Designing of workplace health model for the staff of creative industries (case study, News Network)

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Abstract

The main capitals of creative industries are thought, creativity and a suitable opportunity for creating innovations. In this century, media organizations are considered as one of the most effective entities among the rest of organizations out there. The news department in media organizations and news networks play a very important and decisive role in informing and interpreting news stories in today's world. Working in such an environment encompasses high stress and work pressure, which directly affects the health of the IRINN's news staff and reduces their life quality. As its main goal, the Islamic Republic of Iran News Network (IRINN) covers the most important daily news-based events both for domestic and regional Farsi-speaking audiences all under the policy framework introduced by the Islamic Republic of Iran Broadcasting (IRIB). Considering the importance of workplace health and the important role of the IRINN in the news industry, this issue was investigated. Therefore, by using the Ground Theory method and by conducting 17 independent interviews with the in-house editors and managers of different departments of this news network, the health pattern of the working environment of the employees of this news channel had come into investigation from September 2021 to August 2022. The results of the research were explained at the levels of effective factors, axial category, causal factors, strategies, intervening factors, contextual factors, and consequences, and in the next step, the modeling was completed in this regard.

Keywords: workplace health, creative industries, staff, IRINN, grounded theory method
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1 Introduction

According to the statistics obtained from the Institute of Health and Safety Executive (HSE), the damage caused by incidents due to occupational stress was predicted to be more than 13.5 million working days and more than 4 billion pounds annually from 2007 to 2009 [5]. Employees who suffer from occupational burnout and are not interested in their work, become psychologically indifferent, depressed, easily suffering and tired, complain about all aspects of their workplace, and react negatively to others' suggestions. Therefore, the quality of their work decreases [2].

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In recent decades, realizing the goals of organizations in the competitive field of industrialized countries, dealing with safety and health issues has become one of the main priorities in business, and paying attention to human power as the main capital of the organization to improve work processes is considered one of the most important and fundamental economic goals of any organization [2, 15]. Based on our culture, religious beliefs and civilization, the issues of safety and workplace health are important from an economic point of view while they (compliance with safety, workplace health, and preventing job-oriented hazards) are considered something indispensable [14].

Health is a state of physical, mental, and social well-being and the workplace is one of the spaces that can threaten it. In general, risks threatening the health of organizational employees are divided into two major categories: risks caused by employees' health and risks caused by employees' safety. Health-related risks lead to work-related diseases and fall into two categories of occupational risk factors and lifestyle-related risk factors. Occupational risk factors include physical, ergonomic, and psychological factors while lifestyle-related risk factors lead to inactivity, smoking, etc. [9, 10].

The Islamic Republic of Iran News Network is one of the most important departments of the Islamic Republic of Iran Broadcasting (IRIB) whose employees, while maintaining their physical and mental health in the long course of professional presence in the news channel, already need to have special capabilities to be able to withstand huge amount of work-related pressure. In the economic and social dimensions, it should be noted that the target group of this research is considered as a large and influential group nationwide. They, in fact, are considered as one of the most important social and national capitals of the country. Additionally, it should be taken into consideration that this group of employees needed to enjoy an advanced level of capabilities to be able to pass hiring qualification tests run by the IRINN. According to the classification of Forbes magazine, journalism is ranked as the 8th and 10th high-stress jobs in 2014 and 2015, respectively [11]. In general, media staff need a calm environment to be able to concentrate on any proposed tasks all due to the type of their working role (content creation). The management in the creative industries should provide such an environment for the employees to let them create quality content for the proposed organization. While considering the workplace health conditions, the media managers should create a mechanism to reduce employees' daily life problems and their interference with the role of content creation by the news staff.

By examining the existing conditions in creative industries and especially at the Islamic Republic of Iran News Network (IRINN), it was found that the workplace health or ergonomics of this news network is not at standard level and suitable for the employees of this creative media. The long working hours, and not having the best-quality workplace (including lack of sufficient lighting, improper arrangement of chairs, lack of standard physical distance between staff, etc.) have caused most of the employees dissatisfied with their workplace conditions. This lack of satisfaction with the workplace unconsciously affects the job satisfaction and motivation among the employees. These cases are the significant cause for a decrease in the productivity of the staff of creative industries including the IRINN. Therefore, considering the workplace health conditions and protecting and promoting the mental health of staff of creative industries are among important factors. Using the Grounded Theory method, the present study intends for the first time to design a desired model for workplace health that directly affects the health conditions of the people working in the domain of creative industries (case study: the Islamic Republic of Iran News Network).

