



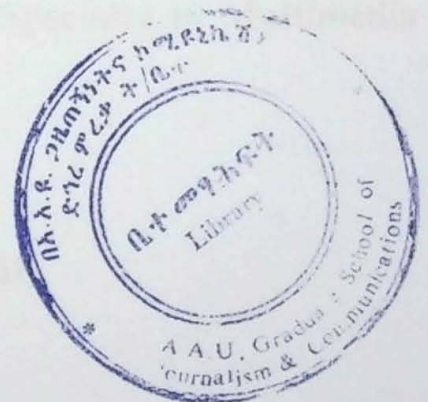
ADDIS ABABA UNIVERSITY

SCHOOL OF JOURNALISM AND COMMUNICATION

**ANALYSIS OF NEWSROOM MANAGEMENT: THE CASE OF ETV
NEWS CHANNEL**

BY

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JUNE, 2021

ADDIS ABABA, ETHIOPIA

Addis Ababa University
Graduate School of Journalism and Communication

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MekdesTilahun

**A Thesis Submitted to the Graduate School of Journalism and
Communication in Partial Fulfillment of the Requirements for the Degree of
Master of Arts in Journalism and Communication Specialty in Multimedia
Journalism**

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JUNE, 2021

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This is to certify that the thesis prepared by MekdesTilahunGezahegn, entitled Study onanalysis of newsroom management: the case of ETV news channel Addis Ababa; Submitted in Partial Fulfillment of the Requirements for the Master Degree of Arts in Journalism and Communication Specialty in multimedia. It complies with regulation of the University and meets the accepted standards with respect to originality and quality.

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Declaration

I the undersigned MA candidate declare that this thesis entitled *Study on analysis of newsroom management: the case of ETV news channel* is my original work and it has not submitted for any degree in any other university. All sources I used have properly acknowledged in the reference.

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Submitted to: Addis Ababa University Graduate School of Journalism and Communication

Date of Submission.....

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List of Acronyms

EBC- Ethiopian Broadcasting Corporation

ETVNews - Ethiopian television news channel

ERTA Ethiopian Radio and Television Agency

ETV Language - Ethiopian television language channel

ETVMeznagna - Ethiopian television entertainment channel

ETV AratMa'ezen - Midday ETV news show

ETV 57 - Night time ETV news show

Abstract

This study entitled Analysis of newsroom management: the case of ETV news channel, gives analysis on how ETV newsroom operates. Thus the aim of this paper is to examine ETV news channel newsroom management and analyze of the relationship between newsroom management and the final output of news. Qualitative research paradigm has been used as a method of study. Since qualitative research is deemed appropriate to examining words and ideas and as it is helpful to explain complex social phenomena. Accordingly, in-depth interviews, document review and participant observations were conducted. The interviewees were selected purposefully with the intent to engage both genders and all job categories. Moreover, both active and passive participants of the newsroom were also included based on the researcher's observation. Overall, the researcher conducted the in-depth interview with 10 members of the newsroom including two top managers. The other respondents include three reporters with titles from reporter one to three, four editors and deputy executive editor in-chefs and one news presenter. From these, three of them are female. Each of the interviewee was given an average time of 50 minutes. Being colleague to all the interviewees has in many ways benefited the researcher in the course of the in-depth interviews. The respondents shared their ideas freely and in a friendly manner which enabled the researcher to ask many follow-up questions. Data were also gathered through participatory observation. The researcher noted a single day of the newsroom activity. Starting from the morning editorial conference to the night ETV 57 news show. Issues regarding the newsroom wrote on EBC editorial and content reform document used as data for this research. The major finding of the study indicated that the overall system of the management has an impact on the output of the news channel. Problems in the newsroom started from the government, not the management. There is a huge intervention by the government but not in a formal way. Informal interventions break the system, content, and format of ETV news. On the other major finding of the study, the transition time can take as an example of working with existing infrastructure and show the capacity of managers and journalists at the station. The "transition" time of government gives freedom to the newsroom. The newsroom was working professionally. Being free from government and government officials' interference has a contribution to the effectiveness of the newsroom. Based on the analysis, the limited number of editors in the newsroom and the incompetence of the existing ones have affected the work. The fact that income and financial capacity are equally important to content has put a strain on the operation of the newsroom.

