test study, no matter their MBI score, reported to be either dissatisfied or very dissatisfied about pay. So, it seems that this may not be a specific factor in those who are feeling burnout's effects. But it may bother those who are burned out more than those who are not, but that was not determined by the survey. So, H_{1b} is inconclusive.

c. unsatisfactory resources to effectively do their jobs Those participants found at risk of burnout report they are satisfied (3) and somewhat satisfied (1) with the resources they have to do their jobs. So, H_{1c} is not supported.

d. unsatisfactory station/management policies/ethical standards Those participants found at risk of burnout report they are either dissatisfied or very dissatisfied with the ethical standards at their station. So, H_{1d} looks to be supported.

H₂: *Women are feeling more burned out than their male counterparts.* Of the four participants found to be most "at risk" of burning out, three were women. So, H₂ looks to be supported.

H₃: *Younger producers (under age 40) and relatively inexperienced producers (with less than five years experience) will score "more burned out" on the MBI than older, more experienced producers.* It is undetermined with the results of the test study if experience plays a role in burnout. Additionally, all but one of the test study participants reported to be under 40. So, H₃ is also inconclusive.

Appendix C, Part 2: Test Study Survey Follow Up Questions

How long did it take you to complete the survey?

Is there anything you feel that should be added?

Anything you feel that should be deleted?

Do you feel, or have you felt, burned out producing?

If so, have you done anything to help yourself recover from that feeling? What?

Do you think your responses on the survey reflect this? If not, what should be changed?

Would you have answered the survey if you didn't know me?

If no, is there anything that would inspire you to do so?

Appendix D: Questions for Supporting Interviews with Producers & Former Producers

1. How long were you/have you been a producer?
2. If you're no longer a producer, how old were you when you quit producing? OR If you are a producer, how old are you now and how much longer do you plan to be a producer?
3. What do/did you like most about your job as a producer?
4. What do/did you like least about your job as a producer?
5. If you're no longer a producer why did you leave your job? Include the morale/job climate at your station, as well as your attitude about your work when you left.
6. If you're no longer a producer, do you think you would consider going back? Why or why not? OR If you're currently a producer, have you ever quit producing before? Why or why not?
7. Do you/did you feel "burned out" as a producer? Why or why not? And, if so, have you done anything to help yourself recover from that feeling? What?
8. Is there any particular experience that made you begin to not like your job, or that has made you question what it is you do/did for a living?
9. Do you think "journalism standards/ethics" declined while you have been/were a producer? Why or why not? Please give examples.
10. Describe your feelings about being a producer.

11. Do you have any recommendations or advice to people who would like to become producers?
12. Is there anything you know now (about broadcasting) that you wish you knew before you became a producer?
13. Do you think your were/are paid fairly for the job you perform/performed, considering your duties, time dedicated to work, and the salaries of your coworkers, including anchors?
14. While a producer, is there/was there anything that happened to you (like a raise, going to a conference, a vacation, going back to school, etc) that made/makes you appreciate your job or feel less burned out?
15. Thinking of the time you spend/have spent producing, describe if the following statements applied to you and why:

I feel emotionally drained from my work.

I feel used up at the end of the day.

I feel tired when I get up in the morning and have to face another day on the job.

Working all day is really a strain for me.

I can effectively solve the problems that arise in my work.

I feel burned out from my work.

I feel I am making an effective contribution to what this organization does.

I have become less interested in my work since I started this job.

I have become less enthusiastic about my work.

In my opinion, I am good at my job.

I feel exhilarated when I accomplish something at work.

I have accomplished many worthwhile things in this job.

I just want to do my job and not be bothered.

I have become more cynical about whether my work contributes anything.

I doubt the significance of my work.

At my work, I feel confident that I am effective at getting things done.