1.1 Literature review

Various studies have been conducted covering the workplace health issue with some here in below:

In 2019, Farhadi, Davodi, Amiri, and Mohammadi [3] presented a model for a safe and conscious workplace in a gas company in the Iranian Chaharmahal and Bakhtiari Province. This research was done in an applied-developmental and mixed form. To establish a relationship between themes and build a model, the interpretive structural modeling method was used in this research. The results of the study showed that the commitment of the given gas company managers to promote a safe and conscious culture is essential.

In 2015, Nezhad Mohammad Nameghi [12] listed a number of appropriate characteristics affecting the operation of television news staff in stressful environments. The purpose of this study was to explain the existence of stress and high work pressure in the TV news departments, and in the next step, to provide suggestions for the upcoming staff who aim to join the department as a fresh recruit. This research showed the way occupational stress affects employees' health and how it severely reduces the quality of their life while causing work-related incidents.

In 2020, Emerson et al. [2] investigated workplace health promotion and its impact on employees' behavior and well-being. As a case, empirical and exploratory study, this research was conducted as part of the workplace health initiative in an executive health service in Ireland, in April 2018. The results of qualitative data analysis showed that this workplace health promotion program has positively affected the behavior of employees.

In 2019, Robbins et al. [15] investigated the relationship between occupational health promotion and employees' sleeping time period. This study stated that employees' workplace health promotion programs usually decrease the body weight among employees or help them increase their physical activity. Additionally, the program devotes more attention to the issue of appropriate sleeping time period as this case directly affects employees' health and performance in their personal life and in their proper presence in the workplace. The results of this study showed that the health promotion programs are useful for increasing employees' sleep duration and their subsequent daily performance.

After reviewing the studies conducted in and outside Iran, it came to an understanding that only one study had been completed, all about employees' workplace health conditions. With a deep focus on designing a desired workplace health model for the staff of creative industries all through using the Grounded Theory method, this study led a process to investigate the case in a model network; here, the Islamic Republic of Iran News Network, for the first time ever.

1.2 Various models of creative industries

In the 1980s, creative industries were introduced as a type of structure and initially presented by the British Ministry of Culture, Media and Sports (DCMS) as a distinct economic entity. In their definitions, creative industries were regarded as examples with deep origins in individual creativity, skill, and talent of persons. Furthermore, the creative industries were considered as potentials for creating wealth and jobs among different generations and tools proper for exploiting the intellectual properties [8]. The latest report by the British Ministry of Culture, Media and Sports classifies creative industries in the form of professions with a very high level of creativity [8]. As mentioned, despite a lack of global consensus on defining this issue, and in the next step, categorizing its industrial aspects and sections, a global awareness is detectable all about the vital role of creative industries in the knowledge-based economies. Of course, creative industries are considered one of the fastest-growing sectors of the world economy [6].

The following cases are classified as creative industries by the British Ministry of Culture, Media and Sports (DCMS):

- Advertising and marketing
- Architecture
- Handicrafts
- Design, product, graphic and fashion design
- Film, TV, video, radio, and photography
- Information technology, software, and computer services
- Press and media
- Museums, galleries, and libraries
- Music, performance, and visual arts

Despite their wide and diverse nature, creative industries are similar in many of their characteristics. Creative works are known for their features such as being fun, trendy, exciting, advanced [6], and being under the role of the latest fashion of society [13]. Therefore, creative industries evoke an interesting and conventional image that many people find it convincing.

For a systematic understanding of the structural characteristics of creative industries, four models have been proposed, which are discussed as follows.

1.2.1 British Ministry of Culture, Media and Sports (DCMS) model

The origin of this model goes back to the British movement of the late 1990s when it tried to take back the position of the British economy as a creative and innovative model in the highly competitive world of the day. Based on this model, 13 industrial cases have been classified by the British Ministry of Culture as creative industries. In this definition, the British government has preferred to use the term creative industries instead of cultural industries to describe this classification.