Table of Contents

Chapter one 1

1. Background 1

 1.1 Statement of the problem 4

 1.2 Objective 6

 1.2.1 General objective 6

 1.2.2 Specific objective 6

 1.3. Research question 6

 1.4. Significant of the study 7

 1.5. Scope of the study 7

 1.6. Study report organization 7

Chapter two 9

Review of related literature 9

 2.1. What is newsroom? 9

 2.1.1. Broadcast Newsrooms 9

 2.2. Newsroom management 11

 2.2.1. Who is in the newsroom? 12

 2.2.2. Process of news flow in the newsroom 15

 2.3. Newsroom editorial conference 15

 2.4. Theoretical framework 16

 2.4.1. Structural contingency theory 16

 2.4.2. Contingency Approach to management 16

Chapter three 18

Methodology 18

 3.1. Introduction 18

 3.2. Specific research design 18

 3.3. Data collection tools 18

 3.3.1. In-depth interview 19

 3.3.4. Observation 20

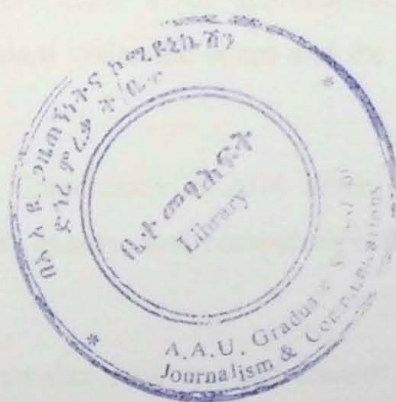
 3.3.5. Document analysis 20

 3.6. Sampling technique 20

 3.5. Data analysis 21

 3.6. Ethical Consideration 21

Chapter four	22
Data presentation and findings	22
4.1. Data description	22
4.2. Data analysis	24
4.2.1 ETV NEWS as a channel	22
4.2. The impact of the restructuring of the TV station from EBC to ETV news	24
4.3. Role ambiguity	25
4.4. Flow of news	30
4.5. Editorial conference	32
4.6. Staff assessment and promotion	35
4.7. Media independency.....	36
4.8. The challenge of Covide-19 and situations in the country to the management activity..	38
4.9. Findings.....	39
Chapter five	42
Conclusions and recommendations	42
5.1. Conclusion	42
5.2. Recommendation	44
Bibliography	45
APPENDICIS	49



Chapter one

1. Background

Ethiopian Broadcasting Corporation reform 2017 ETV news channel was established to be news only channel (EBC content reform document, 2017). As a news channel, ETV news is the first in Ethiopia. Most Ethiopian TV stations are working on entertainment, information and educational programs like ETV was before.

According to EBC content reform document, EBC is a media operating on three mediums. Television, radio, and online. EBC television medium has three channels which are ETV News, ETV Meznagna, and ETV Language. It was legally operating as public media, though dubbed as 'corporation'.

EBC as organization pass through several restructuring cycles. Establishment start Radio in 1936 and television in 1963. Since then, the two stations have been attempting to restructure their organizational structures in order to accept new technologies while still providing high-quality services (Leykun, 1997, p. 1).

In 1995, the two organizations merged and formed Ethiopian Radio and Television Agency (ERTA). The 1998's organizational structure was different from the previous structures and accordingly the employees of the agency were made to be administered by two different administration systems, journalists and technicians under the board and the other support staff under the civil service, (Almaz, 2009, p. 48).

ERTA was renamed Ethiopian Broadcasting Corporation in 2014 when it was reorganized (EBC). EBC reform seeks to deliver efficient, quality, and competent broadcasting services, according to proclamation No 558/2014.

Recently 2018, EBC once again implemented another structural and content reforms. UpOn the advent of the Ethiopian Broadcasting Corporation reform 2017 ETV NEWS channel established to be news only channel (EBC content reform document:2017). As a news channel, ETV news is the first in Ethiopia. Most Ethiopian TV stations are working on entertainment, information and educational programs like ETV was before.

On its reform when EBC try to have news only channel the newsroom management was deemed crucial. Thus, the study intends to analyze of ETV NEWS channel newsroom management.

This research focuses on ETV News channel and its newsroom management.

There was given 3 hours in a day for news before in EBC. The content reform called this was one of the reasons behind having a new news-only channel.

Ethiopian broadcasting corporation as a national media was serving the public for the last five pulse decades. According to the content reform document, those are Strong side of EBC news before

- Issues about development and democracy system building in the country were covering and it helps to make the public be part of the development.
- Was covering public agendas and work for a solution, with its limitation.
- Some project news was good by their content and presentation when there is strong control in the newsroom.
- An editorial-based system to lead the news content was tried.

This content reform also lists a lot of limitations in EBC news. Content, format, and presentation-based limitations. From those:- no room for covering breaking news, no single producer for each news hour, news repetition without any clear reason and additional information, no system, and protocol for a filed report, external

interference on the content of news, time is given for event-based news is too much, there is a problem on news selection, no orientation for reporters when they go on filed, shortage of human interest news and variety of issues, there is no minimum requirement for evaluating news quality and so on (EBC content reform, 2017, pp.13-15).

