



SCHOOL OF JOURNALISM AND COMMUNICATION

THE CHALLENGES OF STRUCTURAL AND TOP MANAGEMENT CHANGES OF
ETHIOPIAN BROADCASTING CORPORATION: THE HUMAN RESOURCE AND THE
STABILITY OF THE ORGANIZATION IN FOCUS FROM 2006 TO 2010 E.C.

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This is to certify that the thesis prepared by Marta Engida Alemu, with the title “**The Challenges of Structural and Top Management Changes of Ethiopian Broadcasting Corporation: The Human Resource and the Stability of the Organization in Focus From 2006 -2010 E.C**”, and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Journalism and Communication complies with the regulations of the University and notes the accepted standards with respect to originality and quality.

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ABSTRACT

This paper aims at analyzing the challenges of structural and top management changes of EBC: the human resource and the stability of the organization in focus between 2006 -2010 E.C. EBC is totally under the control of the government, and the various ruling political parties emerged in the country at different times. Due to this reason, the Corporation has been managed by the top managers directly assigned by the government and the leading political party. The managers also assign the subordinate management members depending on their political loyalty. Again the incoming EBC top managers seriously focus on changing the organizational structure of the Corporation to adjust it to their political, personal and group interests. The general objective of this study is to assess the workers position instability, workers placement, floating and turnover.; It also examines the unexpected financial expense incurred as a result of EBC's top managerial and structural changes and reforms from 2006 to 2010 E.C. In addition, its impacts on the stability and progress of the organization are also assessed. The findings of this study shows that EBC's organizational structures between 2006 and 2010 were changed three times as a result of the changes of the top managers.. In this study, the human resource management theories and the structural change theory have been used in evaluating the focused 2006, 2008 and 2010 E.C. organizational structural changes of EBC. The qualitative research approach was used in this study since one advantage of the qualitative method in exploratory research is the use of open-ended questions and probing that gives participants the opportunity to respond in their own words. The researcher collected data from both primary and secondary data sources. In this manner, the primary data were collected from the human resource management department of EBC, the former committee members of the structural changes, workers of EBC, participants of focal group discussion, in depth interviewees, key informants, and participant observation. This research employed purposive sampling techniques that are a form of non-probability sampling. This sampling method involved purposive or deliberate selection of the participants. The data analysis has been guided by the research objectives and questions; also by concept and themes that emerged from the field data. Based on the data analyzed, the major findings of this study are; the redundantly applied organizational structures had been used as tools of individual managers to perform their own interests and they used the structure to promote whom they liked. By doing this, they tried to extend their network. Lack of good and stable working conditions, political loyalty requirements and interferences in professional jobs, good governance problems and biased services allocated to employees were also among the findings. During the period of the study, EBC had weaknesses in considering the capacity and experiences of employees when applying structural changes and reforms. Some employees got better position by lobbying the higher officials of the organization including the head.

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ACRONYMS

BPR	Business Planning Reengineering
EBC	Ethiopian Broadcasting Corporation
E.C	Ethiopian Calendar
EMI	Ethiopian Management Institute
EPRDF	Ethiopian People's Revolutionary Front
ERTA	Ethiopian Radio and Television Agency
ERTA	Ethiopian Radio and Television Authority
ETV	Ethiopian Television
HRM	Human Resource Management
n.d	Not dated
NIPM	National Institute of Personal Management
R Q	Research Question

CHAPTER ONE

Broadcast media refers to information dissemination via instruments such as television, radio, internet and social media through signals immediately to the wide possible audience. The transmitted information which entertains, informs and educates the large audience through the signals is speeches, documentaries, interviews, advertisements, daily news, financial reports, etc. in this way. The broadcast media has a crucial role in addressing the economic, political and societal development activities at individual, national and international levels. To do so, the broadcast media have to have a professional and scientific based organizational structure with its fitting human resource management and the stability of the organization itself.

This study tried to find out the challenges of structural and top management changes of EBC on human resource and the stability of the organization in focus between 2006 and 2010 E.C. Ethiopian Broadcasting Corporation (EBC) is governmental media. It is long aged national public broadcaster. The first large media of Ethiopia-EBC includes different media stations in it. These are the EBC Television channels: ETV News, ETV languages and ETV entertainment channel. In addition to these, EBC has a National Radio (Ethiopian Radio), F.M.97.1, F.M.104.7 and a branch radio station located at Metu Town. The Corporation has been serving in Radio for over 80 years and in Television broadcasting service for over 54 years.

Before the establishment of EBC, there were about four attempts to establish a private television station in Ethiopia. But the Emperor's Council of ministers prohibited the move. The government's fear of opinion control by a private television station was the reason for the prohibition (Leykun, 1997:4). Later, the government established a television station (ETV) on its own in 1964. At the time, out of the total programs transmitted through the station, 80% was foreign films (imported programs) and the rest 20% was local ones. This was because the government had not prepared the mission and visions of the television station when it was established.

The establishment of Ethiopian television has had strong influence on the political, economic and social life of the Ethiopian society over the years. From the beginning of its establishment EBC has been serving the political systems and the ideological orders those governments of Ethiopia

followed instead of serving the communication or information needs of the people of the country. In this way, during the era of Emperor Haileseilasie, the media fully focused on image building of the emperor and the royal family, in addition to trying to advocating for the ‘perfection’ and longevity of the ruling of Emperor Haileseilasie.

After the fall of the Emperor and the feudal system, EBC has adjusted its orientation and focus to the Socialism/Communism ideology and propaganda and became the mouth piece of the military known as ‘Dergue’ that controlled governing power in Ethiopia. During this time, the name of the media institution itself was changed to ‘The Voice of Revolutionary Ethiopia. At the time, it was fully the mouth piece of ideological propaganda (Leykun, 2000:8).

After the coming of the Ethiopian People’s Revolutionary Front (EPRDF) to power in 1991, EBC almost continued in its role as lapdog of the ruling party and the government that was created by the party. At the time, the Corporation claimed it followed the Development Journalism principle in theory but not in practice. EBC-the first huge governmental institution in the Ethiopian media history, has reformed its organizational structures at different times and political systems since its establishment particularly, when new managers came to the organization.

As indicated in the work of (Ahmed, Noman & Asim, 2014:5,), organizational change is an important issue in organizations. It is actually a process in which an organization optimizes performance as it works toward its ideal state. Organizational change occurs as a reaction to an ever-changing environment, a response to a current crisis situation, or is triggered by a leader. Successful organizational change is not merely a process of adjustment, but also requires sufficient managing capabilities. Regarding EBC, the organizational structural changes or reforms have occurred several times, particularly during the arrival of a new top manager.

Hence, the basic purpose of this study is to find out the challenges of structural and top management changes of EBC: the human resource and the stability of the organization in focus between 2006 and 2010 E.C.

1. Background of the Study

As the society kept changing through time and the advancement of technology, information dissemination also evolved significantly. This era we are in now is usually referred to as information age. The electronic media went through some changes since its inception with the advancement of technology until the current digital information age. The inception of electronic media in Ethiopia goes back to 1923 E.C. That was the time when the corner stone was laid for Ethiopia Radio Station in Addis Ababa. The electronic media, (Asfaw; 1993:4).

As the Amharic bulletin cited above (Ethiopian Radio from yesterday up to today (1923 –1993) indicates, the corner stone was laid on July 14, 1923 E.C. in Addis Ababa, around Nefas Silk and started transmission service after four years on December 24, 1927. (Asfaw, 1993:4). Later. The national television service (ETV) was established in 1964. At that time, the station's location was at the Municipality building in Addis Ababa, (Leykun, 1994 E.C.19).

Most of the African broadcasting media were established by colonialists. The case of Ethiopia is different. Radio was brought to Ethiopia during the period of Emperor Haileseilasie. This makes the country different from other African countries. Ethiopia has been one of the first African countries in establishing a broadcasting media. In this way, Ethiopia has been serving in Radio broadcast for above 80 years. Next to the radio broadcast service, Ethiopia has also more than 54 years' experience in television broadcasting service.

In F.M. Radio transmission and service, Ethiopia is also one of the first African countries in history. F.M radio was introduced by opening F.M. Addis 97.1 station in 1990 E.C.

In its long journey, EBC has undergone different reforms for about eight times. (Leykun,1994 E.C:10).

- The first organizational structure of Ethiopian Television was introduced in 1957 E.C
- The second organizational structure of ETV was set up in 1964 E.c. This one was more systematic than the first one, and it was given the name “Ethiopian Television Department”

- The third organizational structure of ETV was set up in 1991, and it was very similar to the second organizational structure except incorporating Afa Oromo and Tigrinya program divisions.
- The fourth organizational structure was set up in 1986 E.C. According to this structure, ETV had been given the status called the “Ethiopian Television Organization”.
- The fifth organizational structure under the proclamation No.114/1995 brought both Radio and Television under one agency- Ethiopian Radio and Television Agency (ERTA) in 2001 E.C. The former member of the structural reform committee, Daniel Bekele, says the organizational structure was the result of government’s direction to apply Business Planning and Reengineering (BPR) on government media institutions.
- By the structural amendment of ERTA done in 2006 E.C. the Agency was changed into Ethiopian Broadcasting Corporation (EBC). The reason given for this amendment was mainly to improve the activities of radio section and to make Ethiopian radio more competent in the country.
- In 2008 E.C. there was another structural reform and salary improvement for the staff.; This reform was applied to organize related works according to their relationship with one another, as indicated in the manual of structural reform and job allocation of the time.
- In 2010, there were additional structural reforms and amendments of the Corporation which introduced new program formats. EBC (2010 E.C:1).

Change is initiated with purpose and requires leadership, whereby leaders deal proactively with changing forces. New technology, increasing costs and significant foreign competition make change a key factor in the survival of an organizational system (Buzza, Mosca and Puches, 2015:116). Basically, EBC’s organizational structures applied in 2006, 2008 and 2010 were meant to serve for five years; but they were changed before they served as planned.

2. Statement of the Problem

The structural changes made in EBC were not based on scientifically studied and recommended findings. Instead, it was literally decided by top managements who intended to benefit those who are in their networks and not to benefit the employees or the organization even. For instance the

structural changes and reforms applied three times within the time of five years; (in 2006, 2008 and 2010) happened due to the change of three higher managers of EBC.

Employee placement based on the structures of EBC is mostly not professional. Instead, it is usually done based on the political loyalty to the appointed managers which resulted in workers and organizational instability. By its nature, change is wide and needs preparation. It might be dangerous if it is applied to an organization randomly. In words of (Buzza, Mosca and Puches, 2015:116):

Organizations are continually changing, but these changes cannot be defined in simple terms. There are two types of change in organizations which are, random or haphazard. These are either forced on the organization by the external environment or deliberate attempts to modify the organization. This phenomenon occurs because change can take place across a broad spectrum. The impetus for change is usually a heightened sense of dissatisfaction. It is evident that change can induce an erratic pattern of employee behavior. Future managers need to develop a keen sense of the effects of change, if change is to have a positive impact on the organization. Influential leadership can help organizations in achieving their goals.

This study tried to find out the structural and top management changes of EBC on human resource and the stability of the organization in focus between 2006 and 2010 E.C. Its aim is to examine and confront the corporation's workers' assignment, promotion and demotion, floating and turnover as well as financial utilization of the Corporation that adversely impacted its stability caused by loony structural changes introduced. Additionally, the study investigates whether the structure admits the hiring, promotion and firing of the employees was in line with the organizational manual for workers' administration or with the individuals' political loyalty to the top management.

3. Objectives of the Study

3.1. General Objective

The Ethiopian Broadcasting Corporation (EBC) had made structural changes and reforms many times mostly depending on the coming of new top managerial appointments by the government. The general objective of this study is to assess the workers position instability, workers placement, floating and turnover and to examines the unexpected financial expense occurs as a result of EBC structural changes and reforms from 2006 to 2010E.C. Additionally, the impacts of structural and top managers changes of EBC on the stability and progress of the organization is also assessed.

3.2. Specific Objectives

The overall objectives of this study are:

1. To assess the reasons or the pressures of structural changes or reforms of EBC when new managers are appointed to the organization.
2. To investigate the workers allocation, whether the allocation depends on merit system or political loyalty.
3. To study the motive of employees position and instability particularly middle managers' position.
4. To examine the turnover of workers as a result of the organization structural change;
5. To examine the unexpected financial costs that occurs as a result of EBC structural changes and reforms from 2006 to 2010E.C.
6. The impacts of structural changes and reforms of EBC on the stability and competitiveness of the organization.

4. Research Questions

1. What are the reasons or the pressures of structural changes or reforms of EBC when new managers are appointed to the organization?
 - 1.1. To what extent were the EBC's organizational structure changes based on scientific study?
 - 1.2. To what extent were the organizational structural changes of EBC participatory for the employees before their application?