1.2.2 Model of symbolic texts

The model of symbolic texts is a type of attitude toward creative industries that originates from the tradition of critical cultural studies. This approach considers the superior or new arts (as they exist in Europe, especially in Britain) as a platform for political and social affairs. In this model, the processes through which a society's culture is formed are transmitted through cultural productions, the press, and the consumption of texts, or symbolic messages. These cases are also transmitted by the media, including radio, television, and press.

1.2.3 Concentric circle model

The concentric Circle model is based on the hypothesis that the cultural value of cultural goods and services is the most obvious characteristic of these industries. For this reason, the higher the cultural value of a product, the stronger its attribution to creative industries. This model emphasizes that creative ideas come from the main creative arts in the form of sound, text, and image. After that, these ideas and their effects are spread out through a set of layers with a concentric circle. As we move from the center of these circles outward, the ratio of cultural to commercial content of ideas decreases. In a recent study for the European Commission, this model is considered as the basis of the classification of creative industries.

1.2.4 WIPO

This model is based on industries that directly or indirectly include the creation, manufacturing, production, broadcast, and distribution of copyrighted works. Therefore, the focus of this model is on intellectual or spiritual property as a manifestation of creativity that emerges in the creation of goods or services subject to copyright [4].

1.3 The Islamic Republic of Iran News Network (IRINN) and its structure

Considering the extent of the activity of the Political Deputy Department of the Islamic Republic of Iran Broadcasting, IRIB in the area of news and information delivery, the officials of this organization felt the necessity of establishing a TV News Network. Accordingly, the Islamic Republic of Iran News Network (IRINN) satellite channel started to broadcast the news all based on three main principles of quickness, precision and accuracy to deeply focus on the culture, prevent rumors, provide specialized broadcasting of the news stories, provide comprehensive and continuous, and transparent information, create a platform for wider studies and research, strengthen links and stabilize unity as an independent television network.

The trial broadcast of this network started on October 24, 1999, with about 10 hours of programs per day, and its official broadcast began on November 3, 1999, with about 15 hours of programs per day. Even now, about 17 years after the network's kick off, it continues to operate 24 hours a day. Currently, the IRINN, whose programs meet the needs of more than 70% of the country's population, is broadcasted on satellite to expand its international activity scopes.

The IRINN broadcasts its news-based programs of various national and international events in more than three-quarters of the world's countries. The network has the ability to provide video coverage in more than 150 countries of the world using global satellite service providers including Hot Bird, AsiaSat, Telstar 2, Intelsat (more than 180 countries of the world) (source: researcher's compilation).

2 Research methodology

A- In the first part of this study, the Grounded Theory method was used to achieve the research objectives. In the following sections, explanations will be provided all about the method itself and its application.

2.1 Process of implementing the Grounded Theory method

Fig. 1 summarizes the steps required for the Grounded Theory method to start operation. Data collection, sampling, data analysis, and the process of compiling the theory itself, as shown in Fig. 1 [7], are different stages the method of Grounded Theory needs to conduct a study on a specific case; here, the IRINN.
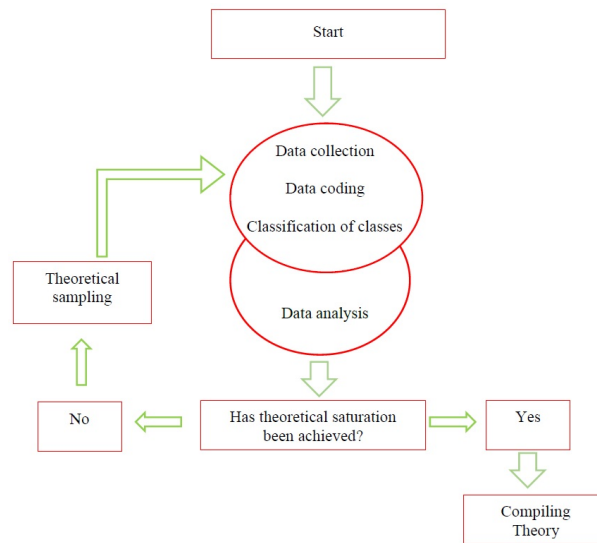
Figure 1: Stages in Grounded Theory Method