According to the reform document, the new news channel formation aims to disseminate news as the most important information for Ethiopians and to fix those mentioned limitations regarding format, presentation, and content of news.

Previous limitations on ETV news including its content, format, presentation and short time given for news tried to be answered on this content reform. According to EBC content reform document time given for news in a single day was 3 hours only. But in the new channel on its 24 hours, transmissions news and news program or current affairs cover 80 percent of the air time and sport and advertisement cover 20 percent.

There are three news packages in a day. The content reform document called them prime time news packages. Good morning Ethiopia, morning (from 7 AM – 9 AM), ETV square, midday news show (from 12 AM - 2 AM), and ETV 57 (night news show from 7 PM – 9 PM). There is also news every hour starting from early morning to midnight.

The broadcast newsroom, particularly television newsroom, is organized to provide the coordination, reaction, and teamwork needed to select, cover process and produce broadcast news stories. The structure, organization, and operation have a very big role in the outcome of the final news content (Mayeux, 1996, p. 217).

The purpose of this study is to give an analysis of ETV News channel newsroom management and its effect on the outcome of news. Under newsroom management, we will look at the structure, organization, operation, and process of news flow in the newsroom.

The American heritage dictionary of the English language defines a newsroom as a newspaper office or radio or television station, where the news story is written and edited (2021). From this definition, we can understand that story writers or reporters, and editors are working together in the same room and this room is where the story is gathered, written, put together, edited, and assembled for the news broadcast, telecast, or newspaper.

Newsroom management is characterized by distinctive management skills related to deadlines and urgent decisions. Learning to understand and use the authority and responsibilities of supervision is the first essential step in acquiring the skills that can lead to a higher management level (Giles, 1990, p.113).

Giles added that working in the newsroom is a highly social process, involving much discussion, challenge, give-and-take, and many questions in the sometimes restless, sometimes painful process of deciding how to play the day's news. A routine contact between newsroom managers, editors and reporters characteristics the particular media context. As a result of the nature of the work, individuals within the newsroom honor both teamwork and disagreement. Giles described their ability to work together effectively depends as much on their human skills that are their interaction with others. Regardless of their title, position, or level, every member of the newsroom management team performs the five management functions including planning, organizing, staffing, directing, and controlling, and each of these roles utilizes human and material resources.

Wolman (2002, p. 33) mentioned that the manager of the newsroom has the duty and responsibility not only to internally organize the newsroom staff and functions so that they work smoothly, on time within budget, and to a high standard but also to oversee the end product of the newsroom, the news bulletins broadcasting. An editor is both a journalist and a manager of journalists, because of the dual duty as manager and journalist. The editor must be well organized if he or she is to successfully juggle time demands. Therefore, it is possible to understand the management of the broadcast newsroom needs teamwork with a good team spirit and the structure and operation should help the flow of news to be smooth. Skills related to deadlines and urgent decisions of the managers or members of the newsroom are crucial.

Accordingly, Giles (1990, p.39) explains workgroups as important building blocks in the newsroom and he identifies two kinds of groups. First, the formal groups, such as the city desk, where management assigns the roles, writes the rules and selects the leaders; and second, informal groups, or peer groups, in which individuals come together out of common interests.

A broadcast newsroom is organized to provide the coordination, reaction, and teamwork needed to select, cover process and produce broadcast news stories. Newsroom structure, organization, and operation have a very big role in the outcome of the final news (Meyeux 1996,p. 217).

Based on the above ideas of different scholars, the outcome of any news channel or any channel that has news hours is impacted by their newsroom management. When we are talking about newsroom management we are looking at its structure, organizational operation, and flow of news.

1.1.Statement of the problem

In today's world information is power and news is also one of the most known commodities parse as the most important element of information. To produce an effective report of news it needs teamwork coordination and interaction inside as well as outside of the newsroom. Newsroom structure, organization, and operation have a very big role in the outcome of the final news (Meyeux, 1996, p.217). Deadlines and urgent decisions characterizing the management of the newsroom as distinctive management skills (Giles, 1995,p.113).

Currently, EBC has three television channels. ETV News, ETV Entertainment, and ETV Language. ETV NEWS channel is a channel only given for news and news program or current

affairs, broadcasting 24 hours news and news programs in Amharic language. This news channel emerged in EBC following its new format (EBC Content Reform, 2017).