- 1.3. What are the benefits of these changes to the employees, stake holders, the organization itself and the top managers?
- 1.4. To what extent did the structure and the top managers' changes affect the stability of the organization?
2. Why do employees resign and leave the Corporation if the structural changes or reforms of EBC are centered on the employees, work and organization efficiency?
3. Why does the employees' position move up and down in particular, the middle managers when the structural changes or reforms were applied on the organization?
4. How do the top managers and structural changes or reforms of EBC affect the economy and competitiveness of the organization?

5. Hypothesis

The frequent structural changes introduced by the top managers have induced challenges in terms of having skillful human resource and stable financial resource management as well as performance of the EBC. The change seems to fulfill the political mission of the incoming higher officials and achieve individual interest instead of accelerating the effectiveness and the overall goal of the organization.

6. Limitation of the study

There were a number of limitations the researcher came across while conducting this study. The first one was the lack of enough and published materials related to the topic under investigation. The second limitation was the Covid 19 pandemic that hindered the researcher to meet the FGD discussants to get the necessary data on time. The other limitation was the difficulty to get employees who had left EBC. However, the researcher has done her best to overcome those difficulties encountered and managed to complete the research.

7. Organizational structure of the study

This research paper has been organized in five chapters: the first chapter contains background of the study, statement of the problem, objectives of the study, the research questions, limitation of the study, the hypothesis and organizational structure of the study.

The second chapter deals with the literature review and the theories related to this study. The third chapter explains the data collection instruments used in the study, and the methodology used to analyze the data gathered.

The fourth chapter presents the data gathered in an organized way and analyzes and discusses them in a logical manner. Finally, the last chapter (the fifth) contains the summary, conclusion and the recommendations.

CHAPTER TWO

LITERATURE RIVIEW AND THEORETICAL FRAMEWORKS

2.1. Review of Related Literature

2.1.1. Overview of human resource management

Human resource management (HRM) is the practice of recruiting, hiring, deploying and managing an organization's employees. A company or an organization's HR department is usually responsible for creating, putting into effect and overseeing policies governing workers and the relationship of the organization with its employees. The term human resources were first used in the early 1900s, and then more widely in the 1960s, to describe the people who work for an organization, in aggregate.

HRM is employee management with an emphasis on those employees as assets of the business. In this context, employees are sometimes referred to as human capital. As with other business assets, the goal is to make effective use of employees, reducing risk and maximizing return on investment. Human Resource Management includes (Rouse, 2011) conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels.

Many great scholars had defined human resource management in different ways. According to (Edwin Flippo,1984), Human Resource Management is “planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved. Decenzo and Robbins also defined human resource management as a work concerned with the people dimension” in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization is essential to achieve organizational objectives. This is true, regardless of the type of organization – government, business, education, health or social action”.

The National Institute of Personal Management (NIPM) of India has also defined human resources – personal management as “that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization of the men and women who make up enterprise and having regard for the well-being of the individuals and of working groups, to enable them to make their best contribution to its success (business dictionary, 2019).

According to (Itika, 2011:4) the reasons we call it as Human Resource Management for that, Human refers to the skilled workforce in an organization; Resource refers to limited availability or scarce and Management refers how to optimize and make best use of such limited or scarce resource so as to meet the organization goals and objectives. Therefore, human resource management is meant for proper utilization of available skilled workforce and also to make the efficient use of the existing human resource in the organization.

According to the human resource development activities and its impact on employees’ survey (2009, 2), there is no best way to manage people and no manager has formulated how people can be managed effectively, because people are complex beings with their needs. Effective HRM depends very much on the causes and conditions that an organizational setting would provide. Any Organization has three basic components, People, Purpose, and Structure.

According to (Kaila, 2003:64) managing human resource effectively requires a great deal of knowledge and experience. Human resource management must know the environment in which the organization is operating. They must also know about all of the personnel and human resource management activities than an effective firm uses in managing their human resource. Today human resource must be willing and able to play more roles, must be as adaptable as the organization itself and must be flexible in order to take in stride the accelerating pace of change.

2.1.1.1. Importance of human resource management

Behind production of every product or service there is a human mind, effort and man hours (working hours). No product or service can be produced without help of human being. Human being is fundamental resource for making or construction of anything. Every organization’s

desire is to have skilled and competent people to make their organisation competent and best. (Rouse, 2011) described the importance of HRM as:

Among the five Ms of management, i.e., men, money, machines, materials, and methods, HRM deals about the first M, which is a men. It is believed that in the five Ms, "men" is not so easy to manage. "every man is different from other" and they are totally different from the other Ms in the sense that men possess the power to manipulate the other Ms. Whereas, the other Ms are either lifeless or abstract and as such, do not have the power to think and decide what is good for them.

Management is very much less concerned with individuals' efforts. It is more concerned with groups. It involves the use of group effort to achieve predetermined goal of management. The term "Levels of Management" refers to a line of demarcation between various managerial positions in an organization. The number of levels in management increases when the size of the business and work force increases and vice versa. The level of management determines a chain of command, the amount of authority & status enjoyed by any managerial position. It consists of board of directors, chief executive or managing director. The top management is the ultimate source of authority and it manages goals and policies for an enterprise. It devotes more time on planning and coordinating functions. Top management lays down the objectives and broad policies of the enterprise (Artero, 2016:5).

2.1.1.2. Purpose and function of human resource management

The purpose of the human resource management is to make the job and deal with the job holder (employee). So as to perform a job in an organization (Rouse, 2011), one needs to be identified. In order to identify right person for a particular job, notification should be issued which contains job description (duties and responsibilities) and specifications (academic qualifications and physical qualifications). So as to verify the correctness of the candidates invited, they should be tested by the suitable selection methods for picking-up right person. Subsequently selected candidates should be provided with the proper training for performing his duties and responsibilities mentioned in the notification.

Later (Rouse, 2011), assessment of employees' performance should be done to know whether employees are performing to the desired standards set by the management. Accordingly employees should be rewarded or paid for the job they did in the organization and their safety in the job is the responsibility of HR manager or safety officer who should instruct safety measures for the employees and see that they are carefully followed. Contravenes of employment laws will cost the organization and its branding. Hence the Human resource management is like a guardian angel for the organization to sail smoothly and long-live.

The function of HRM is to manage the people within a workplace to achieve the organizations mission and reinforce the culture. When done effectively, HR managers can help recruit new professionals that have skills necessary to further the company's goals as well as aid with the training and development of current employees to meet objectives.

2.1.2. The nature of organization and media as an organization

Organizational structure refers to how individual and team work within an organization are coordinated. To achieve organizational goals and objectives, individual work needs to be coordinated and managed. Structure is a valuable tool in achieving coordination, as it specifies reporting relationships (who reports to whom), delineates formal communication channels, and describes how separate actions of individuals are linked together. Organizations can function within a number of different structures, each possessing distinct advantages and disadvantages. Although any structure that is not properly managed will be plagued with issues, some organizational models are better equipped for particular environments and tasks (Mason, Talya, and Berrin, 2010)

Media as organizations have features that are common to other organizations as outline above but they also differ. They are an integral and ever-present part of daily life in many parts of the world. They increasingly play a central role in shaping our ways of living, our cultures and our societies. Besides helping us to negotiate the meaning of what is going on in the world, they are important agents of socialization. They help us to learn about the values, beliefs and norms of our societies as well as assist us to develop our own sense of identity. It is not only a matter of *what* we learn but also *how* we learn. The media mediate our interaction with other social institutions and with each other (Williams, 2003:6). In communication, media are the storage and

transmission tool used to store and deliver information or data. It is often referred to as synonymous with mass media or news media, but may refer to a single medium used to communicate any data for any purpose (Pableo, 2018).

2.1.2.1. Organizational structural change

Change means to make something different. It is said that change is inevitable. As society evolves, businesses must follow. There are small, simple changes and large complex changes. A structural change is major change within an organization that changes the way authority, capital, information and responsibility flows (Johns, 2019). In the same way, organizational structure is the design of managerial hierarchy in a company, which enables the smooth flow of information among the employees of the company. It forms the base on the foundation of which the policies of the company are formulated. The structure of an organization or the company plays an important role in influencing and maintaining the competitiveness of the organization (Reddy, 2019).

So, an organizational structural change is an important issue in organizations. It is actually a process in which an organization optimizes performance as it works toward its ideal state. From a passive perspective, organizational change occurs as a reaction to an ever-changing environment or as a response to a current crisis situation, or is activated by a leader. On the other hand, a more proactive viewpoint is that it is triggered by a progressive manager. Furthermore, organizational change is especially evident when the organization has just undergone a transfer of executive power (Ahmed, Asim and Noman, 2014:5-6).

Organizational structure refers to how individual and team work within an organization are coordinated. To achieve organizational goals and objectives, individual work needs to be coordinated and managed. Structure is a valuable tool in achieving coordination, as it specifies reporting relationships (who reports to whom), delineates formal communication channels, and describes how separate actions of individuals are linked together. Organizations can function within a number of different structures, each possessing distinct advantages and disadvantages. Although any structure that is not properly managed will be plagued with issues, some organizational models are better equipped for particular environments and tasks (Mason, Talya, and Berrin, 2010).

Creating or enhancing the structure of an organization defines managers' Organizational Design task. Organizational design is one of the three tasks that fall into the organizing function in the planning-organizing-leading-controlling (P-O-L-C) framework. As much as individual- and team-level factors influence work attitudes and behaviors, the organizations structure can be an even more powerful influence over employee actions.

Table 1: The P-O-L-C Framework; organizational structural change (Mason, Talya, and Berrin, 2010)

Planning	Organizing	Leading	Controlling
1. Vision & Mission 2. Strategizing 3. Goals & Objectives	1. Organization Design 2. Culture 3. Social Networks	1. Leadership 2. Decision Making 3. Communications 4. Groups/Teams 5. Motivation	1. Systems/Processes 2. Strategic Human Resources

Organizational structure helps in effective communication; evaluating the performance of employee and an organization; it is important for goal achieving and less burdens on the employees; faster decision making and solutions to the problems finally it creates a peaceful environment within the organization.

Because of its importance, it is necessary for an organization to consider organization change in their strategic planning and it must be defined in a way that what is the plan, what model is currently available is with what changes will be needed from time to time and what would be the destination model after the change. It is important to focus on the aspects like what is the need to change, what is the right time to adopt change and what will be the impact of change. A comprehensive strategy and the plan with clear short terms and long term objective is necessary for an organization. The reason behind change being survival tool that fosters creativity, enhance productivity and processes, develop efficient systems, and drive management towards company's vision no matter what circumstances prevail (Ahmed, Asim and Noman ,2014:14).

2.1.2.1.1. Steps to change organizational structure

The methods by which change of organizational structure (Reddy, 2019:2-4) are brought about:-

- **Plan a structure:** In order to change organizational structure, it needs to plan a structure first as without the structure some will not be able to move ahead. For any of the changes, one has to **create a base or the foundation** for the next change. If someone will not create a strong base, no one will get ready to adapt the new change.
- **Plan a meeting:** it will have to plan a meeting of the employees and the other members who form the upper hierarchy of the company, so as to discuss the change it was in the organizational structure. After explaining the matter, expect the feedback regarding this and it will be appreciated, provided the plan is worth following.
- **Teamwork is required:** For such a work, it needs a team work and for making a team, it will have to work in collection of all the employees. It is not a child's play to change the whole lot of structure of an organization all alone. It is one of the crucial decisions that an organization can make. It also takes lots of effort to take a step like this effort.
- **Explain the policies briefly:** it needs to explain the policies and the rules that are being made for such a big change. Not just forming the **policies and norms is essential** but also explaining the benefits of such policies is vital. If it will not discuss the benefits of the change, the desired change will not be accepted by the rest of the members of the company. So, for such a purpose, it will have to tell the effects of the change on the employees as well as the company on the whole.
- **Make use of the positive language:** While explaining the whole process, **make sure to use the positive and very good language** for the purpose. Positive language will persuade the employees and the plan will get a success.
- **Put forth the positive aspects:** As every day has a night and every night has a day in the same manner every plan has a number of advantages and also has a number of disadvantages too. But here it will have to **avoid the negative aspects** and bring forward the positive ones.

- **Exemplify it:** You will be considered true only when some result will be shown to the employees, so, for that purpose, you will have to show any of the good examples. Here you will have to do instead of just saying. Your verbal conversations and the plan in writing should turn into the reality, so as to bring forward the reaction and action of the plan to the company and also the organization.

An organization's business and operating climate can change frequently, which can also affect the role of human resources. In many cases, the HR department serves as a link between company management and employees, playing a vital role in facilitating the process of change. (Joseph, 2004:17) Adopting a new organizational structure often requires a serious commitment of company resources, so businesses don't undertake it lightly. Making a change is worth it, though, when the structure no longer supports the company's goals. Changes both inside and outside a company can affect a structure's effectiveness, and some of these are typical and predictable. Knowing them in advance allows the small business owner to anticipate the need for adjustments before the company's organizational structure becomes a problem (Johnson, 2019).