2.2 Description method and data analysis method

In this study, the Paradigm as a model introduced by Strauss and Corbin was used to form the research's specific model. Since the Grounded Theory method's ultimate goal is reaching a theoretical analysis or theory presentation, selective coding is used. In open coding, concepts are identified first and then it focuses on categories. Next comes the axial coding, and in this stage, the categories are organized and connected all through using the paradigm. In addition to five components including causal conditions, phenomenon, contextual conditions, action and interaction strategies, and consequences, the paradigm model also includes intervening conditions. In the current research, the six-component model shown in Fig. 2 was the basis of the research.
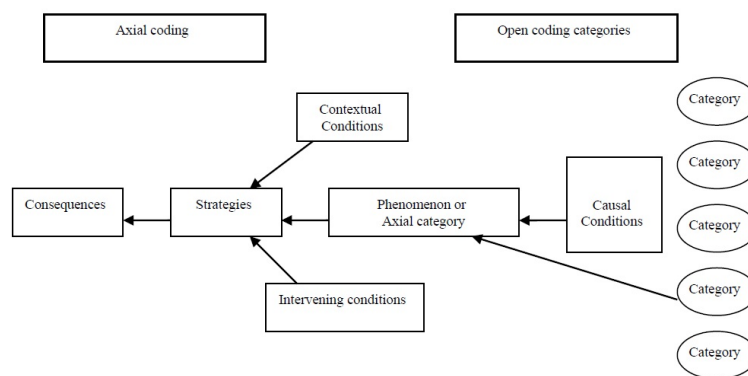

Figure 2: The six-component model used in the research

B- Validation section: The validation of components identified in the qualitative section, all after determining their importance in explaining the model, was done by consulting experts and applying the Delphi technique, and performing descriptive calculations in SPSS software.

The Delphi method is one of the qualitative research methods that is used to reach consensus in group decisions. In practice, the Delphi method is a series of questionnaires or consecutive rounds with controlled feedback that tries to reach a consensus among an Expert Panel on a specific issue. Usually, the Delphi method includes the following basic steps. In the first stage, the research problem is defined, and, based on this, the necessary characteristics are determined for the participants in the Delphi Panel. Then the candidates for participation in this Panel are identified and invited. This stage ends with determining the members of the Panel. The second stage of the Delphi method is dedicated to the generation of ideas in the field of the research problem. At this stage, the Panel members present their ideas about the factors related to the research issue. By analyzing and refining these ideas, removing duplicates, and using the same words, the researcher extracts the final list of factors related to the research problem. At this

stage, questions will be raised covering the opinion of the members about the factors that have been determined previously. In the third stage, the Panel members determine the importance of the factors or select a number of the most important ones. Based on this, the number of factors is reduced to a workable and acceptable extent. In this research, the Delphi method was completed in three rounds.

To implement the fuzzy Delphi method, the following steps have been taken:

First step: After preparing the evaluation factors, a questionnaire was prepared to collect the opinions of the experts, and the experts were asked to give points ranging from 1 to 5. The process goes ahead totally based on their agreement with the evaluation factors in the form of a fuzzy spectrum. More items may be added to the list if it is necessary. In addition, some explanations may be provided in case of disagreement with the evaluation criteria.

Second step: After collecting and reviewing the questionnaire data, some experts may decide to remove a number of factors from the proposed list.

Third step: Another questionnaire which includes the initial former list along with the new points and views by the experts group was prepared. It was sent to the team of experts with the aim of gaining their final opinion and rates.

