The Relationship Between New Media Organizational Justice and Professionalism Evaluation in Embedded Advertisement: From the Perspective of Distributional Justice

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Abstract

The purpose of this study aim at the influence of mainstream media in Taiwan from the past newspaper and television media to new media, and to explore the procedural justice of organizational justice in new media organizations in the current situation of the prevalence of embedded advertising. Firstly, this study investigated both mainstream media and new media, and uses in-depth interviews to understand the self-professionalism evaluation of new media workers.

This study found that embedded advertising is common for media, especially in new media. However, excessive embedded advertising has detrimental to the professionalism evaluation of both of the media workers' professionalism evaluation. However, if human resource management can be conducted from the perspective of procedural justice, it will help new media workers to improve their professionalism evaluation.

Keywords: Human resource management, new media, embedded advertising, organizational justice, self-professional evaluation

1. Introduction

This research aims to explore the related issues of the relationship between TV news embedded marketing and media professionalism, and further explore the mediating effect of organizational justice in the relationship between TV news embedded marketing and professionalism, and privacy issues.

Media is known as the fourth right, but the introduction of sexual marketing into the news room has an impact on the news environment and journalists. The news room will create an atmosphere for journalists to understand media operators, workplace supervisors and journalists. The perception of his works, and further let novices gradually write articles that meet expectations (Willig, 2012). Whether this source of control power is the leader-member exchange (LMX) or the tacit understanding between the supervisor and the subordinate is the first motivation of this research.

British Broadcasting Corporation (BBC), as a public broadcaster, is committed to producing and broadcasting cross-cultural news to combat the "foxification" of global commercial television stations (Podkalicka, 2011; Cushion & Lewis, 2009). However, under the premise that "market-driven journalism" has strengthened the dominant force of television stations, it is understood that when interviews with embedded marketing news, journalists' professionalism has changed as the second research motivation of this article.

With the use of technology, new media has gradually exerted great influence, and replaced the traditional four major media (TV, newspaper, radio, and magazine) to become the contemporary mainstream media. Past studies have found that media organization justice (organizational justice) has always been regarded as one of the factors that have a positive relationship with team output efficiency. Some organizational studies conducted on the effectiveness of internal communication and work efficiency in media organization such as work satisfaction and other discussions (Chao, Yen, & Yang, 2011). However, the emergence of new media has not only changed the organizational structure of the existing news media, but also changed the procedural justice of the new media's organizational justice. And it had made an impact on the interpretation of professionalism under the premise that embedded marketing highly affects the content. So the motivation of this article is about what is the differences of HR management between traditional media and new media.

2. Literature Review

2.1 Embedded Marketing

Commercial media has always been an important mechanism for controlling human social issues, but after the Internet bubble in the early 21st century, online media has become the most important form of media today. According to statistics, Taiwan's Internet advertising has exceeded 30 billion in 2019 (Taiwan Digital Media Application

and Marketing Association, 2019). These include "display Ads" (display Ads), "keyword ads" (search Ads) and "social/buzz marketing" (social/buzz marketing).

Embedded marketing comes from the era of traditional mainstream media and can be called "product placement" or "brand placement". In-place marketing means that in order to achieve the sales purpose of the product, the advertiser pays to expose the information of the product in the content produced by the media; Balasubramanian (1994) believes that in-place marketing is the use of planned and unplanned marketing. The abrupt way allows viewers to receive specific product information, and the so-called product information includes images, pictures, sounds, etc. (Yang & Roskos-Ewoldsen, 2007). The discussion about embedded marketing can be traced back to the United States in the 1920's. The main reason for the rising cost of many American films in the 1980's (Nebenzahl & Secunda, 1993),

Embedded marketing have been used in the commercial field for a long time. It seems to develop in other field. Szabolcsi (2020) foud that it had been used to promote political and law issues. Magaudda and Minniti (2019) tried to find the technology differences between new media and old media. Also, the audience effects are other topics to be concerned. Such as what are the effects after children access the embedded marketing information (Potvin Kent, 2019)?