According to the reform document, the new news channel formation aimed to disseminate news as the most important information for Ethiopians and to fix the previous questions regarding coverage and content of news. Previous questions on ETV news including its content, format, presentation and short time given for news tried to be answered on this content reform. According to EBC content reform document time given for news in a single day was 3 hours only. But in the new channel on its 24 hours, transmissions news and news program or current affairs cover 80 percent of the air time and sport and advertisement cover 20 percent.

There are three news packages in a day. The content reform document called them prime time news packages. *Good Morning Ethiopia*, morning (from 7 AM – 9 AM), ETVAratMa'ezen, midday news show (from 12 AM - 2 AM), and ETV 57 (night news show from 7 PM – 9 PM). There is also news every hour starting from early morning to midnight.

Those prime-time news packages or other news hours are an output of the newsroom. The good side or weakness of the channel news output is directly related to newsroom management.

Observation indicates there is high repetition of news and formats written on the content reform do not apply fully. There is also informal information exchange between ETV newsroom journalists about the duty of members in the newsroom. Some editors' act as fresh reporters and reporters participate in the role of editors. Because of this, some reporters are not happy to show their script or production to editors. The question is not about those individuals who are managing the newsroom but they are asking clarity about the structure, operation, flow of news, and organization of the newsroom, which apparently indicates a conflict between the given management structure of the newsroom and the *de facto* division of labor..

Previous researches done about EBC news focused on its content and audience satisfaction findings showed there is a repetition of contents in the news package and there is the dissatisfaction of the audience. For example, Desta, (2015) in his MA thesis focused on the restructuring of the organization from ERTA to EBC and its effect in the newsroom his finding indicate the restructure failed to have a positive or visible change in the activity of the newsroom. Questions regarding the quality and audience satisfaction do not answer in the

process of restructuring. So, there is a question to be answered regarding the management process.

In other research about newsroom Darrough, from university of Missouri-Columbia (2013) in her MA thesis focused on relationships between reporters and editors and productivity in the newsroom, his study confirmed that the relationship between reporters and editors affects reporters' productivity. And he recommended it need a much deeper study to know what type of relationship leads to the highest level of productivity. The researcher also did not find any research done on the recent ETV NEWS channel and its newsroom management. The topic may be under-researched. In sum, the study will analyze the newsroom management of ETV NEWS channel; hopefully, the study will fill the gap.

1.2. Objective

1.2.1 General objective

The purpose of this study is to examine the features of ETV news channel newsroom management and to investigate the relationship between newsroom management and the final output of news.

1.2.2 Specific objective

- To investigate the impact of newsroom management on the output of ETV NEWS channel.
- To look inside on the operation of ETV news room.
- To investigate the impact of the restructuring of the TV station from EBC to ETV.
- To investigate factors that contribute for the effectiveness and ineffectiveness of ETV newsroom.

1.3. Research question

1. How does ETV newsroom management operate?
2. What is the impact of the restructuring of the TV station from EBC to ETV news?
3. How the management does is acute impact on the news production?
4. What are the factors that contribute to the effectiveness and Ineffectiveness of ETV newsroom?

1.4. Significance of the study

This study have a contribution to the selected organization to identify the weakness and strengths of the ETV NEWS channel newsroom management. In addition to this, it will help other television, radio, or print media to look inside their newsroom. The study will have some exemplary facts about the interaction and interconnection between the final output of news and the newsroom.

1.5. Scope of the study

The study looks at the overall structure, organization, operation, and process of news flow in the selected organization ETV news channel. Examine its weakness and strength.

The researcher going utilizes the qualitative method. It solely relies on the reasons behind various aspects of behavior. Hence in this qualitative research the researcher use personal observation, in-depth interviews, and document review for data collection.

1.6. Study report organization

The study will beclassified into five chapters. Chapter one is the introduction part and deals more explanations of what the research is about its focus area and the gap that the researcher wants to assess. Literature on the specific topic selected, the subject of third chapter discusses methodology, which guides the researcher to use appropriate methods to investigate the problem as well as pose the research question. Critical analysis of data gathered will be presented in chapter four. The last chapter will be conclusion and recommendation.

1.7. Ethical Consideration

Human subjects or participants in research raise a unique set of ethical, legal, social, and political challenges. Research ethics is concerned with the investigation of ethical dilemmas that arise when people are asked to participate in research (Walton, 2019).When intending to conduct research, ethical rules and principles for working with human (and non-human) subjects are required. Before taking part in the data collection, individuals gave their informed consent.

This means they were given enough information to understand exactly what they were being asked to do and the dangers involved before agreeing to participate. The 10 ethical issues

proposed by Bryman and Bell (2007) were used in this study. The main goal of these issues is to protect research subjects from harm by respecting their dignity, obtaining consent, protecting subjects' privacy, maintaining data privacy and confidentiality, maintaining subject anonymity, maintaining balance in research objectives, neutrality, honesty, and transparency in communication.