2.1.2.1.2. Types of the common organizational structures

Different scholars discovered different types of organizational structures. The following are the common types of organizational structures. Within most firms, managements rely on vertical and horizontal linkages to create a structure that they hope will match the needs of their firm's strategy.

A. Simple Structure

Many organizations start out with a simple structure. In this type of structure, an organizational chart is usually not needed. Simple structures do not rely on formal systems of division of labor because one person performs all the tasks that the organization needs to accomplish.

B. Functional Structure

As a small organization grows, the person in charge of it often finds that a simple structure is no longer adequate to meet the organizations needs. Organizations become more complex as they grow, and this can require more formal division of labour and a strong emphasis on hierarchy and vertical links. In many cases, these firms evolve from using a simple structure to relying on a

functional structure. Within a functional structure, employees are divided into departments that each handle activities related to a functional area of the business, such as marketing, production, human resources, information technology, and customer service.

C. Multidivisional Structure

Many organizations offer a wide variety of products and services. Some of these organizations sell their offerings across an array of geographic regions. These approaches require firms to be responsive to local customers' needs. Yet, as noted, functional structures tend to be fairly slow to change. As a result, when they expand, many firms abandon the use of a functional structure as no longer optimal for their larger size. Often the new choice is a multidivisional structure. In this type of structure, employees are divided into departments based on products, services, and/or geographic regions. In the multidivisional form, the firm is divided into semi-autonomous divisions that have their own support (corporate) structures with each division being responsible for its own production and maximizing its own profit. The firm still has a central office that oversees the other divisions but the central offices main responsibility is to develop overall strategies for the business, not to be responsible for each divisions operations.

D. Matrix Structure

Within functional and multidivisional structures, vertical linkages between bosses and subordinates are central for decision making, communications, and accountability. Matrix structure, in contrast, relies heavily on horizontal relationships (Ketchen & Short,2011). In particular, these structures create cross-functional teams that each work on a different project. This offers several benefits: maximizing the organizations flexibility, enhancing communication by emphasizing both vertical (top-down) and horizontal communications across functional lines, and supporting a stronger spirit of teamwork and collaboration. A matrix structure can also help develop new managers. In particular, a person with limited managerial experience can become a team leader for a relatively small project in developing their talents for leading others.

Using a matrix structure can create difficulties too. One concern is that using a matrix structure violates the unity of command principle because each employee is assigned multiple bosses.

Specifically, any given individual reports to a functional area supervisor as well as one or more project supervisors. This has the potential to create confusion for employees because they are left unsure about who should be giving them direction, especially in setting priorities for their work. Violating the unity of command principle also creates opportunities for unpleasant employees to avoid responsibility by claiming to be busy on the other supervisor's projects.

E. Boundaryless Organizations

Most organizational charts show clear divisions and boundaries between different units. The value of a much different approach was highlighted by former GE CEO Jack Welch when he created the term boundary less organization. A boundaryless organization is one that removes the usual barriers between parts of the organization as well as barriers between the organization and others (Askenas et al., 1995). Eliminating all internal and external barriers is not possible, of course, but making progress toward being boundaryless can help an organization become more flexible and responsive.

2.1.2.2. Why organizational structural change is needed

Creating an organizational structure is not a one-time activity. Managements must revisit an organizations structure over time and make changes to it if certain danger signs arise. For instance, a structure might need to be adjusted if decisions with the organization are being made too slowly or if the organization is performing poorly (Writing & Seidel, 2019).

According to Lewins force-field analysis model, an organization is an open system. There are two forces in organization change .One is the pushing of the organization to a new direction; it is the driving force. The other is preventing organization from changing; it is the restraining force. When driving force is stronger than the restraining force, organizational change occurs, and the organization will move towards a new direction. When restraining is stronger than the driving force, organization will stay where it was; and when these two forces are equally powerful, it will stay stable temporally (Ahmed, Asim & Noman, 2014:9).

When organization is about to change, there are different forces to prevent them from change, which is the above-mentioned restraining forces. Restraining forces can be divided into three

levels: organization level, secondary unit level, and individual level (Yang, Zhuo & Yu, 2009). Factors in the organizational level include the organizational structure inertia and system pressure, organizational culture, and the pressure from past success. Factors in secondary unit level include the standpoint difference and interest conflict between different departments. Factors in individual level include the misunderstanding, lack of trust, own benefit threat feeling, uncertainty, custom, etc.

The other considerable point in the issue is about the effectiveness of an organization. The influential factors of organizational effectiveness are widespread, including factors that are related to external environmental changes, and factors which will improve the internal managerial effectiveness. The organization must consider the reasons for change, the external environment, and the internal situation to decide which factors to change. As (Yang, Zhuo, & Yu, 2009) cited in (Ahmed, Asim & Noman, 2014:6-7), the most common known targets of organizational change include vision, strategy, culture, structure, system, production technology, and leadership:-

- Vision includes a firm's organizational core value but one that also adapts accordingly to the external environment. When an organization undergoes change, its core value needs to be determined so that in the process of transformation, it can be preserved.
- Strategy refers to the organization's long term goals and the steps and resources needed to be considered in its decision-making. The strategy change can be divided into the enterprise strategy change.
- Culture is referring to its members' collective value, norm, and basic assumptions. The change involved is altering the content of this collective value and/or basic assumption. Typically, the explicit culture is more easily manageable or changed than the implicit culture.
- Structure is an official system of the duty and the authority relations of an organization. Structural change is transforming the organization's vertical disintegration or horizontal differentiation, power allocation, and level of formalization.
- System is the formal regulations, policies and procedures such as reward system, performance evaluation methods, goals budget system, etc. that are used to operate the organization.

- Production science and technology is the technology, the knowledge, the ability, the material, the machine, the computer, the tool and other equipment which transforms inputs to outputs.
- Leadership is the influential force within the organization. Leadership style impacts the group dynamic and also the interaction of its members.

The targets of organizational change will influence each other. This is to say that the actualization of vision depends on the incorporation of suitable strategy and the organizations culture. Therefore, in the process of organization change, the “systematic viewpoint” has to be taken, so that different change targets can be considered as a whole to achieve the organizational change successfully.

Change results to be beneficial when management tends to make decisions for the achievement of goals of organization rather than for individual or narrow group interest. Change results either beneficial or not is assessed in the longer run for the organization. The current era generation is very much focused on how to bring change and make it beneficial for the management and ultimately organization (Ahmed, Asim & Noman, and 2014: 17).

An organizational change can be affected by several things; that will affect the success or failure of organizational change. The six most important factors include the insufficient readiness for change, lack of systematic plan for organization change, fast solution expectation, the focus of change activity instead of result, poor management in change process, and mismatch between change plan and organization context according to (Yang, Zhuo & Yu, 2009) as cited in (Ahmed, Asim & Noman, 2014: 10).

Readiness for change refers to the degree of positive acceptance of the necessity of change, and the positive attitude toward the effect of change on itself and the organization. The higher the preparation, the higher the acceptance and executive power of the member shall be. The lower the preparation, the higher the resistance to change, and the higher the probability of organization change to fail will be.

Another common reason for organizational change to fail is that many organizations do not take the systematic viewpoint to make a holistic plan for organizational change. For example, the attempt to make change through education only, and to overlook other factors that may affect employees behavior such as organizational system, structure, culture, etc. Moreover, some organizations apply the identical changes plans to all departments and individuals without considering their differences.

The fast solution expectation is another error organization makes. They often assume introducing a set of organizational changes can solve all the problems, and recruiting an outside consultant can assist on everything. With this expectation, the organization will depend on the consultant too much, and invest too little, and will end the change plan too early if the achievement does not meet their expectation.

In addition, when planning the organizational change, members often take the change activity too seriously, but neglect the change goal itself. Thus, members participate in the activity vigorously, but the achievement is actually very limited. Poor management in change process is another commonly made mistake. Many factors have to be considered and attended to in the unfreezing, moving or freezing stages. Overlooking certain factors may lead to total failure of the organizational change.

Finally, the match between change plan and organizational context may also play a significant role in the success or failure of organizational change. Organizational change is to establish new pattern of thinking and behavior. When the new pattern conflicts with the old ones, the oversized resistance tends to cause the plan to fail. Therefore, in designing a change plan, the organizational context must be incorporated.

2.1.3. Organizational structural change of the Ethiopian Broadcasting Corporation

EBC has tried to address its mission through different structures at different times. Its name was changed to the 'Ethiopian Radio and Television Agency' by the proclamation number 114/94 and led by one executive manager and three sectional deputy executives (Radio, Television and Engineering) sections. By this structure, the Radio and Television departments were separated from the Ministry of Information and merged as one organization and made to report to the

House of Peoples Representatives. As it is indicated in the manual of the 1994 structure preparation, the structure was related to that of international media organizations to some extent. This study focuses on the EBC's structural changes and reforms undertaken in 2006, 2008, and 2010 E.C EBC (2010:52).

2.1.3.1. EBC organizational structural reform of 2006 E.C

After the structural change of 2001 E.C, EBC has undertaken another organizational structural reform in 2006 E.C. The structure was studied by Ethiopian Management Institute (EMI). The objective of the structure was to revise the problems and shortages of the on duty organizational structure of 2001 and to amend it only for one year service. The study of the institute showed the following gaps and shortages in the working structure at the time as indicated in the findings of the (EMI, 2006: 4-6):

- “The command of change was very bulky and difficult for job effectiveness”,
- “The chain between the work departments was not assigned to the related and concerned bodies of the structure,
- “The working departments at the same level were not named with the related names and there were a lack of uniformity,
- “There was a gap of fair job description and controlling process,
- “The fragmentation of related jobs in leading them accordingly,
- “The lack of identifying job authority and responsibility among the departments and
- Lack of responsible body in taking to account the development of an organization jobs.

(Refer the sample from page 69).

2.1.3.2. EBC organizational structural change of 2008 E.C

The organizational structural change of EBC studied by Ethiopian Management Institute and applied in 2006 did not compete with the overall accelerated growth and transformation of the country. So, another organizational structural change was needed. The next structural change was planned to serve for five years (2008 – 2012 E.C) and was studied by a company called Marquis Media Partner. The structure aims to show the job relations, hierarchy, responsibility and authority between the departments. In general, the 2008 EBC organizational structure

intends to create relations between works hierarchy, responsibility and controlling for the Corporation's transformation by deciding the management style (EBC, 2008 (E.C):2-4).

Since there was a shortage of proper structure at the time (EBC, 2008 (E.C):4), there were a lot of unrelated jobs temporarily assigned and over loaded under the office of the chief executive. (Refer the sample from page 70).

2.1.3.3. EBC organizational structural change of 2010 E.C

After 2001 E.C application of BPR, EBC has changed its organizational structure at 2006 E.C without an adequate research. The structure was studied by EMI and it did not bring any change as much as expected except the modification of the name of the organization from ERTA to EBC). After a moment, in 2008 E.C strategic plan and organizational structural reform was studied by a British international company named Marquis Media Partner and applied (EBC, 2010:52-53). Even though, EBC has applied different organizational structures three times since 2001, (2006, 2008) all of them have the scarcity of strategic plan and they directly go to the preparation of structural change (EBC,2010:88).

In its study, Marquis Media Partner EBC (2010) indicated that the visions of EBC has been scattered at different documents and they didn't show the vision in its uniformed ways. Without specified and clear vision it would be difficult to bring a change. Even if the Marquis Media Partner study says so, the structure applied to EBC by the company also did not bring any change. Even if it is said that, the EBC's structural change of 2008 was based on the recommendations of Marquis Media Partner, it was not applied accordingly. Instead of preparing the structure depending on the recommendation, it was done depending on work departments (EBC, 2010:86-87). (Refer the sample from page 71).

2.1.4. Media Mmanagement

2.1.4.1. Definition and role of media management

Management is required in all types of organizations whether it is political, social, cultural or business because it helps and directs various efforts towards a definite purpose. Whenever more than one person is engaged in working for a common goal, management is necessary. Whether it

is a small business firm which may be engaged in trading or a large firm, management is required everywhere irrespective of size or type of activity. It is very much less concerned with individual's efforts and more concerned with groups. It involves the use of group effort to achieve predetermined goal of management (Pableo, 2018).

Media management is an interdisciplinary research area devoted to study how media organizations use scarce resources to meet the needs and wants of a given society. In other words, it is interested in the effective management of media outlets. It is consequently an academic intersection of two different social sciences: communication and business. The first published contributions since the 1930s on the business side of the media were made not by academics, but by industry professionals. In the 1960s some pioneering scholars started specializing on the topic, frequently combining research on both the business and economic aspects of the media. But it is only since the 1990s that media management has reached maturity in academic terms (Artero, 2016:1).