16. Is there anything else you'd like to say about producing or your experience as a producer?

References

- Anderson, I.E. (Eds.) (1997). *Editor & Publisher International Year Book, 77th edition, part 1*. New York: Editor & Publisher.
- Andrews, D., Nonnecke, B., and Preece, J. (2002) Electronic survey methodology: A case study in reaching hard-to-involve internet users. Retrieved July 11, 2005 from <http://iat.ubalt.edu/andrews/Andrews%20Preece%20Nonnecke%20Draft.pdf#search=couper%20et%20al%20and%201997>
- Babbie, E. (1990). *Survey research methods* (2nd ed.) Belmont, CA: Wadsworth Publishing Co.
- Bakker, A.B. (2002). Validation of the Maslach Burnout Inventory - General Survey: An internet study. *Anxiety, Stress & Coping, 15* (3).
- Berg, T. R. (1988). Predictors of voluntary turnover of personnel at commercial television stations. (Doctoral dissertation, University of Georgia, 1988). *DAI, 50* (03A), 242-566.
- Brubaker, H. (2002, December). Broadcast industry is missing out on training. *Quill, 90*(9), 36. Retrieved March 28, 2005, from Communication and Mass Media complete database.
- Chang, L. A. (1998). Job satisfaction, dissatisfaction of Texas newspaper reporters. (Doctoral dissertation, The University of Texas at Austin, 1998). *DAI, 59* (09A), 150-3260.

- Cleary, J. L. (2004). Newsroom diversity, professional development, and staff retention: An integrated approach. (Doctoral dissertation, The University of North Carolina at Chapel Hill, 2004). *DAI*, 65 (04A), 168-1160.
- Cohen, J. (1988). *Statistical power analysis for behavioral sciences*. Hillsdale, New Jersey: Lawrence Erlbaum.
- Cook, B. B. & Banks, S. R. (1993). Predictors of job burnout in reporters and copy editors. *Journalism Quarterly*, 70, 108.
- Couper, M.P. (2000). Web surveys: A review of issues and approaches. *Public Opinion Quarterly*, 64. Retrieved July 11, 2005, from Expanded Academic ASAP Plus ingenta database.
- Creative Research Systems (2003). Sample size calculator. Retrieved July 11, 2005 from <http://www.surveysystem.com/sscalc.htm>.
- Dalglis, L. (1989, September). Facing up to burnout: how one reporter rekindled her career. *Quill*, 77(8), 34-38. Retrieved March 28, 2005, from Expanded Academic ASAP Plus ingenta database.
- Daniels, G. L. & Hollifield, C. A. (2002). Time of turmoil: Short -- and long-term effects of organizational change on newsroom employees. *Journalism & Mass Communication Quarterly*, 79, 661-680.
- Defleur, M. H. (1992). Foundations of job satisfaction in the media industries. *Journalism Educator*, 47(1), 3-15.

- DeLong, R. (1984). Some journalists not happy with switch to teaching career. *Journalism Educator*, 39(1), 15-17.
- Duffy, M.E. (2002). Methodological issues in web-based research. *Journal of Nursing Scholarship*, 34(6). Retrieved July 11, 2005, from Expanded Academic ASAP Plus ingenta database.
- Emard, M. (2001). Producing Solid Newscasts. *Poynter Online*. Retrieved August 18, 2005, from: http://www.poynter.org/content/content_view.asp?id = 5294
- Farber, B. A. (Ed.). (1983). A critical perspective on burnout. In B.A. Farber (Ed.) *Stress and burnout in the human service profession* (pp. 1-19). New York: Pergamon Press.
- Fedler, F. (1996). Mentoring manual for teaching the culture of the field. *Journalism & Mass Communication Educator*, 51(3), 74-80.
- Fitzgerald, M. (1998, July 18). Senior reporters and the battle to avoid burnout. *Editor & Publisher*, 131(29), 16. Retrieved March 28, 2005, from Expanded Academic ASAP Plus ingenta database.
- Freudenberger, H.J. (1975) The staff burnout syndrome in alternative institutions. *Psychother. Theory Res. Pract.*, 12, 72-83.
- Frey, L., Botan, C., & Kreps, G. (2000). *Investigating communication: An introduction to research methods*, 2nd ed. Boston: Allyn and Bacon.
- Greene, G. (1961). *A burnt-out case*. New York: Viking Press.

- Heider, D. (2000). *White news: Why local news programs don't cover people of color*. Mahwah, New Jersey: Lawrence Erlbaum Associates.
- Jones, K. (2002). Bad news for news producers. *St. Louis Journalism Review*, 32(250), 11.
- Kalter, J. (1999, July-August). Burnout. *Columbia Journalism Review*, 38(2), 30.
Retrieved March 10, 2005, from Communication & Mass Media Complete database.
- Kanervo, E. & Ferrier, P. (1998). Professor and editor trade places to avoid burnout. *Journalism & Mass Communication Educator*, 53(3), 83-91.
- Kitaoka-Higashiguchi, K., Nakagawa, H., Morikawa, Y., Ishizaki, M., Miura, K., Naruse, Y., Kido, T., and Higashiyama, M. (2004). Construct validity of the Maslach Burnout Inventory-General Survey. *Stress and Health*, (20), 5.
- Kimball, P. (1994). *Downsizing the news: Network cutbacks in the nation's capital*. Baltimore: The Johns Hopkins University Press.
- Leiter, M. P. & Maslach, C. (2001, Summer). Burnout and quality in a sped-up world. *Journal for Quality & Participation*, 24(2), 48. Retrieved March 10, 2005, from Academic Search Premier database.
- Lyons, A., Cude, B., Gutter, M., & Lawrence, F. (2003). Collecting consumer data using online surveys. *Consumer Interests Annual*, 49. Retrieved September 4, 2005, from Academic Search Premier database.