Participants were told that they could withdraw from the study at any time without giving a reason, and that they could also ask for their data to be removed from the study. Individuals were not under any obligation to participate.

The duty of the researcher is not to cause harm. During the process of this research, Anonymity and Confidentiality were also maintained. In addition, the Works of others were acknowledged and were not presented as of own. Appropriate credit was given for the work of others through citations.

The following ethical guidelines were put into place for the research period:

1. The researcher kept the research data confidential throughout the study and got the subjects' permission for an interview.
2. The researcher wishes to maintain the subject's anonymity, thus the subject's identity will not be used in any communication. The subject's position in the organization, on the other hand, is stated.
3. However, by triangulating the personnel who were interviewed in the research, the period and name of the organization may be recognized. The researcher feels that this will have no impact on the subject's privacy, dignity, or well-being because the information presented in the study is intended to reflect what now exists in the organization and what should be done in the future.

Chapter two

Review of related literature

2.1. What is newsroom?

In most jobs, there are rooms used as an office for work. Office for managers and officers. In media houses also there are rooms used for work. A room or space that provides reporters, editors, and news broadcasters to do their jobs effectively. The American heritage dictionary of the English language defines newsroom as “a newspaper office or radio or television station, where news stories are written and edited.” From this definition, we can understand that story writers or reporters, and editors are working together in the same room and this room is where the story is gathered, written, put together, edited, and assembled for the news broadcast, telecast, or newspaper.

More on this, according to Garisson (1992, p.49), the newsroom is at the heart of a good news operation. Reporters sit at a desk in the newsroom, gather information, and compose news stories, which they then send to editors, who normally sit together and examine and maybe rewrite the pieces. A newsroom is the central hub of any news organization, whether it is broadcast, print, or news agency.

So that if the central nervous system of the news operation is working professionally the output will also be good if not vice versa. Whatever it is broadcast, print, or news agency newsroom has the same role.

Niblock (2010, p.182) discussed that there is not such a difference in the structure and operation between news agencies, newspapers, television, and radio. The only difference is that news agencies do not have a printing press and do not broadcast direct to the public, but send to their client.

2.1.1. Broadcast Newsrooms

Broadcast news began and ends in a newsroom. The process of broadcasting news is usually a team effort, it involves the effort of every member of staff. Whole decisions are made about the story to be covered as well as how they will be written and prepared for broadcast. It needs teamwork, inside as well as outside of the newsroom to get people and machines working to gather to produce an effective report of the days' important news (Mayeoux, 1996, p. 217).

According to Mayeux (1996, pp. 217-220) in any broadcast newsroom, there are: -

Station Manager or General Manager: -Responsible for the station's overall profitability and policy.

Executive Producer: -For newscast and business management, he or she is the primary decision-maker.

News Director: -This person is in charge of news content and assigning news articles, as well as the appearance and feel of a newscast.

Editor:-Review stories are responsible for individual story contents so that it fits station character and policy.

Reporter/ Journalists:-Develop writes and reports stories. May cover a specific beat or be a generalist.

Esther on his article was published on example.ng classified newsroom in two. Newsroom for Broadcasting and a newsroom for a newspaper. Though they have similarities, the striking difference between the two newsrooms is that these rooms both have other spaces within them, where the editing of videos and audio are done. In a newspaper or print publication room, reporters are expected to sit at the desks being provided, collate information, news, stories to be reported, and send over to the news editors for review, a final compilation and depending on the case, to be rewritten.

More on this Esther called the assignment desk as a desk serves as the position where staff members tend to attend to calls, emails, and respond to emergency reports. The assignment desk in the newsroom also serves as the point where different stories and headlines are assigned to broadcasters or reporters by the editors.

According to Esther, on the assignment desk, some stories are also taken away from the list, it is decided whether a story or news will be aired. In the newsroom, the assignment desk is usually placed higher or above, as in a platform or a stage, to enable other members of the crew to attend to the reporters on the seat.

It is also placed that way because reporters need to see staff members and call their attention whenever there is a need for that.

2.2. Newsroom management

The management of a newsroom is defined by certain management abilities associated to deadlines and speedy decision. The first step in obtaining the abilities that can lead to a higher management level is to learn to comprehend and use the authority and responsibilities of supervision (Giles, 1995, p.113). Working in the newsroom, according to Giles, is a highly social process that involves a lot of debate, challenge, give-and-take, and a lot of questions in the often tense, sometimes painful process of selecting how to portray the day's news. Another feature of a newsroom is routine contact between the boss and the employees. Individuals in the newsroom value both teamwork and disagreement as a result of the nature of their profession. Their capacity to work together effectively, according to Giles, is dependent on both their human talents and their interactions with others.