Some people refer to the embedded marketing as "hidden advertisements" or advertisements that are good at disguising. This kind of content is paid to broadcast, but the content that advertisers are not called sponsors is Balasubramanian (1994).

Matt and Jong (2012) found that when journalists face consumer information, adding consumer opinions to reconceptualization the product information can strengthen news. This force regards traditional readers as "consumers" and news as "products". As a result, discussions on market-driven journalism (Baruhurst & Mutz, 1997; McManus, 1995). Driven by market force journalism, individual journalists and news organizations have gradually lost their autonomy, leading to a gradual weakening of the main position (Davis, 2009). Reich (2013) believes that autonomy is the most important thing for journalists, but the placement of marketing news will affect the accuracy of information, and the biggest interference to journalists is the deprivation of "work autonomy".

When studying the autonomy of journalists, researchers often focus on the four dimensions developed by Johnstone, Slawski, and Bowman (1976), including "whether they can determine the interviewee by themselves", "whether they can determine the focus of the interview", and " Whether the media itself is assigned or not and whether the completed news content will be deleted or altered are the main four dimensions. Among them, the decision of the interviewee has a significant positive correlation with the autonomy of journalists (Cushion, Lewis, & Ramsay, 2012; Hussain, 2012; Schneider, 2011; Seo, 2011).

In this study, the four dimensions of Johnstone et al. (1976) were used for semantic modification, namely "whether to determine the interviewee", "whether to determine the news focus", "whether to determine the news format", and "whether the content is "Deletion" is used as the four dimensions of the test to explore the factors that affect the professionalism of TV journalists.

Kovach and Rosenstiel (2007), after sorting out the characteristics of news dissemination content, believed that news dissemination should include 14 key points such as function, facts, verification, supervision, forum, conscience, civil rights, neutrality and transcendence.

What media practitioners see and hear becomes another kind of information that can be commoditized, shared with viewers in TV talk shows or political programs in a gossip way in exchange for personal capital (Faina, 2012). Among them, Carroll (2010) proposed the concept of data-driven journalism, which uses maps or audio-visual materials commonly used in multimedia messages to present news stories and attract readers with more interactive information.

Therefore, this article adopts the journalist professional scale, starting from the micro-level of journalists, including "professional knowledge", "professional autonomy", "professional commitment", "professional responsibility" and other four purchases and eight elements. Design content for the questionnaire.

2.2 Journalist Professionalism Scale

Many studies often use the professional orientation scale developed by McLeod & Hawley in 1964 when measuring the media professionalism of journalists. The professionalism of editorial work among journalists is also one of the focuses of discussion. The main task of the editor is to organize and review the journalists' manuscripts, and use the superb and refined text as the headline of the news, so that readers can decide whether to continue reading or browsing after watching the news headline, that is, the editor represents the facts and gives meaning (Hansen, 2012) ◦ When discussing the profession of journalists, social intelligence and the concept of "interpersonal networks" behind it. Flew & Wilson (2010) found that interpersonal networks have a significant effect on the dissemination of new media information such as civil journalism.

Relying on the work environment of journalists with high mobility and high speed requirements, changing and responding to different situations is one of the characteristics of journalists'

work, and this characteristic is deeply influenced by interpersonal relationships. Redding, Norman, and Schlander (1993) proposed the definition of interpersonal relationship as "a two-way personal connection established between two independent individuals. Such a connection also has the function of social transactions." Therefore, the relationship not only has the function of interaction, it also has the characteristics of obligation or voluntary, and such characteristics contribute to self-interested or mutually beneficial behavior.

Many studies often use the professional orientation scale developed by McLeod & Hawley in 1964 when measuring the media professionalism of journalists. Carroll (2010) proposed the concept of data-driven journalism. Use maps commonly used in multimedia messages or audio-visual materials to present news stories, and attract viewers with more interactive information. Therefore, the communication academic and practical circles are not pessimistic, and as the Internet enters the web 2.0 era, media professionalism is facing another interpretation in the new era (Gravengaard, 2012).