Fourth step: Each expert in each stage must consider a level for each of the considered criteria and dimensions, and these levels are provided to the experts in the form of linguistic variables (very low, low, moderate, high, and very high) whose numerical values are defined all based on the triangular fuzzy numbers as comes below:

Table 1: Fuzzy numbers equivalent to verbal expressions

Very high	High	Moderate	Low	Very low
(7,5,10,10)	(5,7,5,10)	(2,5,5,7,5)	(0,2,5,5)	(0,0,2,5)

At the end of each stage, the fuzzy average of each question has been calculated according to the following formulas:

- Answers received from each expert:

$$A^i = (a_1^{(i)}, a_2^{(i)}, a_3^{(i)}, a_4^{(i)}) \qquad i = 1, 2, ..., n \tag{2.1}$$

- Calculation of average opinions of experts in each stage all based on fuzzy numbers:

$$A_m = (a_{m1}, a_{m2}, a_{m3}, a_{m4}) = \left(\frac{1}{n} \sum a_1^{(i)}, \frac{1}{n} \sum a_2^{(i)}, \frac{1}{n} \sum a_3^{(i)}, \frac{1}{n} \sum a_4^{(i)} \right) \tag{2.2}$$

Fifth step: At the end of each step, a threshold value is selected to screen inappropriate factors. The threshold value is determined by the subjective judgment of the decision maker and will directly affect the number of factors that are screened. There is no simple way or rule of thumb to determine the threshold value. Often, point 3 is considered as the passed threshold value, and the factors lower than the threshold value of 3 were removed.

Note: In many types of research, the threshold value is also calculated from the average gained from the whole fuzzy numbers in place.

$$\tilde{a}_{ij} = (a_{ij}, b_{ij}, c_{ij}), \quad i = 1, 2, ..., n, \quad j = 1, 2, ..., m \tag{2.3}$$

$$a_j = (a_{ij}), \quad b_j = \left(\prod_{i=1}^{n} b_{ij} \right) \frac{1}{n}, \quad c_j = (c_{ij}) \tag{2.4}$$

in the above relationships, the index i refers to the expert, and index j refers to the decision-making index. Also, the defuzzified value of the average fuzzy number is obtained from the following equation.

$$Crisp = \frac{a + b + c}{3} \tag{2.5}$$

3 Research findings

The interviews with the target people were done all after the introduction of the researcher and in the next step providing the interviewees with the information about the subject of the research and the purpose of the study. Then the interviewees were asked to answer the pre-planned proposed questions. In all 17 cases, the interviews were recorded with the permission of the interviewees, and at the end side of the story, notes were taken.

3.1 Open coding stage

After conducting the interviews, they were written, and in the next step, after reviewing and re-reading the text of interviews, the concepts were extracted.

3.2 Axial coding stage

Axial coding includes determining the patterns in the data form. At this stage, axial categories and subcategories of the research are displayed in a model. This very simple but very general model helps to clarify the relationships between a phenomenon, the reasons for the emergence of the same phenomenon, the strategies that are used to interact with the phenomenon, and the consequences, contextual conditions, and intervening conditions affecting the given phenomenon.

a. **Causal condition:** Causal condition refers to incidents, events, and undertakings that lead to the occurrence or development of a phenomenon. Phenomenon means an idea, incident, event all along with the main event in which a set of actions or reactions are directed to manage it or a set of actions is related to it [16]. As shown in Table 2, in this research, obstacles to the implementation of the workplace health model and reasons for the development of workplace health are listed in the causal conditions index. Here, the categories obtained from the index of causal conditions are explained.

Table 2: Categories and concepts identified related to the causal condition

General Category	Axial Category	Sub-Categories
Causal conditions	Obstacles to the implementation of the workplace health model	Lack of sufficient funds
		The nature of news as a career
		Improper building
		Weak management
		Absence of codified workplace health law in the Islamic Republic of Iran News, Network, IRINN
	Reasons for the Development of workplace health	Mental comfort
		Management features
		Changing the approach of managers
		Having a program regarding workplace health

Obstacles to the implementation of the workplace health model:

This category is one of the main categories in this research that has been emphasized by the interviewees. The category includes sub-categories such as lack of sufficient funds, the nature of news as a career, improper building, weak management, absence of codified workplace health law in the Islamic Republic of Iran News Network (IRINN), and lack of manpower.

Reasons for the development of workplace health:

This category includes sub-categories such as mental comfort, management features, changing the approach of managers, and having a program regarding workplace health.

b. **Contextual conditions:** Contextual conditions represent a specific set of conditions with some proposed action and interaction strategies [17]. As shown in Table 3, workplace health issues are considered as contextual conditions here in this research.