Regardless of their title, position, or level, every member of the newsroom management team performs these five management functions. Includes planning, organizing, staffing, directing, and controlling, and each of these roles utilizes human, and material resources.

Wolman (2002, p.33) mention individuals in the newsroom value both teamwork and disagreement as a result of the nature of their profession. Their capacity to work together effectively, according to Giles, is dependent on both their human talents and their interactions with others. As a result, the editor must be well structured in order to properly juggle time demands due to his or her twin role as manager and journalist. Therefore, it is possible to understand the management of the broadcast newsroom needs teamwork with a good team spirit and the structure and operation should help the flow of news to be smooth. Skills related to deadlines and urgent decisions of the managers or members of the newsroom are crucial.

Regarding the communication of managers Managerial communication is divided into two structures, according to scholars. There are formal and informal versions of these. Organizations do not have a formal requirement for informal communication. It refers to how people connect socially and personally inside a group. The chain of command and formal procedure determine formal communication. Conferences, newsletters, memos, reports, and other formal procedures are all part of the formal procedure (Litterst&Eyo, 1982, p.15). More on this about newsroom communication Litterst&Eyo added that a lot of communication between editors and reporters is informal, except in situations such as meetings and evaluations.

2.2.1. Who is in the newsroom?

Members of newsrooms in broadcast specifically in television added visual elements. According to Niblock television newsroom crew members includes studio director, camera person, floor manager, audio-video editor, and other staffs working for the visual part than other print or radio newsrooms.

More on this (Barnas, 2010) discussed television newsroom members and there as follows.

Producers

According to Barnas producers are the person who decides what stories will lead the newscast, and determine the flow of the rest of the stories so that they best hold the attention of the viewers. He added that the success of television news programs depends not only on the quality of the news gatherers, reporters, and videographers, but also on the ability of the producer, the executive producer, and the line producer. Producers determine not only what goes into the nightly news, but also how much time is devoted to each story and in what order the stories will appear. (Barnas, 2010, p.226)

More on this Niblock added Producers are in charge of the output side of journalistic broadcasting, whereas the news editor deals with input. And the role of the producer varies according to the organization they work for.

Niblock, (2010, p.112) mentioned that satellite news channels have large numbers of reporters/producers who package stories using material from a variety of sources. In effect, their role is part reporting and part producing. A program producer working for a network of regional news program does not report, they have authority over the running order and presentation of that specific broadcast

Executive producer

The executive producer is responsible for the long-term look of the newscasts according to Barnas. Executive producers determine, in consultation with the news director and the station's general manager, the set, the style of the opening and close, the choice of anchors, the philosophy, and other details. The executive producer reports directly to the news director. If there are problems with the newscast, the executive producer will have to do some explaining after the show (Barnas, 2010, p. 227).

Line producer (show producer)

The role of the line producer is mostly responsible for deciding what goes into the news broadcast and making sure it's ready to air (Barnas, 2010, p.226). The executive producer and news director will be watching in the wings, but most of the responsibility for preparing the individual newscasts is given to the line producer. As Barnas, 2010 mentioned line producers have a duty of preparing *a rundown (lineup)*, which outlines which packages, voiceovers, and readers will appear in the show, in what order they'll appear, and how much time will be devoted to each story. If there is any doubt about which story should lead the newscast, the line producer consults the executive producer and often the news director. This consultation also applies to any problem that cannot be resolved simply.

The assignment editor and reporters collaborate closely with the line producer. They discuss the story's breakdown, reporter assignments, the producer's preferred slant for the stories, story times, and whether the story would be utilized as a package or a voiceover.

The line producer changes the rundown throughout the day to reflect any breaking news. If a producer has a particular fondness for a story, he or she informs the assignment editor, who assigns a reporter to the story. Occasionally, the producer and assignment editor choose which reporter will cover a specific story.

Line producers also collaborate to ensure that their newscasts do not repeat themselves. Line producers coordinate their efforts between the 5, 6, and 11 p.m. newscasts because viewers demand updated news throughout the day. 227 (Barnas, 2010).

Associate producer

According to Barnas, 2010 when reporters are in a hurry or have been assigned to a second assignment, associate producers assist them in putting together packages. They'll be responsible for cutting sound snippets and selecting video for the bundles. There is a chance that you will be able to handle all aspects of the project, including creating the script. (Barnas, 2010, p.227).