According to (Küng, 2008) as cited in (Ajayi, 2011: 3-4) the media management discipline contains business administration and a strategic management:-

Media management contains the functions strategic management, procurement management, production management, organizational management and marketing of media enterprises. A uniform definition of the term media management does not yet exist, and "the field of media management in its present form is neither clearly defined nor cohesive. The core task of media management is to build a bridge between the general theoretical disciplines of management and the specifics of the media industry. Media Management consists of the ability to supervise and motivate employees and; the ability to operate facilities and resources in a cost-effective (profitable) manner, activities of planning, organization and control within the framework of the creation and distribution processes for information or entertainment content in media enterprises.

2.2. Theoretical frame work of the study

Theory is perhaps most commonly used to try to explain how and why something has happened or why someone has behaved in a certain way. The purpose of theory is to explain, comprehend and interpret phenomena and put forward propositions suggesting why such phenomena occur in the manner they do. The general purpose of theory is to answer the question 'What is going on?' Events and behavior are often so complex we need a theory to describe what is happening.

Theorists are always trying to predict what will happen next in a given set of circumstances or with certain kinds of actions. Finally prediction helps to guide or inform how people should behave or act in a particular set of circumstances or conditions. It provides the basis for the choice of future action based on the predictions made, thereby helping individuals to manage their environment or negotiate social change. Thus theory can be used in a variety of ways to structure our observations. Theory guides research by helping scholars to organize how they gather facts and observe the world (Williams, 2003:15- 18).

2.2.1. Human resource management theories

One of the reasons why managers should be interested in learning management theories is because it helps in maximizing their productivity. Management theories are concepts surrounding recommended management strategies, which may include tools such as frameworks and guidelines that can be implemented in modern organizations. Generally, professionals will not rely solely on one management theory alone, but instead, introduce several concepts from different management theories that best suit their workforce and company_culture (FMVA, 2015 2019:1-3). For a long time, theorists have been researching the most suitable forms of management for different work settings. This is where management theories come into play. Although some of these theories were developed centuries ago, they still provide stable frameworks for running businesses and FMVA (2015 – 2019:1-3) and Seidel (2018) the most popular management theories are described below.

i. Scientific Management Theory

American mechanical engineer Frederick Taylor, who was one of the earliest management theorists, pioneered the scientific management theory. He and his associates were among the first individuals to study work performance scientifically. Taylor's philosophy emphasized the fact

that forcing people to work hard wasn't the best way to optimize results. Instead, Taylor recommended simplifying tasks so as to increase productivity.

The strategy was a bit different from how businesses were conducted beforehand. Initially, a factory executive enjoyed minimal, if any, contact with his employees. There was absolutely no way of standardizing workplace rules and the only motivation of the employees was job security. According to Taylor, money was the key incentive to working, which is why he developed the "fair days wages for a fair days work" concept. Since then, the scientific management has been practiced worldwide. The resulting collaboration between employees and employers evolved into the teamwork that people now enjoy.

At the turn of the 20th century when the potential of science to improve productivity was becoming abundantly clear. This approach uses data and measurements to make organizations more effective. By observing and evaluating processes in numerical terms, managers are able to distill information that helps them run their businesses more efficiently and profitably. The process of gathering data led to standardization and a management strategy based on punishment and reward. This approach worked for mechanized operations, but it did not do justice to the human element, the role that personnel play in innovation, and the importance of keeping staff satisfied and engaged so they do good work.

ii. Systems Management Theory

Systems management offers an alternative approach to the planning and management of organizations. The systems management theory proposes that businesses, like the human body, consist of multiple components that work harmoniously so that the larger system can function optimally. Employees are one of the most important components of a company. Other elements crucial to the success of a business are departments, workgroups, and business units. In practice, managers are required to evaluate patterns and events in their companies so as to determine the best management approach. This way, they are able to collaborate on different programs so that they can work as a collective whole rather than as isolated units.

Features include identifying the overall goal of the organization, working so that its various elements function cohesively to achieve this goal, and understanding the cycles regulating a

system's inputs and outcomes. This management theory is especially effective for recognizing and leveraging the particular patterns that a company's operations follow.

iii. Contingency Management Theory

The main concept behind the contingency management theory is that no one management approach suits every organization. There are several external and internal factors that will ultimately affect the chosen management approach. The contingency theory identifies three variables that are likely to influence an organization's structure: the size of an organization, technology being employed, and style of leadership.

Fred Fiedler is the theorist behind the contingency management theory. Fiedler proposed that the traits of a leader were directly related to how effectively he led. According to Fiedler's theory, there's a set of leadership traits handy for every kind of situation. It means that a leader must be flexible enough to adapt to the changing environment. According to (Chenhall,2006, 93), cited in (Ilkka,2013: 10-11) contingency theory states that there is no single best way to control organizations which would universally apply to all organizations at all times and in all circumstances. Contingency theory posits that the internal and external premises of the organization affect the way it operates and thus result in different outcomes. Since the contexts in which organizations operate are never the same for two different organizations, it is of interest to see how the various types of contexts generally affect the way organizations are operated and controlled.

2.2.2. Structural change theory

(Gareth, 2009) cited in (Itika, 2011:5) defines organizational change as the process by which organizations move from their present state to some desired future state to increase their effectiveness. Organizations change in response to many developments taking place in the internal and external environment such as technology, policies, laws, customer tests, fashions and choices that influence peoples' attitudes and behavior. These developments influence different aspects of human resource management and in response, organizations have to change the way organizational structure, job design, recruitment, utilization, development, reward and retention are managed. The organizational change theory suggests the improvement of

organizational change and performance by using diagnostic tools appropriate for the development of effective change strategy in human resource management. The primary approach in organizational studies to the study of issues of organizational structure has been the structural contingency theory. Structural theories describe the relationships between organizational structure and performance outcomes (Mierzejewska,|2008:16)

2.3.2. Motivation theory

There are many theories of motivation, and they mostly give a relation or influence the outcomes of employee job satisfaction. According to (Reuben M. Badubi, 2017:45) in all enterprises whether private or state owned, motivation plays a key role in driving employees towards achieving their goals, organizational goals and to a certain extent the dreams of their nations.

The theories of motivation maybe categorized according to their definitions and purpose but critical analysis reveal that they are all linked, they lead to serving satisfaction in employees. The use of both content and process theories must be put into practice to motivate employees effectively.

Locke as cited by (Saari and Judge, 2004:396) defined motivation as "a pleasurable or positive emotional state resulting from the appraisal of one's job experiences". This definition draws attention to two aspects, in particular, namely the emotional attachment an employee has to their job, and the deliberate review of an employee's work by the employer.

Job Satisfaction

Different scholars defined job satisfaction as an emotional response that cannot be seen, only inferred. For instance, (Jehanzeb, Rasheed, Rasheed and Aamir, 2012:274) defined job satisfaction as "a sensation employees have about their work environment and their expectations toward work". Depending on the rewards and incentives employees receive and management's motives for giving employees will respond to their work environment by being productive.

As Herzberg's Two-factor theory or Motivator-Hygiene (Saif et al., 2012), there were five features of work that bring about satisfaction, namely achievement, recognition, the job itself, responsibility and advancement. At the other end of the spectrum, Herzberg identified

institutional politics, the management approach, supervision, pay, relationships at work and working conditions as factors that may demoralize employees.

By definition, organizations must be seen to support employees in their daily work in order to bring about loyalty and improve retention by removing elements that may create dissatisfaction, while bearing in mind that in a heterogeneous environment, with male and female employees from different age groups, generations, and (to a certain extent) backgrounds, and with varying qualifications or experience, no single element will produce either universal approbation or collective disapproval.

CHAPTER THREE

RESEARCH METHOD AND DESIGN

3.1. Research Design

Research designs are plans and the procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. This plan involves several decisions, and they need not be taken in the order in which they make sense to the researcher. The overall decision involves which design should be used to study a topic. Informing this decision should be the worldview assumptions the researcher brings to the study; procedures of inquiry (called strategies); and specific methods of data collection, analysis, and interpretation. The selection of a research design is also based on the nature of the research problem or issue being addressed, the researchers' personal experiences, and the audiences for the study (W.creswell, 2009:22).

3.2. Research Approach

This study is conducted on the challenges of structural changes and human resource management of EBC from 2006 to 2010 E.C. and employed a qualitative research approach. According to a Data Collector's Field Guide Module 1 (not dated), in research, qualitative methods are typically more flexible – that is, they allow greater spontaneity and adaptation of the interaction between the researcher and the study's participants. One advantage of qualitative methods in exploratory research is the use of open-ended questions and probing which gives participants the opportunity to respond in their own words, rather than forcing them to choose from fixed responses, as quantitative methods do. Open-ended questions have the ability to evoke responses meaningful and culturally salient to the participant; unanticipated by the researcher and it is rich and explanatory in nature.

Another advantage of qualitative methods is that they allow the researcher to have the flexibility to probe initial participant responses – that is, to ask why or how. The researcher must listen carefully to what participants say, engage with them according to their individual personalities and styles, and use probes to encourage them to elaborate on their answers.

According to (Aspers & Corte, 2019:6), qualitative research is multi method in focus, involving an interpretative, naturalistic approach to its subject matter. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them. Qualitative research involves the studied use and collection of a variety of empirical materials – case study, personal experience, introspective, life story, interview, observational, historical, interactional, and visual texts – that describe routine and problematic moments and meanings in individuals’ lives.

Qualitative researchers seek to understand the context or setting of the participants through visiting the context and gathering information personally. They also make an interpretation of what they find, an interpretation shaped by the researchers’ own experiences and backgrounds (Creswell, 2012). Since the qualities and approaches of a qualitative research gives participants the opportunity to respond in their own words, rather than forcing them to choose from fixed responses, it is better selected by many of researchers. Thus, to look into the topic under investigation, the challenges of structural changes and human resource management of EBC from 2006 to 2010 E.C. the researcher applied the qualitative research method approach.

3.3. Data Sources

To achieve the aforementioned objective, the researcher collected information from both primary and secondary data sources. In this manner, the primary data was collected from the officials and experts of human resource management department of EBC, the former committee members of the structural changes, workers of EBC, and participants of focus group discussion, in depth interviewees, key informants, and participant observation. In addition, manuals, minutes/ meeting records, founding proclamation and workers administration regulation of EBC were data sources of the study. The secondary sources of this research were from related books, journals, and internet sources.

3.3.1. Study site

The study was to find out the challenges of Structural Changes and Human Resource Management of EBC and the research had been conducted in Addis Ababa from February 2019-September 2020. This is because the data sources (participants) of the study were located in Addis Ababa including the institution which the study was conducted on.

3.3.2. Sampling

A sampling plan is the design for how to specifically choose sources for the data. Sampling is a necessary step in terms of choosing people to interview. However, sampling can also refer to choosing specific locations, times of days, various events, and activities to observe in fieldwork. Good qualitative researchers, at the very least, engage in purposeful sampling, which means that they purposefully choose data that fit the parameters of the projects research questions, goals, and purposes (Tracy, 2013: 134).

In qualitative research, sampling can occur at several stages; both while collecting data and while interpreting and analyzing on it. The key sampling method in collecting such data is purposive or strategic sampling (Hancock, Windridge and Ockleford, 2007:21).

This research employs purposive sampling techniques that are a form of non-probability sampling. This sampling method involves purposive or deliberate selection of particular units of the universe for constituting a sample which represents the universe (Kothari, 2004:15). This technique of sampling helped the researcher to select the participants.

3.4. Data collection tools

As it is indicated above, the researcher employed a qualitative research method to conduct the entire study from the beginning to an end. Because, the strength of qualitative research is its ability to provide complex textual descriptions of how people experience a given research issue, (Data Collector's Field Guide Module 1, undated). Qualitative methods are also a means for exploring and understanding the meaning individuals or groups ascribe to a social or human problem (W.creswell, 2009:22). The researcher used the three most common qualitative research method techniques. These are focus groups discussion, in-depth interviews and participant observation.

3.4.1. Focus Group Discussion

(Kruger, 1998:47) defines a focus group as a carefully planned discussion designed to obtain perceptions in a defined area of interest in a permissive, non-threatening environment as cited in (Daniel, 2008: 29). FGD was a group of interactive individual who came together to discuss on the subject of the study as mediated/moderated by a researcher.

Focus groups may take many forms, but essentially the technique involves engaging a small number of people (usually 4–8) in an informal group discussion focused ‘around a particular topic or set of issues (Nutman, 2013:37).

(Tracy, 2013: 167) indicated that, in addition to providing a less expensive and time-consuming way to reach a larger number of participants, focus groups are valuable for several reasons. First, they are ideal for producing the insights that are known to result from group interaction. In a phenomenon known as the “group effect” (Carey, 1994) and the “therapeutic effect” Lederman (1990), focus-group participants show less inhibition, especially when they interact with similar others. Their talk exemplifies a kind of ‘chaining’ or ‘cascading effect in which each person’s turn of the conversation links to, or tumbles out of, the topics and expressions that came before it” (Lindlof & Taylor, 2011:183). The group effect produces insightful self-disclosure that may remain hidden in one-on-one interviews. As such, focus groups can effectively explore emotional experiences.