Table 3: Identified categories and concepts all based on the contextual condition

General Category	Axial Category	Sub-Categories
Contextual conditions	Workplace health issues	Lack of cooperation of the IRIB Health Center with the health agents of the Islamic Republic of Iran News Network
		Non-standard building
		Improper workplace
		Lack of job security
		High pressure and stress
		Insufficient light
		The unsanitary dining hall
		Mangers' ignorance about workplace health
		Improper temperature

c. Axial category: The axial category or phenomenon is in fact the main incident or event that is related to a series of actions/interactions to control and manage it all through asking questions including "What does this data indicate?", "What are these actions/interactions about?" [17]. In the current research, most questions referred to the needs and components of environmental health so the axial category covers the components of workplace health. These components include productivity and efficiency of manpower, calm and standard environment, proper air conditioning, suitable table and chairs, proper light and temperature, suitable dining hall and good nutrition, low radiation computer sets , suitable green space, and existing of a water fountain, paying attention to the physical health of employees, creating a stress and noise-free environment.

d. Intervening conditions: Intervening conditions refers to structural conditions related to the action and interaction strategies of a phenomenon. They facilitate or limit strategies that are within a specific context. These conditions include space, time, culture, economic status, technological status, profession, history, and personal biography. Therefore, in this research, the actions of managers regarding workplace health (managerial behaviors) are considered as intervening conditions.

e. Action and interaction strategies: The way to handle situations, issues, and problems that a person faces in the direction of the axial phenomenon is called action/interaction or strategy. Strategies are suitable and purposeful actions that are done to solve problems or shape a phenomenon [16]. In the present research, the development of workplace health is considered an action and interaction strategy.

f. Consequences: Consequences refer to the outputs or results of an action/interaction. Actions/interactions that are done in response to a phenomenon or its control have consequences and results, which are not always predictable or intended. They may be for people, places, or things or they may be events or incidents such as diseases. They may be something potential or actual and happen in the present or the future [16]. These consequences are categorized into two dimensions including individual consequences and organizational consequences.

3.3 Selective coding stage

The last stage of coding in the Grounded Theory method is selective coding. This method includes the process of choosing the main category, systematically linking it with other categories, verifying the validity of these relationships, and completing the categories that need further improvement and development [1].

In this research, taking into account the preliminary studies and the opinions of the interviewees as well as analyzing the data collected by the Grounded Theory method and screening the codes using the Delphi method and the threshold approach, the final paradigm model obtained through the analysis of the main concepts has been drawn in Fig. 3:

4 Discussion and conclusion

Based on the research findings, the following results can be obtained from the current study:

Affecting factors: The factors affecting workplace health include workplace issues, development of the level of workplace health, development of the factors of workplace health, health components of the workplace, obstacles to the implementation of workplace health model, management behaviors, and individual and organizational consequences of improving workplace health.

Axial category: Axial category is a component of workplace health. It includes productivity and efficiency of manpower, calm and standard environment, proper air conditioning, suitable table and chairs, suitable light and temperature, suitable dining hall and good nutrition, low radiation computers, suitable green space and existing of a water fountain, paying attention to the physical health of employees, a stress and noise free environment.

Causal conditions: In this research, obstacles to the implementation of the workplace health model and reasons for the development of workplace health were known as causal conditions. Obstacles to the implementation of the workplace health model include sub-categories such as lack of sufficient funds, the nature of news as a career, improper building, weak management, absence of codified workplace health law in the Islamic Republic of Iran News Network (IRINN), and lack of manpower. Reasons for the development of workplace health also include sub-categories such as mental comfort, management features, changing the approach of managers, and having a program regarding workplace health.