Field producer

Field producers help reporters with research, plus the detail work, setting up interviews, locating people at the scene of the story (often in advance), directing the cameraperson, and making travel arrangements. The field producer is often described as the "advance" person or "facilitator." He or she speaks with the newsmakers in advance of the reporter's arrival, briefs the reporter on

what the interviewees know about the story, and suggests questions to ask in interviews (Barnas, 2010, p.228).

More on this Niblock ,(1996) added some crew members in the broadcast media in general. Editor in chief or news editor, researcher, reporter, newscaster, director, floor manager, Picture/film/VT editors, Graphic designer, Camera operators, and Sound recorders are important crew members in broadcast media.

Niblock discussed those newsroom members' roll and responsibilities as follows.

- **Editor in chief or news editor** has a major journalistic role in deciding what to broadcast, in what order, which stories should be included, and which are to be omitted.
- **Researcher**, the researcher gets ideas onto paper and prepares workable plans for the item and research every aspect of the subject matter, find guests or spokespeople, and initiate ideas.
- **Reporter**, they may be on screen or off screen journalists and they are the greatest source of story ideas for any TV station. There are beat reporters who are reporting for specific subject matter continually.
- **Newscasters**, the majority of newsreaders are experienced journalists who have an active role in the news-making process. They certainly don't just sit around and wait to be handed their script on the hour! Their scripts may be prepared for them by colleagues but most presenters will play a part in writing and editing their copy.
- **Director**, The director is concerned with the actual making of the program or package and must have a clear understanding of the jobs of everyone involved. On location, or in the studio, they direct the crew and presenters or guests then, where applicable, guide the film and video editors. It is a creative role concerned with the overall 'look', style, and continuity of the broadcast.
- **Floor manager**, their role is basically to ensure the smooth running of the program's production, such as timing, safety, and supervision of camera, sound, and other technical crew members.
- **Picture/film/VT editors**, these people work with the reporter, director, or producer to edit the package physically using highly sophisticated equipment.
- **Graphic designer**, the graphic designer's primary role is to produce clear, informative graphics, such as maps, charts, and animated reconstructions, to illustrate and

complement news stories. They must be able to interpret a brief (instructions) accurately to tight deadlines, liaising with producers to come up with the best effect.

- **Camera operators**, work on location and in the studio and need both technical and creative ability to get the best from their camera equipment, filters, and lenses (Niblock, 1996, pp.112-115).

2.2.2. Process of news flow in the newsroom

The process of news flow begins with the process of information gathering,(Garisson, 1992, p.44) tells us: the process of information gathering is complex and involves many people. It also requires defining community those "communities" can be vastly defining and vary from media to media. Editors establish a plan for news coverage most of the time. Reporters may provide early story ideas and proposals, which are subsequently developed by the editorial conferees. Reporters will be given tasks to cover the plan once it has been thoroughly established. Routine incidents also necessitate the assignment of reporters.

The assignments are established in order because most media organisations have two types of reporters: general assignment reporters and beat reporters. According to Brooks Brian (et al) (1998, p.38), a reporter gathers facts, produces a piece, confirms its accuracy, and transmits it to the city editor.The story is edited by City Editors, who then return it to the reporter for changes or extra detail (if necessary) before sending it to the news editor.

The news editor chooses where a story should appear in the newspaper and sends the piece to the copy desk chief for implementation. Desk for Copying Chief creates a page dummy that specifies the length of the article, the setting, and the headline size, and sends it to the copy editor. Copy editor polishes writing or story, checks for missing or inaccurate detail, write a headline, and returns to copy desk chief for a final check.

After ensuring that the story has been cut as needed and that the correct headline has been prepared, the copy desk chief sends the story to the typesetter.

2.3. Newsroom editorial conference

A daily staff meeting of editors in the core of the newsroom operation is called an editorial conference. In their study "Get keeping in action: Editorial conference and Assessment of newsworthiness,"Clayman and Resiner found that editorial conferences are an important component of the daily routine of today's media organizations. (Istor.org) on daily basis,

especially news agencies, daily newspaper, television, and radio station, editorial staff members convene for up to an hour to deal with various organizational tasks, starting from generating story ideas, identifying sources, and assigning reporters up to determining the priority of news which are to be transmitted to clients the lineup of the story for the front page or selection of news for prime time in the news bulletin. The editorial conference is the central nerve system of the newsroom, keeping it in motion and controlling all of its work, as the newsroom is considered the hub of quality of news operation.

2.4. Theoretical framework

The product of media organizations is information. They mostly create knowledge rather than actual goods. In important respects, the economic properties of information products differ from those of other types of tangible goods. The goal of media management theories is to provide a link between general management theory and the unique characteristics of the media sector. (Küng, 2007, p.101). In this research, the researcher used the Structural contingency theory of media management theory to look inside the newsroom management of ETV.