Regarding the above points the researcher had planned to conduct four FDGs. The first one was the discussion held with the EBC employees that were demoted from their position due to the structures applied at different times. The second one was the discussion conducted with group members of EBC workers currently working at the organization. The third FGD was conducted with those workers promoted to the higher positions. The fourth and the final FGD was FGD aimed to be made with the ex-workers of EBC affected by organizational structural changes and left the institution. Unfortunately, it was not possible to gather these former employees at one place as they had joined different work places that are too far from each other. Covid 19 pandemic was also another barrier to bring them together for the discussion. To solve the problem, the researcher was obliged to conduct a telephone interview with them.

3.4.2. In-depth interview

In-depth interviewing is the most commonly used data collection approach in qualitative research. This is hardly surprising, given the common concern of qualitative researchers to understand the meaning people make of their lives from their own perspective. The in-depth interview takes seriously the notion that people are experts on their own experience and so best able to report how they experienced a particular event or phenomenon. If we interview different people about the same event or phenomenon, we will inevitably get a range of perspectives (Darlington and Scott, 2002:48). In-depth interviews are a guided, open-ended discussion with a single respondent. Interviewers lead respondents through a structured topic guide that addresses key issues of interest.

In this study, the researcher conducted in-depth interviews with two purposively selected EBC officials as key informants. The key informants were the chairperson of structural change committee and the head of EBC executive office for a long time and another anonymous official of the EBC from the finance department.

3.4.3. Personal observation/ Participant observation

Participant observation, also known as fieldwork, is a method through which researchers generate understanding and knowledge by watching, interacting, asking questions, collecting documents, making audio or video recordings, and reflecting after the fact (Lofland & Lofland, 1995). (Delamont, 2004) cited in (Tracy, 2013:65) explains that fieldwork refers to “the data collection phase, when the investigators leave their desks and go out ‘into the field.’ The ‘field’ is metaphorical: it is not a real field, but a setting or a population”.

While conducting interviews and discussions with the respondents of this study, the researcher used personal observation techniques to get additional information.

3.5. Procedures

3.5.1. Data collection

As (W.creswell, 2009:166), the role of the researcher is to set the stage for discussion of issues involved in collecting data. The data collection steps include setting the boundaries for the study; collecting information through unstructured or semi structured observations and interviews, documents, and visual materials, as well as establishing the protocol for recording information.

He also added that the researcher has to identify the purposefully selected sites or individuals for the proposed study. The idea behind qualitative research is to purposefully select participants or sites (or documents or visual material) that will best help the researcher understand the problem and the research question.

For the sake of this study, the researcher has collected the structural change manuals of EBC from 2006 to 2010 earlier; that fits to the scope of the study. Before the conducting of in depth interview, FGD process began, interview guides were prepared in English that is appropriate to gather the required data for the issue under study. The interview guides had been translated in to Amharic to make it understandable for all interview participants. After the preparation of the interview guides, the researcher selected sites or individuals for the proposed study; contacted the participants face to face and by phone to inform the objective of the study; to know their willingness including the convenient place and time to them for the discussion.

In the interviews of this study, the FGDs took much time, thus; FGD1 (workers those demoted from their positions) took 2 hours and 07 minutes, FGD 2 (workers on duty) took an hour and 57 minutes; FGD 3 (workers those promoted to higher positions) took an hour and 48 minutes; a telephone interview (workers those left EBC) took individually 28 to 43 minutes each Out of the two in-depth interviews with the EBC officials, one of them took 54 minutes whereas the other took one hour and 20 minutes. The researcher used voice recording with professional recorder and note taking was also employed. The interview and FGD discussions were held in Amharic and later transcribed and then translated into English.

3.5.2. Validity

Validity is an important consideration in research. In words of Davidson and Tolich (2003: 32) Validity refers to the extent to which a question or variable accurately reflects the concept the researcher is actually looking for". In general, validity is an indication of how sound the research is. More specifically, validity applies to both the design and the methods of the research. Validity in data collection means that the findings truly represent the phenomenon the study is claiming to measure. Valid claims are solid claims.

This research had been employed as a content validity. Content validity refers to how accurately an assessment or measurement tool taps into the various aspects of the specific construct in question. In other words, it answers whether the questions really assess the construct in question, or the responses by the person answering the questions are influenced by other factors. The researcher also employs measurement instruments and tools which are known to be face validity. This is to check whether the measurement to be employed really measures the theoretical concepts (variables).

Regarding the validity issue in this research, the bodies concerned were efficiently included in the sample; such as the workers demoted, workers on duty, workers not promoted, a telephone interview with workers those left EBC, and the two relevant officials of EBC were appropriately included in the data. These data sources including the other primary data sources such as the structure change manuals of the EBC were investigated and analyzed.

3.5.3. Ethical consideration/confidentiality

According to the undated Grand Canyon University research ethics teaching manual, ethical considerations in research are critical. Ethics are the norms or standards for conduct that distinguish between right and wrong. They help to determine the difference between acceptable and unacceptable behaviors. Ethical standards prevent against the fabrication or falsifying of data and therefore, promote the pursuit of knowledge and truth which is the primary goal of research. Researchers must also adhere to ethical standards in order for the public to support and believe in the research.

To value the dignity and privacy of informants in this study, the researcher considered the ethical principles such as; the dignity of research participants; full consent was obtained from the participants prior to the study; the protection of the privacy of research participants has been ensured; adequate level of confidentiality of the research data was also ensured; anonymity of individuals participating in this research has been ensured; and any type of communication in relation to the research was done with honesty and transparency.

3.6. Data analysis

Data analysis is how researchers go from a mass of data to meaningful insights. Qualitative data analysis works a little differently from quantitative data, primarily because qualitative data is made up of words, observations, images, and even symbols. Deriving absolute meaning from such data is nearly impossible; hence, it is mostly used for exploratory research (Bhatia,2018).

According to (Creswell, 2009:186) data collection and data analysis must be a simultaneous process in qualitative research. (Schatzman and Strauss, 1973) claim that qualitative data analysis primarily entails classifying things, persons, and events and the properties which characterize them.

In the case of this study, the data analysis had been guided by the research objectives and questions; also by concept and themes that emerge from the field data. All interviews and FGDs that were recorded through audio were transcribed into texts along the researchers field note then reduced through the methods of coding, categorizing major and sub-theme identification process. After the data gathered was categorized according to similarity of ideas, information obtained from the thematic content analysis, the open-ended interview questions and data from FGD was analyzed thematically and interpreted.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

This research tried to find out the challenges of structural and top management changes of EBC: the human resource and the stability of the organization in focus from 2006 to 2010 E.C.

The analyzed data were gained from the workers who left their job, those promoted and also the workers demoted from their positions due to the structural changes. The workers on job were also included in this study to find out their opinion on the structural changes and consequences at different times. In addition to these, the researcher interviewed two officials: one from the finance department, and the other was a person directly participated in the structural changes who has long time experience and responsibility in the organizational management of EBC. , He was also a committee member in the 2001 and 2010 structural changes. In addition, he also served as a head of the office of EBC Director General from 2001 to 2004 E.C. In 2008, he was a member of the Strategic Plan Committee and is currently serving as Head of Training and Research Center of EBC.

The chapter has two sections. In the first section it attempts to present and analyze the data of the study. The second part of this chapter discusses the findings to identify the impacts of the structural changes and adjustments of EBC on human resource and the success and stability of the corporation. The analysis and the findings were arranged according to the research questions raised in chapter one and classified in to four categories based on the relations of the collected data.

4.1. Data presentation and analysis

In order to identify the challenges of structural and top management changes of EBC: the human resource and the stability of the organization in focus from 2006 to 2010 E.C. Employees from different job positions, professions and years of service and experience as well as two highofficials related tothe issue under discussion were interviewed. The interviews and FGD questions were organized as follows: first, an interview guide was prepared (See Appendix A). The guide included different questions on the employees and an officials' experiences and observations on the structural changes and adjustments of EBC, human resource and the stability

of the corporation between 2006 and 2010 E.C. All the questions the respondents asked were similar.

4.1.1. The Cause for Structural Changes of EBC with the Appointment of New

Management

There might be different reasons to apply an organizational structural changes or reforms. The organization must consider the reasons for change, the external environment, and the internal situation to decide reason of change. As (Yang, Zhuo, & Yu,2009) cited in (Ahmed, Asim & Noman,2014:6-7), the most common known targets of organizational change include vision, strategy, culture, structure, system, production technology, and leadership. The respondents to this study replied that there are different reasons for the above questions., But when summarized, the answers are more or less similar. For instance, one of the respondents, who was demoted from his former position FGD1 (Nov.12, 2019), said that since EBC is the national government media; and the national politics of the country can be one of the reasons for new structures. That is why the new managers want to exercise the stand of the government through the structures he/she like to apply and thought that the structural change would be appropriate to achieve the government's objectives the managers hold The other participant FGD2 (Dec.5, 2019), also agreed with the first opinion by saying in EBC it's common that while new manager comes to the organization, the structure of the house must be changed or reformed and everything starts from zero.

According to this respondent the culture of the organization resembles the political culture of the land. He replied, "Whenever Ethiopian government changes, the new government does not continue with even better experiences of the previous regime. Instead it dismisses everything and begins from the scratch, I observed in EBC ." The same respondent added that the pursuit of such policy without critical study has serious gaps and effects on the activities and function of employees of the organization.

The other discussant FGD1 (Nov.12, 2019), told the researcher his observation as in most cases EBC had not depended on sufficient scientific researches when it changes or reforms its organizational structures. Due to this reason the applied organizational structures had been used as tools of individuals and managers to perform their own interests at different times. This

discussant added that before the application of the new organizational structures, there were no any activity to examine whether the former structure was productive or not; and whether it was strong or weak. He also thinks that:-

The EBC management assumed that changing the structure is like to harm or dismiss the person or the employee the management do not like to stay there; in addition to this they used the structure to promote whom they liked. So, in EBC changing or reforming an organizational structure is not to bring organizational progress, instead it is done to fulfill their personal interests.

In contrast to the above respondents, the other two of the discussants FGD2 (Dec.5, 2019), said EBC's structural changes or reforms were not faster or urgent; it is enough to analyze that the structure is functional or not. Similarly, more of the FGD3 (Nov, 25, 2019) participants agreed to the comments that the structural changes applied in the EBC within the intervals of two years were not frequent or faster.

Some of the discussants FGD1 (Nov.12, 2019), thought that the EBC's organizational structure changes were not totally good or bad. Instead it needs the reason for organizational structural change or reforms. According to them, the reasons were not well dogged out in EBC when applying structural changes and this was why the changes had caused many complaints. When a structural change or reform is done frequently, there would be instability of employees; the employees and the management can't plan a goal in long period of time, and instead they depend on daily routine jobs, according to their reply.

Employees, who left EBC (Telephone interview,) and agree with those respondents, said EBCs structural change or reform, had not depended on the interest and benefits of the organization. To quote one of the respondents thought:-

in my thought the new coming EBC managers have their own belief and philosophy and they tried to appoint and promote the person they need. They try to extend their line of network... in this manner; and the managers encourage individual employees they like and discourage those employees

they think as the supporters of the previous management... to do all these they use the organizational structure change or reforms as a main tool.

The other respondent (an anonymous official from finance department) agreed with the above opinions and said that the structural changes were frequently done to fulfill the interests of the nominated officials and at the same time to raise their chains of interest.

The other respondent of this study, the person highly experienced and served at different levels including the structural changes and reforms processes of EBC, answered that (in depth interview, June 11, 2020), EBC lived with changing its organizational structures and reforms at different times:-

The organizational structures changes and reforms EBC applies at different times have their own impacts. By the way, if a new coming manager thinks that the previous structures did not serve him for the changes he desired, he can change it depending on research. But the organizational structures EBC applied since 2006 E.C. were not based on this in my thought. In EBC there were two reasons to change or reform organizational structures. The first one is to fulfill the interest of the managers; and the second is the impact imposed on the management by those workers who assumed that they were victims of the previous structure and assumed that they would be beneficiaries' if a new organizational structure is applied. Both sides used the change as a tool; but the process does not follow the scientific reason of structural change or reforms.

Since an organizational structure is a functional tool for organizations, EBC was expected to depend on scientific studies when it needs to change its organizational structure, and regarding this point the respondents had explained their observations and experiences as follows.

One of the respondents of FGD1 (Nov. 12, 2019), shared his observation saying he only saw a better study in EBC's organizational structural change of 2010 E.C. and the rest were done without any research about the issue. The other respondent in FGD1(Nov.12,2019), also agreed with the above one by saying that the changes had been applied depending on self-interest of the

management instead of organized studies.; The same respondent again thought that even if it was too little, there was some attempts to do based on an organized research. Regarding the above question, one of the employees from those who left EBC had also such an opinion in his words; “Well, at least they used to quote books they had consulted during their study, however, that cannot make it scientific. The relevance of the study, if they have really made any genuine one at all, needs to be questioned in line with their motive and the context of the organization itself.”