- Maslach, C. (2003). Job burnout: New directions in research and intervention. *Current Directions in Psychological Science, 12*, 189.
- Maslach, C., Jackson, S., & Leiter, M. P. (1996) *Maslach burnout inventory manual* (3rd ed.). Palo Alto, California: Consulting Psychologists Press.
- Maslach, C. & Leiter, M. P. (1997) *The truth about burnout*. San Francisco: Jossey-Bass Publishers.
- Maslach, C. & Leiter, M. P. (1999, September-October). Take this job and love it! *Psychology Today, 32*(5), 50. Retrieved March 10, 2005, from Academic Search Premier database.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology, 52*, 397.
- McQuarrie, F. (1999, Summer). Professional mystique and journalists' dissatisfaction. *Newspaper Research Journal, 20*(3), 20. Retrieved March 28, 2005, from Expanded Academic ASAP Plus ingenta database.
- Oring, S. and Danko, P. (1995, June). Kissing the newsroom goodbye. *American Journalism Review, 17*(5), 30-37. Retrieved March 28, 2005, from Expanded Academic ASAP Plus ingenta database.
- Pease, E. C. (1991). Still the invisible people: Job satisfaction of minority journalists at United States daily newspapers. (Doctoral dissertation, Ohio University, 1991). *DAI, 52* (05A), 446-1554.

- Pollard, G. (1995). Job satisfaction among news workers: The influence of professionalism, perceptions of organizational structure, and social attributes. *Journalism and Mass Communication Quarterly*, 72, 682-697.
- Potter, D. (2003, February). Broadcast journalists need training to meet intense demands. [Electronic Version] *Global Issues*, 8(1). Retrieved April 21, 2005, from <http://usinfo.state.gov/journals/itgic/0203/ijge/gj07.htm>
- Powers, A. (1991, Winter). The effect of leadership behavior on job satisfaction and goal agreement and attainment in local TV news. *Journalism Quarterly*, 68, 772-780.
- Price, C. J. (2000). Job satisfaction of network television news correspondents at ABC, CBS, CNN, NBC, and PBS. (Doctoral dissertation, Southern Illinois University at Carbondale, 2000). *DAI*, 61 (08A), 166-2967.
- Rosen, J. (2003, May). A changing profession. *American Journalism Review*, 25(4), 14. Retrieved March 28, 2005, from Communication and Mass Media Complete database.
- Schaufeli, W., Maslach, C., & Marek, T. (Eds.). (1993). *Professional burnout: recent developments in theory and research*. Washington, D.C.: Taylor & Francis.
- Schaefer, D.R. and Dillman, D.A. (1998). Development of a standard e-mail methodology: Results from an experiment. *Public Opinion Quarterly*, 62.
- Shaver, H. C. (1976). Job satisfaction, career patterns, and job hunting among

- journalism graduates. (Doctoral dissertation, Syracuse University; 1976). *DAI*, 37 (11A), 202-6817.
- Smith, D. (2000). *Power producer (2nd Ed.)*. Washington, DC: Radio-Television News Directors Association.
- Stepp, C. S. (1993, December). Editor meltdown. *American Journalism Review*, 15(10), 26-30. Retrieved March 28, 2005, from Expanded Academic ASAP Plus ingenta database.
- Stone, V. (2000a). Television newspeople. Retrieved April 2, 2005, from Television and Radio News Research Page at The University of Missouri web site: <http://www.missouri.edu/~jourvs/tvers.html>
- Stone, V. (2000b). Age, experience and turnover in TV news. Retrieved April 2, 2005, from Television and Radio News Research Page at The University of Missouri web site: <http://www.missouri.edu/~jourvs/tvyears.html>
- Stone, V. (2000c). Who does what in TV news. Retrieved April 2, 2005, from Television and Radio News Research Page at The University of Missouri web site: <http://www.missouri.edu/~jourvs/tvwho.html>
- Stone, V. (2000d). Job satisfaction in TV news. Retrieved April 2, 2005, from Television and Radio News Research Page at The University of Missouri web site: <http://www.missouri.edu/~jourvs/tvsatis.html>
- Stone, V. (2000e). Career change from TV news. Retrieved April 2, 2005, from