Strategies: The evaluation of the development of workplace health is referred to as the action and interaction strategy. These strategies include invisible inspection, outsourcing the inspection process, dispatching health and safety teams to the workplace, and surveying and conducting field investigations.
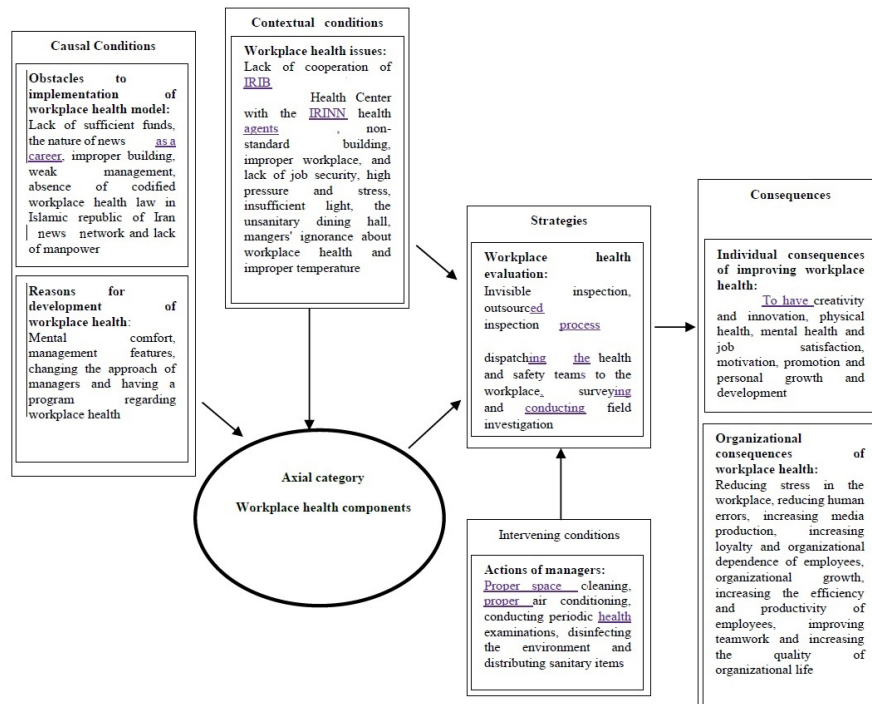
Figure 3: Research paradigm model

Intervening conditions: In this research, the actions of managers regarding workplace health (management behaviors) have been obtained as intervening conditions. Based on this, few actions and measures have been done regarding workplace health by managers. These actions include proper cleaning, proper air conditioning, conducting periodic health examinations, disinfecting the environment, and distributing sanitary items.

Contextual conditions: In this research, workplace health issues are considered as contextual conditions. These factors include the lack of cooperation of the IRIB Health Center with the IRINN health agents, non-standard building, improper workplace, lack of job security, high pressure and stress, insufficient light, the unsanitary dining hall, managers' ignorance about workplace health, and improper temperature.

Consequences: According to the results of this research, consequences are categorized into two dimensions: individual consequences and organizational consequences. Individual consequences of improving workplace health conditions include creativity and innovation, physical and mental health, job satisfaction, motivation, promotion, and personal growth and development. Organizational consequences of workplace health, on the other hand, includes reducing stress in the workplace, reducing human errors, increasing media production, increasing loyalty and organizational dependence of employees, organizational growth, increasing the efficiency and productivity of employees, improving teamwork, and increasing the quality of organizational life. Regarding the comparison of this research with previous studies, it can be said that there are not many similar studies on this subject worldwide.

5 Suggestions

Based on the results of the research, improving workplace health conditions for the staff of the Islamic Republic of Iran News Network as a creative industry needs fundamental changes in common approaches and practices. Therefore, the following suggestions are presented to achieve the goals of this research:

1. Removing obstacles to the implementation of the workplace health model (such as lack of sufficient funds, the nature of news as a career, improper building, weak management, absence of codified workplace health law in the Islamic Republic of Iran News Network (IRINN), and lack of manpower) should be included in the development of workplace health programs.

2. Establishing a mechanism to improve the IRIB Health Center's cooperation with the IRINN health agents.

3. Considering the role of non-standard buildings in the low level of workplace health, their improvement and optimization should be considered.

4. Creating job security is effective in raising the level of workplace health.

5. Considering the importance of work pressure and stress at the level of workplace health, attention to this issue should be at the top of the plans.

6. Providing proper light should be taken into consideration due to its decisive role in increasing the workplace health condition.

7. The level of literacy and health awareness of managers should be updated by holding training courses.

8. In the workplace, a suitable ventilation network should be provided.

9. Periodic health examinations of staff should be done regularly.

10. To improve the health status, invisible inspections should be carried out.

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