When organizational structure is changed or reformed, it has to depend on reasonable research, according to an official that is highly experienced and has served at different levels (in depth interview, June 11, 2020). He remembered that, in EBC there was the 2010 E.C. structural change which was done by the foreign company called Marques slightly better than the other times. It was difficult for him to conclude that the other structures were applied with same deeper studies and they were performed in a hurry to fulfill the interests of the management.

The respondents also reacted on the participation of employees on the process of the EBC's structural changes prior to the implementation. Accordingly, the respondents in FGD1 & 2 (Nov. 12 and Sep, 5, 2019); replied that since employees are part of the organization, they have to participate when the organization needs to apply a new structure. Participant in FGD1 (Nov.12, 2019), said that though there was a limited participation of employees on organizational structural changes, the management did not use the suggestions from the employees as inputs of the change. She added that the employees of EBC have accumulated knowledge and experience on media which could have been a good input on the structural reform.

From those in FGD 3 (Nov. 25, 2019) participants, some of them said that EBC had no adequate discussions of its employees regarding the frequent structural changes of the organization.; But most of them argued that there was enough employee discussions on the structural changes; but difficult to address the interests of every employee of the organization about the structural change. So, according to the discussants, it is a controversial issue.

The other respondent FGD2(Dec.5, 2019), and the finance department official (anonymous) similarly said when there was a process of structural changes or reforms, though not adequate,

the management tries to participate the employees through discussions (some employee representations), questionnaires, and other methods. But he doubt that whether the structural change committee uses the discussion results as an input or not.

One of the employees who left EBC (telephone interview, July 5, 2020), explained that:-

The management did the fake participation of employees (the participation was just not for the purpose of gaining input), instead they used the platform to harass employees and impose the management's interest and wishes about the organizational structural changes. Outside this, I do not think that there were genuine discussions to get inputs for the change.

Regarding the benefits of structural changes of EBC to the employees, the stakeholders, the organization itself and the top managers, out of the respondents of this study only three of them said that the frequent changes of the structure had advantages. They also added that the frequent changes give opportunity to correct the mismanagement and wrong doings within the Corporation; and their fear was only that if the new management does not sustain the good practices begun before. In addition to these respondents, the anonymous person from the Finance Department also added that if the duration of a structure was two or three years, it would be advantageous for the employees and the stake holders at the same time. In the same manner, more of the participants of FGD3 (Nov, 25, 2019) agreed with the above opinions.

In summary, most of the participants of this study reacted on the point that the impact of the EBC's structural changes on the employees, stake holders and the organization itself answer as it had grievance. According to one respondent FGD1 (Nov.12, 2019), the frequently changed structures confuse the workers, and disturbs the harmony between the employees and immediate managers; this might be difficult to be productive and can affect the regular relationship of the stake holders. There is another respondent (Telephone interview, July 8, 2020) , an employee who left EBC who shares similar idea with the above one:-

I don't see much benefit it had brought for the employees and the organization in general. While I was working there, the organization was highly criticized and seen as instrument of stifling dissident voice by the wider public which it says would serve. Since EBC is a public (government) media, it may have

served the interest of the government at the expense of its purpose and credibility. The restructuring may have benefited some middle and top level leaders in terms of getting position for which they were unfit professionally.

Ato Daniel Bekele, management member, (in depth interview, June 11, 2020), agreed with the responses of other respondents; that the EBC's structural changes on the employees, stake holders and the organization itself had its own influence:

Since the initiation of the change was made by the management, it has been the immediate applier and the beneficiary of the change until he/she stays at EBC.; The changes were centered around the managing individuals and it had impacts on the jobs. Since there was frequent structural changes there would be frequent reshuffling of employees; there was no harmony between the workers and the management; it had also impacts on the success of the organization; since it affects the good relationship and services with the stake holders it was harmful for them.

When we come to the issue of EBC staff stability, frequent change of management and structure impacts on the functions of EBC, according to the respondent FGD1 (Nov. 12, 2019). EBC had adequate assets, (human and material assets). But it did not use any of its assets properly. Though EBC is a state media, the government itself had not used and managed it in a proper way. Adding that there was a big gap regarding this issue.

The other respondent (Telephone interview, July 8, 2020) added similar idea that indicates the structural and top manager's changes in EBC had negative impacts regarding the organizational stability. According to the respondent, the media organizations need to have a stabled structure, leadership and employees. However, the fact that leadership changes again and again at EBC has hurt the organization by making it unpredictable and not dependable for qualified employees forcing them to eye elsewhere. This in turn has affected its content quality and professionalism. On the other hand, it may help those who want to manipulate it at will to find it easy to do so as there would be less resistance to unprofessional approach from the top.

As the respondent (Telephone interview, July 5, 2020) said he has no confidence in the stability of employees working in EBC. He observed that following the change of managers two groups were developed all the time - the supporters and the oppositions. According to his experience, the supporters feel as if they were the winners; and they begin to extend their networks. But this was not in reality, instead in their feelings. At the same time the respondent assumed that the same action harms the institution instead of developing due to the time wasted on negative actions; so the frequent change of structures and top managers of EBC is a failure.

4.1.2. Reasons for Employees Turnover

The turnover of employees from organizations is always common due to different reasons. Of those major reasons, looking for better payments or salaries are taken as the priorities of employees. According to one of the respondents FGD1 (Nov. 12, 2019), this cannot be the cause for the turnover of employees from EBC. The respondent said that EBC has been one of the organizations paying better salaries since 2006 E.C. Instead, the respondent observed that the reasons for the turnover of employees are lack of better and suitable working conditions, lack of good governance and biased services allocated to employees.

From his observations the above respondent listed the wrong duties performed on the employees such as winding off the position of an employee and taking an employee to another temporary position without any reason, floating of employees, opening or closing work positions based on personal interests of the management either to harm or benefit employees who are relatives, friends and the like. Assigning employees having similar education level and work experience on different levels (one on top and the other at lower position), and lack of fairness to employees were those reasons he observed for the last 11 years.

The other two discussants (FGD 1&2,) also added that since applying the organizational structure depends on the interests of the managers, it could not fulfill the interests of employees and this had been the cause for the turnover of employees. In the same way, even though the employees gain a better salary they might leave the organization for the better working environment and positions. The other reason raised was that when the previous managers left the organization, the employees awarded the work position with their line of network with the

managers obligated to leave the organization by assuming that they cannot sustain with the new comer managers without the spirit of the former.

Almost all of the participants of FGD3 (Nov, 25, 2019) argued that the turnover of EBC employees is not exaggerated; as the numbers of similar media organization is increasing, the EBC employees are leaving the corporation to get a better job and salary. But, this does not mean that EBC has no problems with its employee administration.

The participants (FGD1&2) additionally said that the causes for the turnover of the employees were related to issues of political loyalty and interferences in professional jobs with new managers by the time the organizational structures were applied at different times. But, this does not mean that all the changed structures were full of problems; as sometimes there was the assigning of the right person at the right place.

But it does not have consistency. For instance, the 2010 E.C. EBC structure had better performances when compared with the others, according to all of the respondents of this study. This structure was taken as better due to the healthy competitions between the employees depending on the criteria set for the structural adjustment; even if it was not taken as perfect as it was expected. Because, there was interferences of the management in the issue as the respondents said.

Again, the respondents (FGD 1&2) commented that EBC has been considered as a training college, because many new (fresh) employees were recruited and after serving for a short period of time they leave the organization after gaining some work experiences due to unsuitable working environment. And this had caused wastage of the human and financial assets of the organization. The organization cannot succeed in its mission and responsibility due to these problems. These respondents added that the experience, knowledge and ability of the employees are taken as assets of an organization and losing these efficient assets had an impact on the productivity and competitiveness of EBC. They also observed that, EBC does not consider its well experienced employees as a functional asset.

In other category, the employees who left EBC (Telephone interview, July11 and 15, 2020), responded that they did not recognized that the organizational structures applied at the EBC are

not right due to not been centered on the organization and its employees interests. As they mentioned, EBC structures allocate different salary scales for similar working positions, education levels and work experiences in different departments. This shows that the structures were focused on individuals instead of the merit based system of human resource management.

The other respondent (an anonymous from the Finance Department) argued that the issue of turnover of EBC's employees was not only due to the structural changes, but was more of the crash of organizational culture. Thus, employees look for a better salaries and incentives.

The official highly experienced and served EBC at different level(in depth interview, June 11, 2020) believes the concept of the right person at the right place as a result of organizational structure change or reforms, but this was not the case at EBC:-

The main objective of the structure should depend on the concept of the right person at a right place. Thus, employees have to be assigned according to their profession, ability and experience to the position they fit to give the expected service. Otherwise, it cannot meet the expectation of the employees and the unsatisfied employee could leave the organization. Employees turnover decreased since EBC reformed its salary scale and before that the turnover was very high. Due to the former turnover EBC had lost capable employees and that has affected it.

In general, the respondent's opinions showed that there were different reasons for the leaving of employees from EBC at different times following the changes of organizational structures and the top managements. They said that even if the organization comparatively paid the workers a better salary, lack of good governance, floating of employees, personal interests of the management, political loyalty issues and other related malpractices were the major reasons for the employees' turnover.

EBC had been paying a better salary since 2006 E.C structural reforms and the turnover of employees was minimized accordingly. But, after a while the problem appeared again. (Table 2). Even though EBC increased the salary of employees at the time, the turnover was higher at that year. But the turnover declines on the next two years, 2007 and 2008 consecutively. Amazingly,

the turnover of EBC employees began maximizing after two years and these shows again there had been a problem that was not addressed within the employees or the Corporation itself. According to the respondents', this shows that the employees could not be satisfied by increment of the salary only. There are other issues such as good governance, good working environment and the psychological stability that mattered to them. Though it was not included in the time scope of this study, EBC had started the process of new organizational structural change in 2011 in connection with the coming of new CEO by the same year.

Table 2: The total employees left from EBC from 2005 to 2011 E.C. and their reasons

Year (E.C)	Reasons for the dropped out			Total
	resignation	Pensions	death	
2005	128	13	-----	141
2006	221	9	9	239
2007	96	15	9	120
2008	36	9	1	46
2009	53	17	7	77
2010	64	21	5	90
2011	66	18	10	94

Source: - EBC HRM Department

4.1.3. The motives of employees moving from position, the middle managers in particular

According to the responses given, for instance FGD2 (Dec.5, 2019), EBC has weaknesses in considering the ability and experiences of employees when applying structural changes and reforms. Some of the employees were rewarded the positions of group leader with the experiences of two or three years. But this would take nine years and above if it was based on merit system. This affected other employees with the required experiences for the positions. There some employees who got a better position by lobbying higher officials of the organization including the head. Had the appointment of the employees, particularly the middle managers depended on their ability, knowledge and experiences there would not have been moving of positions up and down as new organizational structures applied in EBC and it could have been free of gossips.

Even though the structural changes applied in EBC were fair under these circumstances, but most of the time they lost their objectives. The criteria prepared to assign the employees were used only for a single structure and lacks consistency. Sometimes they use work experiences, ability and education levels as a criteria; and at the other time they replace educational level by the work experiences of employees. This makes the placement of employees unfair, according to the respondents.

The other respondent FGD1(Nov. 12, 2019), his experience regarding the 2010 E.C EBC structural change said that the management saw the results the employees gained from 60% on other criteria and then gave the rest 40% . This gave an opportunity to the management to promote the ones they wanted to and vice versa, which makes it unfair and biased. This caused the movement of employees' of EBC positions up and down; and affected the psychology of employees, the stability and finance of the organization.

While their ways of responding to the above question was a little different, most of the participants from FGD2 were similar. They said that the 2010 applied EBC structure had slight difference from the rest of the structures even though there was a wider interference of the top manager . For instance, if two employees had equal total points, the manager selected the person he liked without additional criteria of competence. The application of the last EBC organizational structural changes and reforms, as per my respondents' observation was biased, centered on political loyalty and other related unfairness.

In addition to these, the mismatch of the employees' position and profession were also the unfairness of the EBC placement during the applications of the structures, according to FGD1 (November 12, 2020):-

For instance my salary was not decreased, but the position where I was assigned to (Marketing division) was not in line with my profession. Due to this, I was not interested in the job and the position; this shows the unfairness of the application of the structure. If there is a person the management likes, they adjust conditions for that person.

According to the other categories of the respondents of the employees left EBC (Telephone interview, July 15& 8, 2010), the application of EBC structures were not scientific. . The workers placement was also based on loyalty to the management. When another new manager comes to the organization, he does again the same thing to organize its interest within the organization. This brought ups and downs positions movement of employees, particularly in the middle management class.