This study integrates the above-mentioned journalist professional scale, starting from the micro-level of journalists, and cites the professional scale of Luo (1998), using "professional knowledge", "professional autonomy", "professional commitment", and "professional "Responsibility" and other four purchase items and eight elements were used as the content of the questionnaire design.

2.3 Distribution Justice

Organizational justice mainly comes from two sets of concepts. One is the social exchange theory proposed by Homans (1961). Homans believes that rationality allows humans to calculate gains and losses. Therefore, in the exchange process, people will Hope to get equivalent treatment or exchange goods. The second is the concept of fairness proposed by Adams (1965). "Fairness" and "justice" were organized for discussion only in the middle of the 20th century. These include the "balance theory" proposed by Heider in 1958. The "cognitive dissonance theory" proposed by Festinger in 1957, the psychological reaction theory proposed by Brehm in 1966, etc.

Sheppard, Lewiki, and Minton (1992) believe that there are three reasons for the pursuit of organizational justice, including "distributive justice", "procedural justice" and "interactive justice". Distributive justice is considered to be the first aspect of justice. It refers to the views of employees in the organization and the results of specific decisions (Kim, 2007);

The above-mentioned TV news embedded marketing emphasizes the work autonomy of journalists. The discussion of organizational justice has gradually received recognition from the dual dimension in the 1980s to the three dimension in the 1990s (Bies, 1986; Greenburg, 1990; Moorman, 1991) Therefore, the dimensions of organizational justice are mainly divided into distributive justice, procedural justice and interactive justice. The pursuit of organizational justice can improve work performance, group awareness and humanism. For example, a fair system can enhance team spirit (Sheppard et al., 1992). Under the premise of work autonomy, it will have a positive impact on organizational justice.

2.4 Participation, Organizational Justice and Journalism Professionalism

If organizational injustice is bound to have an impact on organizational citizenship behavior (Fassina, Jones, & Uggerslev, 2008), the pursuit of organizational justice under a team consciousness will have a positive impact on TV news performance. There is a significant correlation between the sense of belonging of the organization and the implementation of the justice of the organization. Organization members pay special attention to the interactive justice within the organization. Especially in an unfair state, the organization members' "organizational commitment" and "job satisfaction" will decrease. (Ambrose, 2002; Cropanzano & Greenberg, 1997). The fairness represented by organizational justice has a positive effect on organizational effectiveness and also affects individual output effectiveness (Sweeney & McFarlin, 1992),

3 Research Design and Implementation

This research interviewed practical experts to develop the questionnaire dimensions and items, and revised the scale required for this research based on the literature research data to complete the first draft of the questionnaire. Afterwards, experts in this research field are invited to review, use expert opinions as the basis for the content modification of the questionnaire, and establish expert validity.

The experts who reviewed questionnaire included two communication-related scholars and three media workers who were working in the media at the time, and all of them had worked on the occupation for more than ten years.

First, the questionnaire was made after a separate meeting with all the experts. And the completed questionnaire was sent to the five experts again to ask for their opinions and the draft was finalized.

The completed questionnaire is pre-tested with a small sample. After analysis, the content is modified to confirm the validity of the questionnaire. Then the formal questionnaire content is compiled and the questionnaire is issued to the journalists of domestic commercial TV stations.

The completed questionnaire was distributed to the journalists of Taiwan commercial television

station by means of random clustering and stratified sampling.

Recover the questionnaires answered by journalists, and code the content of the questionnaires. After coding, perform statistical analysis to understand the content of the subjects' responses to the above-mentioned variables. According to the statistical analysis results, prepare the second wave of in-depth interviews Reference to the content of the interview outline required.

The items of variables in the questionnaire are discussed as follows:

"Autonomy of EM" (Embedded Marketing) include 4 items, such as interviewee (how free for journalists to choose their interviewee); news focus (how free for journalists to put emphasis or focal point in their report); format (how free for journalists to choose their report format, such as long or short story); delete or not (how free for journalists to make decision to delete or not delete the content of stories).