- Television and Radio News Research Page at The University of Missouri
web site: <http://www.missouri.edu/~jourvs/tvbye.html>
- SurveyMonkey.com (2005) Professional features made easy. Retrieved September 6, 2005,
from: <http://www.surveymonkey.com/AdvancedFeatures.asp>
- Trigoboff, D. (2000, March 27). A few good producers. *Broadcasting & Cable*,
130(13), 40. Retrieved April 4, 2005, from Expanded Academic ASAP Plus
Ingenta database.
- Tuohey, C. (2001). The rookies. *American Journalism Review*, 23(9), 56.
- TVJobs.com (2005a). Master Station Index. Retrieved June 26, 2005 from
<http://www.tvjobs.com/cgi-bin/markets/market2.cgi>
- TVJobs.com (2005b). Master Station Index -Stations in Texas. Retrieved July 10, 2005
from <http://msi.tvjobs.com/cgi-bin/msisearch.cgi>
- Weaver, D.H. & Wilhoit, G.C. (1986). *The American journalist: A portrait of U.S. news
people and their work*. Bloomington: Indiana University Press.
- Weaver, D.H. & Wilhoit, G.C. (1996) *The American journalist in the 1990s: U.S. news
people at the end of an era*. Lawrence Erlbaum Associates: Mahwah, New
Jersey.
- White, G.L. (1995). Employee turnover: The hidden drain on profits. *HR Focus*, 72(1),
15-17.
- Wines, M. (1986). Burnout in the newsroom: Are reporters hooked on stress?

Washington Journalism Review, 8(5), 34-38.

Zingarelli, M. (1993). Ya wanna be a 60 minutes producer, eh? *Mother Jones*, 18(5),

26.

VITA

Angele' Alexandra Anderfuren was born September 12, 1974, in Houston, Texas. She is the daughter of Jenny Theis-Peters and Judge Michael Peters. A 1993 graduate of Victoria High School, Victoria, Texas, she received a Bachelor of Journalism in Journalism from the University of Texas at Austin in 1997.

Angele' has been a television news producer since 1996. She began her television career at KVUE-TV in Austin, Texas. She has since worked as a newscast and special projects producer in Dallas, Texas at KTVT-TV, an investigative producer and Olympic specials producer at KUTV-TV in Salt Lake City, Utah, and a freelance newscast producer and writer at WBBM-TV and WFLD-TV in Chicago, Illinois. She has won several awards for producing, including Best Newscast while at KUTV from the Utah Broadcasters Association and has been a part of an Emmy winning team for best spot news coverage at KTVT. Angele' also worked as a volunteer in the media relations department for the 2002 Salt Lake Organizing Committee during the 2002 Winter Olympics. Additionally, she interned for the CBS Evening News with Dan Rather in New York City in 1996.

In January of 2005, Angele' enrolled for graduate study at the Schieffer School of Journalism at Texas Christian University. While working on her Master of Science degree in Journalism, she held a TCU graduate assistantship with the university's award-winning weekly newscast *TCU News Now*. She is a member of the Association for Education in Journalism and Mass Communication, Broadcast Educators Association, Investigative Reporters and Editors, Committee for Concerned Journalists, The National Academy of Television Arts and Sciences, and the Writers Guild of America East.

Angele' is married to TV photojournalist Jerry Anderfuren. The two just had their first child, Ava Sionna Anderfuren in March 2006. They all reside in Cedar Hill, Texas with their four cats and one dog.

Abstract

About a fifth of local TV news producers in Texas at ABC, CBS, FOX, and NBC stations are experiencing burnout or are at risk for burning out. Additionally, almost half of the producers surveyed scored high on exhaustion and almost two-thirds of participating producers scored high on cynicism, both burnout factors indicating potential future problems for producers. This study found producers who report feelings of burnout also reported unsatisfactory resources to effectively do their jobs, heavy workloads, and a desire to leave their jobs and/or their profession, among other factors. Women producers were found to be feeling more burned out than their male counterparts. Means of preventing burnout and coping with the experience of burnout are also addressed, including the value of the Maslach Burnout Inventory as an effective administrative tool in detecting potential problems.

.