The next respondent added that, it is because the top management chooses political affiliation over professional quality, and also those who climb the ladder of leadership based on the favor of the top leader had come down when that leader is changed. In contrast, five respondents from the FGD3 (Nov, 25, 2019) raised that the reasons for the moving down of the middle management members from their positions depended on the criteria set for the applications of the new structures. For instance, one of the respondents about the issue stated the issue as follows:

The criteria can be the efficiency of the employee, the education level, the experience or the employee perception on the organizational nature. Since some of these criteria were objective, it's helpful to pick out the inefficient person and promote the right person to the right place. I am not saying that the EBC structures applied at different times were totally perfect.

Regarding the impacts of the structure and the top management changes on the finance of the corporation, the anonymous respondent from the finance department argued that an official could be moved from the position due to the incompetence and inefficiency. In EBC the issue was not followed the directives and this had a negative impacts on the financial administration. Because, sometimes the appointments of the officials did not base on the merit system, some officials were removed from a position due to lack of efficiency. Replacing that official by the right personnel requires additional financial expense as the former leaves the position with the salary for the former position. According to the respondent, this problem was highly common in the organization.

The official with higher experience and served EBC at different level, on his part agreed with the opinions, comments and complaints of the other participants of this study and said :-

In EBC the structures were made only to favor the management, not the government or the employees. According to EBC's context, I doubt if the middle managers were assigned depending on their ability and efficiency. That is why the ups and downs of employees' positions were created. Since the structures were short lived the new structure comes before the performances of these kinds of middle managers are examined to judge whether they were efficient enough or not. Sometimes there were job position boxes created for individuals and at other times if there were unwanted middle managers the box would be removed. Some managers selected those employees based on intimacy they have with them. When the previous top managers leave the organization, the new manager would dropped out the previous intimately assigned middle managers.; While it was normally expected to examine employees by their efficiency, EBC was well accustomed to changing of the structure. This was affecting the organization's resources.

4.1.4. The effects of the frequent top managers' and structural changes on the competitiveness of EBC

According to the respondents, instead of focusing on minor activities, EBC had to pay attention to organizational stability that has positive contribution to its competitiveness. They FGD2 (Dec.5, 2019), stated that there would not be anything that can stop EBC from being competent and become a principal media. Because, it is long lived, experienced, has large assets and had the possibility of using all these with the modern technology. EBC would not only be competent but also possible to become the leading media if it corrects and erects its ways.

One of the FGD1 (Nov, 12, 2019), respondent also agreed with the above opinion by comparing EBC with other media organizations, because it has excess resource; experienced and skilled manpower, equipped with recent technology. So it has the probability of a leading and preferable media. It can go long way if t new coming managers give due attention to the

transformation of the organization instead of manipulating things for individual interest and focusing on minor things.

One of the respondents from the other categories of this study, t the employee who left EBC (Telephone interview, July, 8, 2010), gave similar comment with the above one:-

The economic impact of the restructuring would obviously be costly. However, it may not be felt by EBC as it is budgeted by the government. Regarding competence, EBC would be tuned in just to know the stance of the government on current issues. I doubt if it has served a better thing in terms of being competent. Considering its age, in terms of being competent, it was supposed to be competent in Africa, at least in east Africa, and it is far away from that.

Other respondents added that the effect of the top managers' and structural changes on the competitiveness of EBC is more than words to express. It is not economic impact only but also it forces the organization not to go further and bring change in its competitiveness.

In general, the comment of the senior official with highly experienced in EBC at different level fits with the participants of this study listed at the above and he said that:-

EBC is a giant media organization that has no comparisons by the asset it holds in Ethiopia until now; but it could not achieve its mission and hence it did not meet its goals and targets. ; This was because of the frequent changes of its structures and managers. Managers usually leave EBC without meeting its missions and having proper understanding of the organization; the new comer also begins everything from the scratch and this affected the organization.

4.2. Analysis and Findings

This study used the qualitative research method and conducted FGDs, in depth interviews, telephone interviews and personal observation of the researcher to meet the objectives of this thesis and at the same time to answer the research questions listed in chapter one.

The information obtained from the respondents, the open ended interview questions and FGD are analyzed thematically and interpreted in this section of the study. The deductive approach was also used since it is based on analyzing data on structured way.

In this regard, an overview has been taken to understand the challenges of structural and top management's changes of EBC on human resource and the stability of the organization from 2006 to 2010 E.C; by means of the data presented in the previous section. Hence, this section discusses the main findings on the reasons or the pressures of structural changes of EBC when new managers were appointed to the organization; the reason for the turnover of employees from the Corporation; the motives of the managers for moving employees position up and down,(the middle managers in particular) and the effects of the top managers' and structural changes on the economy and competitiveness of EBC.

(Gareth 2009) cited in (Itika, 2011:5) defines organizational change as the process by which organizations move from their present state to some desired future state to increase their effectiveness. Organizations change in response to many developments taking place in the internal and external environment such as technology, policies, laws, customer tests, fashions and choices that influence people's attitudes and behavior. These developments influence different aspects of human resource management in response. Even if the scientific organizational changes aim at the above elements and reasons, the issue of the EBC has been totally different according to the data obtained.

The data obtained from the respondents assured that there were always changes or reforms of organizational structures as the new managers come to the institution. Regarding the reasons of EBC structural changes when the new managers come to the organization showed that politics is one of the reasons. According to the respondent FGD1 (Nov.12, 2019), since EBC is the national government's media, the new comer managers endeavor to impose the stand of the government through the structures and thought that changing the organizational structure is the best way to achieve government's political goals.

The culture of the organizations seems the political culture of the country. In Ethiopia, when governments changed, the new governments do not build on the previous governments work,

even on the effective ones. Instead it begins everything from the beginning and this was a long time problem in EBC.

An organizational structural change is an important issue in organizations. Organizational change occurs as a reaction to an ever-changing environment or as a response to a current crisis situation, or is activated by a leader. On the other hand, a more proactive viewpoint is that it is triggered by a progressive manager. Furthermore, organizational change is especially evident when the organization has just undergone a transfer of executive power (Ahmed, Asim and Noman, 2014:5-6). Even if the scholarly argument was what is listed above, the reasons or the pressures of structural changes of EBC was the personal interest of the new comer manager.; The organizational structures applied had been used as tools of individual managers to perform their own interests at different times.

Additionally, the managers used the structure to promote whom they like. So, in EBC changing or reforming an organizational structure was not to bring organizational progress. Instead it is done to fulfill the personal interests of those changing it. The new managers try to extend their line of network and encourage individual employees they like and discourage those employees they think were supporters of the previous management. ; To this end, they use the EBC's organizational structure change or reforms as a main tool, according to the findings of this research.

Regarding the use of scientific research when the structural changes were conducted in EBC all data gained from the respondents showed that the changes had been applied depending on the management's self-interests instead of scientific studies; even though there was too little attempts to collect some information. The relevance of the study, if they have really made any genuine one at all, needs to be questioned in line with their motive and the context of the organization itself. In EBC the 2010 E.C. structural change was considered as a better one than the other times.

Regarding the participation of the employees, according to the findings of this study, even if there was a little attempt to make the employees participate on the issue of organizational structural changes, through discussions (some employee representations), questionnaires, and other methods, the management had not used the opinions from the employees as inputs of the

change. In this regard, the management did a fake participation of employees (the participation was just not for the purpose of gaining input), instead they used the platform to harass the employees and impose the management's interest and wishes about the organizational structural changes.

Organizational structure refers to how individual and team work within an organization are coordinated. To achieve organizational goals and objectives, individual work needs to be coordinated and managed. Structure is a valuable tool in achieving coordination, as it specifies reporting relationships (who reports to whom), delineates formal communication channels, and describes how separate actions of individuals are linked together (Berrin, Mason & Talya, 2010).

When it comes to the issue of the benefits and impacts of the structural and top managers changes of EBC, most of the participants of this study replied that the negative impact of the EBC's structural changes on the employees, stake holders and the organization itself created grievance, confused the workers., They also affected the harmony between employees and immediate managers, thereby bringing difficulty to be productive and keep the regular relationship of the stake holders smooth

Beginning from the initiation, the change belongs to the management; it has been the immediate applier and the beneficiary of the change as long as it stays at EBC. The changes were centered around individual persons and it had impacts on the works. Since there are frequent structural changes, there would be the frequent reshuffling of employees which had also impacts on the success of the organization; as it affects good relationship and services of the stake holders..

On the other hand the structural and top manager's changes in EBC had negative impacts regarding the organizational stability. According to the findings, the media organizations need to have a settled structure, leadership and employees for it to think and act. However, the fact that leadership changes again and again at EBC has hurt the organization by making it unpredictable and not dependable for qualified employees forcing them to eye elsewhere. This in turn has affected its content, quality and professionalism. It was also found that, while the change of the manager two groups was developed all the time- the supporters and the opposition. The

supporters feel as they were the winners; they extend their network lines; but this was not in reality, instead their feelings.

Herzberg (Saif et al., 2012) identified institutional politics, the management approach, supervision, pay, relationships at work and working conditions as factors that may demoralize employees and in case of the perceived reasons for resigning and leaving of employees., The researcher obtained that the reasons for the turnover of employees is lack of good and stable working conditions, political loyalty requirements and interferences' in professional jobs, good governance problem and biased services given to employees. Malpractices on the employees such as winding off the position of an employee and taking an employee to another temporary position without any reason, floating, opening or closing work positions based on personal interests of the management, assigning employees having similar education level and work experience on different position (one on top and the other at lower position), and lack of fairness to employees were those reasons. This shows that the structures were centered on individuals instead of the merit based system of human resource management.

The other finding was that the organizational structure that applied in EBC depending on the interests of the managers could not fulfill the interests of employees and this had been the cause for the leaving of some employees.; In some cases even though the employees gain a better salary, they might leave the organization for a better working place and positions. The other reason raised was that when the previous managers leave the organization, those employees awarded better work positions with their line of networks with the managers obliged to leave the organization assuming that they cannot continue with the new managers.

According to the findings of this study, the purpose moving employees' position up and down, the middle managers in particular, EBC has weaknesses in considering the ability and experiences of employees while applying structural changes and reforms. Some employees got better position by lobbying the higher officials of the organization including the head. Being biased, political loyalty issue and other related unfairness were some of the causes for the movement of employees' positions up and down in EBC according to the responses given and the personal observation of the researcher.

Even though the structural changes applied in EBC were to some extent fair but most of the time they lost their objectives. The criteria prepared to assign the employees were used only for a single structure and lacks consistency. Sometimes they use work experiences, ability and education levels as a criteria; and at the other time they replace educational level by the work experiences of employees. This makes the assignment of employees unfair.

The 2010 applied EBC structure had slight difference from the other structures even though it is not to mean that the interferences of the top manager was not there. In this structure, after the management saw the results the employees gained from 60% on other criteria and then they gave the remaining 40%. This gave an opportunity to the management to assign persons whom the manager interested in to be promoted. This has not followed the legal process instead it was unfair and biased. These activities caused the movement of employees' positions in EBC. Organizational politics, organizational injustice or fairness problems in the organization's leadership were observed.

In the applications of EBC structures, workers assignment was based on the loyalty and conformity to the management. When new managers come to the organization, he/she does again the same thing to organize its group interest within the organization. This brought the positions movement of the employees, particularly on the middle management class., It is because the top management chooses political affiliation over professional quality, and also those who climb the ladder of leadership based on the favor of the top leader would come down when that leader is changed.

But, according to the researcher, an organizational change is actually a process in which an organization optimizes performance as it works toward its ideal state. From a passive perspective, organizational change occurs as a reaction to an ever-changing environment or as a response to a current crisis situation, or is activated by a leader .On the other hand, a more proactive viewpoint is that it is triggered by a progressive manager Ahmed, Asim and Noman, (2014:5-6).

According to the findings of this study the effects of the top managers' and structural changes or adjustments on the economy and competitiveness of EBC is more than words can express. It is

not economic impact only but also it forces the organization not to go further and bring change (not succeeded its goal); in its competitiveness and additionally on the psychology of the employees. The new c managers give due attention to individual interest and minor things including instant structural change instead of transforming the organization and activities that result in organizational stability and progress. This action can be concluded as the negligence of the organizational mission and prioritizing personal interest.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

In this chapter a brief summary of the research process; the conclusion of findings and the recommendations are provided.

The media are an integral and ever-present part of daily life in many parts of the world. They increasingly play a central role in shaping our ways of living, our cultures and our societies. Besides helping us to negotiate the meaning of what is going on in the world, they are important agents of socialization. They help us to learn about the values, beliefs and norms of our societies as well as assist us to develop our own sense of identity. It is not only a matter of what we learn but also how we learn. The media mediate our interaction with other social institutions and with each other (Williams, 2003:6).

A structural change is major change within an organization that changes the way authority, capital, and information and responsibility flows (Johns 2019). In the same way, organizational structure is the design of managerial hierarchy in a company, which enables the smooth flow of the information among the employees of the company. The structure of an organization or the company plays an important role in influencing and maintaining the competitiveness of the organization (Reddy, 2019). Organizational structure refers to how individual and team work within an organization are coordinated. To achieve organizational goals and objectives, individual work needs to be coordinated and managed (Mason, Talya, and Berrin, 2010).