"Perception of OG" (organizational justice) include three items, but in this study we mainly focus on distributive justice.

"Professionalism" include four items such as autonomous (the right to make a choice); Responsibility (have a duty to do something); Knowledge (know how to do something); Ability (have the skill to do something).

The second wave of in-depth interviews first drafted the outline of the second wave of interviews based on the results of the questionnaire analysis, and then interviewed new media journalists as the interviewees, such as web-news journalists and editors. Through mutual interaction and dialogue, interviewees' opinions were recorded, and interview records were qualitatively analyzed to supplement quantitative data to explain the inadequacy of news embedded marketing.

3.1 Research Framework

This research conducted a questionnaire survey for TV journalists. The variables of the research framework are divided into three categories, namely antecedents, mediators and consequences. The former variable is the implementation of "Instrumental Marketing News", which includes four dimensions: "Determine who to interview", "Determine news focus", "Determine news broadcast format" and "Whether to be deleted at will"; intermediary The variable is "organizational justice", including "distributive justice", the resulting variable is "professionalism", including "professional autonomy" and "social responsibility", "Professional Knowledge" and "Professional Ability".

Figure 3-1 is the research framework diagram of this study.

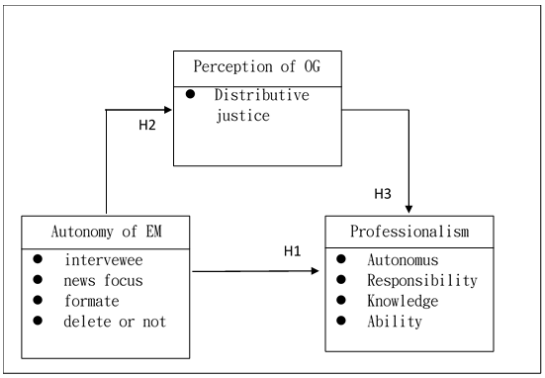


Figure1: Research Framework

3.2 Research Hypothesis

According to the research framework, this research proposes the following research hypotheses:

H1: Autonomy of news embedded marketing has positive effect on the evaluation of journalists' professionalism evaluation.

H2: Autonomy of news embedded marketing has positive effect on the evaluation on journalists' perception of organizational distributive justice.

H3: Distributive justice has positive effect on journalists' professionalism evaluation.

This test was conducted on eight commercial TV stations in Taiwan that have complete news production capabilities from March 11th to May 10th, 2020. A total of 269 questionnaires were collected, and 10 incomplete questionnaires were subtracted. Finally, 259 were obtained. A valid questionnaire, the questionnaire response rate was 51.8%. The Cronbach's α value of the professionalism dimension of this study is 0.866~0.670, only one sub-dimension is less than 0.7, and the rest are reliable.

Reliability analysis measures the reliability of each measurement. This study uses Cronbach's α coefficient as a tool for the reliability and consistency or stability of the response scale. If Cronbach's α does not reach 0.7, it will be deleted. The Cronbach's α coefficients of the various variables and facet reliability of this study are all above 0.7, indicating that the measurement tools designed in the study are consistent, as shown in Table 2.

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3.3 Project Analysis

This study analyzes the results of TV news embedded marketing autonomy, organizational justice perception, and professionalism evaluation items to test whether the t-value assuming equal

variance and the t-value assuming unequal variance in the questionnaire items are significant Deletion basis. After analysis, it was found that the t-value of the eight questions in this research questionnaire did not reach the significant level, and the others all reached the significant level (*P＜0.05, **P＜0.01).

4. Finding and Results

According to the analysis of 259 valid questionnaires in this study, it is found that the average age of TV station journalists is 34.21 years old, the oldest is 55 years old, and the youngest is 22 years old.

Comparing the educational background with the job type, it can be found that the writing journalist is the highest job category graduated from the communication related department, accounting for 85.43%, followed by editor, accounting for 70.73. In addition, most of the writing reporters, photojournalists and news editors have a bachelor's degree or above, and the majority of those with a master's degree are writing reporters, followed by mid-level supervisors.

The most common response by TV journalists is to find news and news points in line with current events and be responsible to viewers, accounting for 39.8%. This shows that TV news professionals are still willing to face embedded marketing.

In this study, the Likert five-point scale was used for scoring, and the average and standard deviation were analyzed based on embedded marketing, organizational justice, and emotional organizational commitment. Among the research variables, professionalism is the highest, followed by embedded marketing and organizational justice.

Therefore, the median is 2.5, and the actual average is the highest with a professionalism value of 3.04, followed by organizational justice at 2.58, and news embedded marketing at 2.45 as the lowest. It shows that TV journalists affirm that professionalism and organizational justice have positive effects. On the other hand, TV journalists have a low evaluation of the autonomy of TV news embedded marketing.

Table 1: Mean and Standard Deviation of Each Variable

Scale	Dimension	Mean	Standard Deviation
Embedded marketing		3.27	0.52
	Determine the interviewee	3.50	0.76
	Determine the focus	3.39	0.75
	Determine the format	3.76	0.77
	Whether to delete	2.43	0.74
Professionalism		3.04	0.62
	Professional autonomy	2.98	0.72
	Social responsibility	3.14	0.68
	Professional knowledge	3.07	0.84
	Professional ability	2.97	0.80
Organizational justice		3.44	0.47
	Distributive justice	3.65	0.37

This research uses class regression analysis to explore the influence of TV news embedded marketing autonomy and organizational justice on TV journalists' professionalism. After converting personal background variables into virtual variables, this research will focus on four major research hypotheses (15 Sub-hypotheses) for hypothesis verification and analysis. Before performing regression analysis, first check whether there is a multicollinearity problem among the independent variables, and use a tolerance value (variance inflation factor, VIF) to test whether there is a multi-collinearity problem among the independent variables. The VIF values of the independent variables in this study are all less than 10 (Hair, Anderson, & Tathman, 1998), so the collinearity problem of the regression model is acceptable.

As can be seen from the table below, embedded marketing has a significant impact on professionalism.

Table 2: Regression Analysis Table of Embedded Marketing and Journalist Organization Justice

	Distributive Justice	
Variable	Model 1	Model 2
C. Variable		
Genre	-0.053	-0.055
Years	-0.052	-0.030
Occupation	0.121	0.108
Education	-0.039	-0.087
Embedded M		0.147 *
Interviewee		0.056
Focus		0.253 **
Format		-0.088
Delete or not		-0.138 *
$Adj.R^2$	0.008	0.079
$\triangle R^2$	0.023	0.107
F	1.514	3.749 ***

*p<0.05; **p<0.01; ***p<0.001

The impact of embedded marketing on "distributive justice"

According to model 1 in Table 2, in the model of "distributive justice" where the dependent variable is organizational justice, the control variable has no significant effect on the dependent variable. After inserting the variables of "Introduction Marketing" (decision target, decision focus, decision format, whether to delete) in Mode 2, the "Determination Focus" in "Introduction Marketing" is for "Television Journalist Organization Justice" The "distribution justice" has a positive and significant relationship (β=0.253, $p<0.01$), and the "delete or not" in its "embedded marketing" has a positive effect on the "distribution justice" of "organizational justice for TV journalists" Significant negative relationship (β=-0.138, $p<0.05$). In addition, the adjusted R2 of Mode 2 is 0.079, and △R2 is 0.107. This result shows that compared with Mode 1, the addition of the variable "Instrumental Marketing" has increased validity, which is effective for "organizational justice for TV journalists." Influence and explanatory ability, and "insertion marketing" has a positive and significant relationship with "distributive justice" of "organizational justice of TV journalists" (β=0.147, $p<0.05$).

The embedded marketing news has a significant impact on journalistic professionalism. During the interview, it was discovered that some supervisors and grassroots TV journalists were repellent towards embedded marketing news, believing that embedded marketing news lacks real news value and cannot demonstrate the professional capabilities of TV journalists. The news is equivalent to consuming valuable news hours.