5.1. Summary and Conclusions

In this study, The Challenges of Structural and Top Management Changes of Ethiopian Broadcasting Corporation: The Human Resource and the Stability of the Organization in Focus from 2006 up to 2010 E.C. were discussed. Additionally related literature reviews and theories were reviewed.

The main objective of the study was to assess how the EBC's frequent structural changes continuing to top management appointment challenges the human resources or the employees and the stability of the organization itself.

The research questions raised in the study like; the motives of employees position moving from up to down in particular, the middle managers when the structural changes or reforms was applied on the organization; reasons or the pressures of structural changes or reforms of EBC when new managers are appointed to the organizations; the reasons for resigning and leaving of employees from the corporation and the effects of the top managers' and structural changes or adjustments on the economy and competitiveness of EBC were also the objectives of the study that were analyzed.

This study also employed the qualitative data analysis approach by aiming at addressing the research questions raised in chapter one. The data was collected through qualitative method: face to face interview, focal group discussion and telephone interview.

The data were gained from the workers who left their job at EBC, promoted and those demoted from their positions due to the structural changes undertaken. The workers on job were also included in this study to find out their opinion on the structural changes' consequences at different times. In general, employees from different job positions, professions and years of service and experience have participated. In addition, the researcher interviewed an official who directly participated in these structural changes process and two high officials with long years of service.

Regarding the findings of the study, the issue of having the government's political stands and loyalty has come out at a frontline. Since EBC is the national government's media; every new coming manager endeavors to exercise the stand of the government through the structures and thought that changing the organizational structure is the best way to achieve the government's political goals. The other, applied organizational structures had been used as tools of individual managers to carry out their own interests by using the structure to promote whom they liked. By doing so they tried to extend their line of network.

Lack of good and stable working conditions, political loyalty requirements and interferences in professional jobs, good governance problem and biased services employees are among the findings. The malpractices against employees such as winding off the position of an employee and taking an employee to another temporary position without any reason, floating of employees,

opening or closing work positions based on personal interests of the management, assigning employees having similar education level and work experience to different position (one on top and the other at lower position), and lack of fairness to employees. This shows that the structures were centered on individuals instead of the merit based system of human resource management.

EBC has weaknesses in considering the ability and experiences of employees while applying structural changes and reforms. Some employees got better position by lobbying higher officials of the organization including the head. Being biased, political loyalty and other related unfairness were additional findings of this study.

5.2 Recommendations

Based on the findings of the study, the researcher proposed the following recommendations:-

- ❖ As the media by its nature needs a stable organizational structure, management and employees, the EBC has to apply structural changes rationally as an organization. So, EBC managers have to consider organizational structural changes for achieving organizational goals and missions.
- ❖ When applying the organizational structural changes in EBC, it is recommended to give priority to professional ethics, ability and skill, and a public interest instead of individual and group interests.
- ❖ Giving a priority to professionalism than political loyalty has to be taken into account in organizational structural changes processes of the EBC.
- ❖ The culture of building on good practices of former managers has to be nurtured by new incoming managers of EBC always.
- ❖ EBC has to depend on scientific study to change its organizational structure.

5.3. Recommendations for further researchers

- ❖ This study is a pioneer in studying the organizational structural changes of the EBC. So, it can be used as a beginning for others who are interested to do further study on other related areas of the Corporation.
- ❖ Since this study is limited only on the EBC, it is advisable if further research would be conducted on the other Ethiopian state media as well.

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- የኢትዮጵያ ሥራ አመራር ኢንስቲትዩት። (2006 ዓ.ም) የኢትዮጵያ ሬዲዮ እና ቴሌቪዥን ድርጅት የድርጅታዊ መዋቅር ክለሳ ሪፖርት አዲስ አበባ።**
- የኢትዮጵያ ብሮድካስቲንግ ኮርፖሬሽን (2008 ዓ.ም)። የኢትዮጵያ ብሮድካስቲንግ ኮርፖሬሽን መዋቅር: አዲስ አበባ።**

የኢትዮጵያ ብሮድካስቲንግ ኮርፖሬሽን (2010 ዓ.ም)። የኢትዮጵያ ብሮድካስቲንግ ኮርፖሬሽን
የመዋቅር ማሻሻያ ፕሮጀክት አዲስ አበባ።

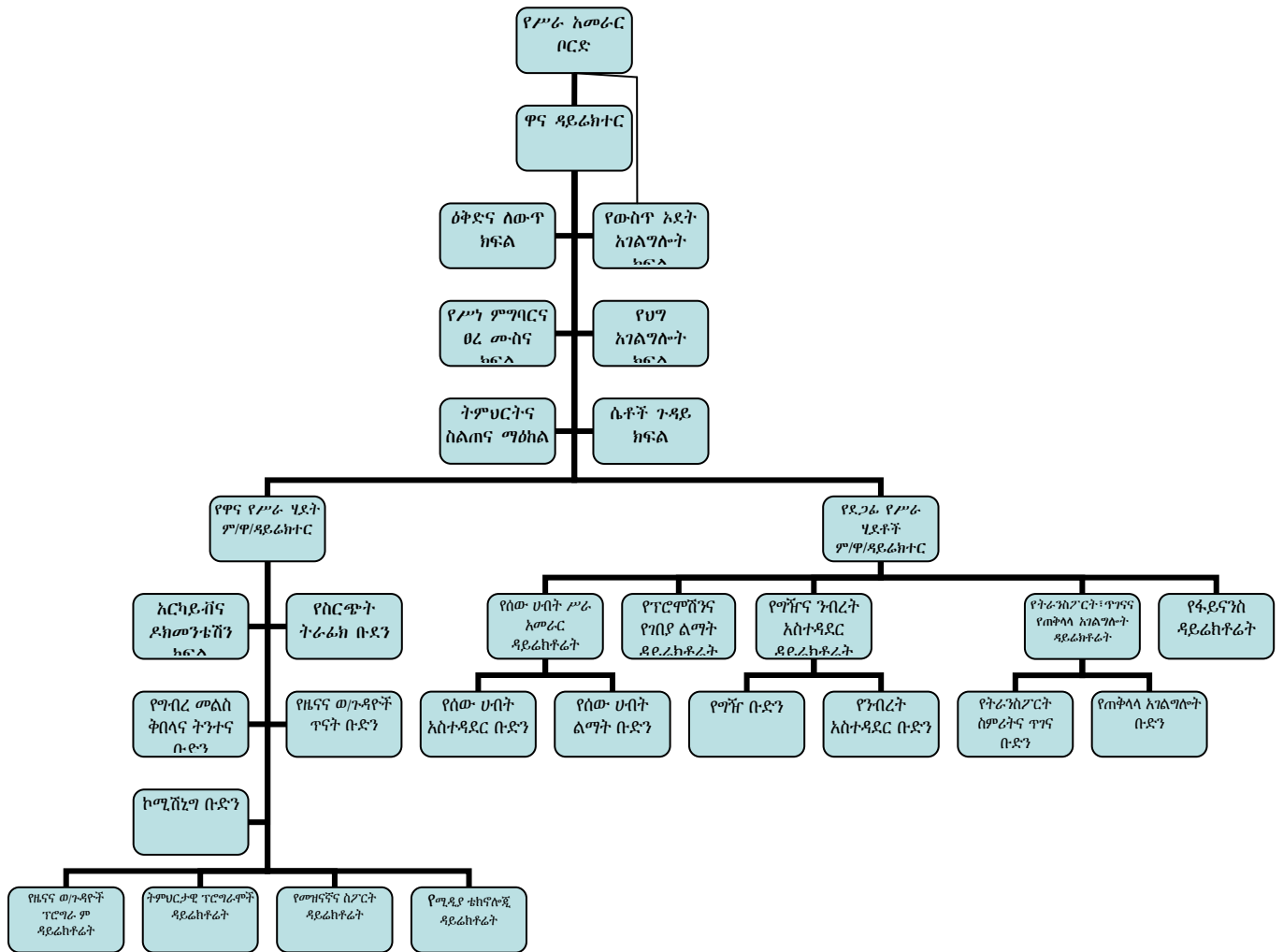
APPENDICES

A. Interview Guide

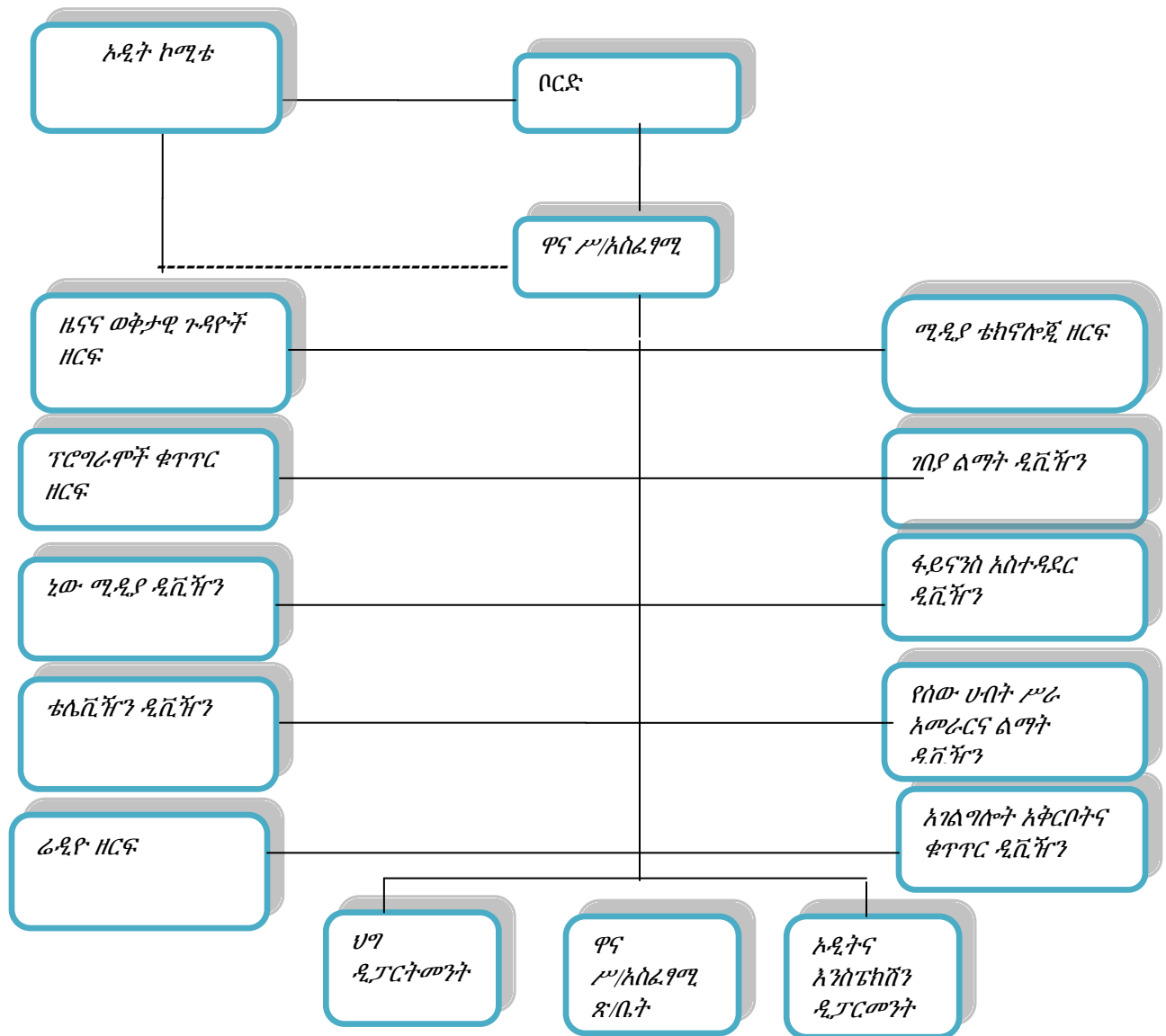
1. What are the reasons or the pressures for structural changes or reforms of EBC when new managers appointed to the organization?
 - 1.1. To what extent the EBC's organizational structure changes were based on scientific study?
 - 1.2. How the organizational structural change of EBC was participatory or not to the employees before its application?
 - 1.3. What are the benefits of these changes had to the employees, stake holders, the organization itself and the top managers?
 - 1.4. How the structure and the top manager's changes affect the stability of the organization?
2. Why employees resigning and leaving from the corporation if the structural changes or reforms of EBC centered the employees, work and the organization?
3. Why the employees position moving from up to down in particular, the middle managers when the structural changes or reforms was applied on the organization what is the motive?
4. How the top managers' and structural changes or reforms of EBC affect the economy and competitiveness of the organization?

B. GRAPHS

1. Organo graph of EBC's 2006 E.C structural change



2. Organo graph of EBC's 2008 E.C. structural change



3. Organo graph of EBC's 2010 E.C. structural change