This study interviewed 8 new media workers, and their personal information as follows:

A. New media journalist, male, work for 3 years.
B. New media journalist, male, work for4 years.
C. New media editor, male, work for 5 years.
D. New media editor, female, work for 1 year.
E. New media photographer, male, work for 2 years.
F. New media art editor, female, work for 3 years.
G. New media junior manager, female, work for 4 years.
H. New media senior manager, male, work for 7 years.

As seen on the side of new media journalist, this study found that new media journalists seem to get used to make embedded marketing news, and they think it's so natural to do that, especially in this competitive era.

⋯Anyway, as long as I know that it's the news of the industry, I will simply look at it and let it go out, but when this kind of news can be linked to current events, I will look more carefully and go carefully. If you verify the manuscript, or something that I particularly want, I will give a special account to the reporter, but if it is not what I want, then I will perfuse him. (Interviewee A)

⋯Because we have to do it, we have to go, because some are to cheer, although some still have a certain news point, but it is often not so news of the real event, so every family goes to the scene more or less to take Those who passed by with a perfunctory mentality, just do it and leave. Everyone is like this. Everyone is very professional (Interviewee E).

But even though the embedded marketing news are not so rare, but some new media journalist have the responsibility to make the news correctly.

⋯If there is added value in the placement of marketing, such as gifts, opportunities to go abroad, or eating and drinking, even if it is a drudgery, it is a favor and a favor for reporters, so When the embedded marketing has some added value, it can make up for the psychological discomfort caused by the drudgery, then fairness will become very important, and the supervisor must sort or take turns here. Everyone implements it (Respondent G).

⋯A company I've been with, their embedded marketing is a so-called routine, you don't have the so-called right to choose, and you can't push it off. Unless you have other important things online, you won't You may find other people to do it, so it all depends on the company's culture or whether there is any fair mechanism in it. (Interviewee F)

There are good things and bad things in embedded marketing news, so all the new media company have to make it right. Such as distribute it according to personal's performance.

⋯Our approach is to spread these project news in different news sections, so that each news section will be burdened with the same amount of broadcast, which is equivalent to deducting the embedded news, and the editors of each section have to be edited The news is actually the same, so it's back to the same competitive basis. (Interviewee B)

⋯In the current project news, we basically require the cutting-in of current news points, so incidents that affect the ratings because they are not good-looking, I think are relatively rare. As far as the small screws of a company like ours are concerned, the industrial distribution news will actually affect the company's income, and then further affect our salary, so it's just implementation. (Interviewee H)

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5. Conclusions and Recommendations

Taiwan's news industry has faced greater pressure on industry competition since satellite TV gradually became a new media. The profitability of the television media industry has also been decreasing year by year, and new media is less of the framework of traditional media, so it adopts a free and open attitude towards embedded marketing. Based on the results and discussion of this research, explain the contribution of this research, and put forward the following management practice-related recommendations and follow-up research recommendations for embedded marketing news for future management practices and research references.

1. The autonomy of TV news embedded marketing has a positive and significant impact on professionalism. On the other side, embedded marketing has a positive and significant impact on the organization justice of TV journalists
2. Embedded marketing has a positive and significant impact on distribution justice
3. In the face of embedded marketing, if new media can uphold procedural justice in organizational justice, it is expected to have a positive impact on new media organizations.

News embedded marketing should be managed separately from business information. Insertion marketing has a negative impact on the professionalism of TV journalists. Therefore, the establishment of a special project center to allow regular journalists to specialize in the interview work of sex marketing news can reduce the unwillingness of grassroots TV journalists to accept insertion The job assignment of marketing news further improves their job satisfaction and reduces the turnover rate.

In the future, in response to the increasing trend of self-media, embedded marketing in news is bound to increase. Therefore, not only the traditional journalism's definition of news quality may need to be different, but also amendments should be considered in the laws and regulations, so that readers can receive the information of placement marketing in an informed state, which is a mutually beneficial to audiences and media managers.

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