2.4.1. Structural contingency theory

The links between organizational structures and performance outcomes are described by structural contingency theories. According to this idea, firms will adopt structures that maximize efficiency and maximize financial success based on the specific variables that exist in their market environment (Donaldson, 1996, p.56).

According to Fedler and Pennington (2003), a similar topic of research focusing on the impact of media ownership arrangements on news managers' professional values and priorities, which are assumed to determine news decisions and the organizational resources invested in news coverage.

2.4.2. Contingency Approach to management

According to Lacy, 1993 contingency approach suggests three important factors organizations must consider.

1. forces involving the manager
2. subordinates and
3. Situations

A manager must try to determine which methodology or strategy will be the greatest answer for a problem that exists in a certain setting or environment on a systematic basis (Lacy et al. 1993, p.41).

Furthermore, Giles stated that an editor may be an effective leader in a newsroom if the editor is trusted and respected, and the work structure is moderate. This leadership capacity exists because everyone knows what to do, yet variety and room are abundant for creativity, and the editor's position gives him or her power to hire, fire, promote, and give pay increase (Giles, 1995, p.19).

Chapter three

Methodology

3.1. Introduction

The main aim of this research is to examine ETV news channel newsroom management and to analyze of the relationship between newsroom management and the final output of news.

This chapter justifies the methods to use to collect data, the process of data gathering, and the selection of data sources.

3.2. Specific research design

This research uses a qualitative method of data collection, presentation, and interpretation. It relies on the reasons behind various aspects of behavior. The study primarily focuses on firsthand information obtained from reporters, and editors working in the corporation television station. Qualitative research is more appropriate to examine words and ideas rather than counting numbers. As a research strategy, qualitative research methods are used to understand and explain social phenomena in their natural setting (Stone et al. 1999, p.334). So that, in this qualitative research the researcher used personal observation, in-depth interviews, and document review.

A qualitative interview provides opportunities for both interviewer and interviewees to discuss some topics in detail. (Lave & Kvale, 1995) defines qualitative research interviews as “attempts to understand the world from the subjects’ point of view, to unfold the meaning of peoples’ experiences, to uncover their lived world before scientific explanations. “The method enables the researcher to engage in dialogue, with the interviewee as the measuring instrument” (1996, p. 21).

3.3. Data collection tools

The study is concerned with exploring the actual activity of ETV newsroom. To explore the actual activity of the newsroom the researcher used in-depth-interview, observation, and document review data gathering techniques. By using those data gathering techniques the researcher analyzed how ETV newsroom is being managed? How the newsroom physically and by humane resource structured? The organization, operation, and process of news flow in the newsroom is part of newsroom management processes. To have a clear understanding of those issues data collected through in-depth interviews, personal observation, and document review.

3.3.1. In-depth interview

An in-depth interview is conducted to get the deep perspectives of key newsroom management staff, who are involved in the decision-making process. The researcher planned to conduct in-depth interviews with a total of 15 relevant people. The interviewees were selected purposefully with the intent to engage both genders and all job categories. Moreover, both active and passive participants of the newsroom were also included based on the researcher's observation. Accordingly, the first in-depth interviews were held with reporters. Though, the plan was to interview five reporters who have different positions, the researcher decided to make it just three as the responses are found to be similar. Overall, the researcher conducted the in-depth interview with 10 members of the newsroom including two top managers.

The other respondents include three reporters with titles from reporter one to three, four editors and deputy executive editor in-chefs and one news presenter. From these, three of them are female. Each of the interviewee was given an average time of 50 minutes.

Being colleague to all the interviewees has in many ways benefited the researcher in the course of the in-depth interviews. The respondents shared their ideas freely and in a friendly manner which enabled the researcher to ask many follow-up questions.

Data were also gathered through participatory observation. The researcher noted a single day of the newsroom activity. April 26 Monday activity of the newsroom noted by the researcher. Starting from the morning editorial conference to the night ETV 57 news show.

Issues regarding the newsroom wrote on EBC editorial and content reform document used as data for this research.

In qualitative research, one interview people to understand their perspectives on a scene, to retrieve experiences from the past, to gain expert insight or information, to obtain descriptions of events or scenes that are normally unavailable for observation, to foster trust, to understand a sensitive or intimate relationship, or to analyses certain types of discourses (Lindlof, 1995, p. 5).

To understand ETV newsroom management and to know the impact of newsroom management and final output it needs to have insight information of experts in a newsroom and understand their perspectives on the scene. The researcher preferred open-ended questions to get real views. Semi-structured questions were asked during the interview to solicit the participants' feelings and opinions regarding the practice of newsroom management. The focus of the in-depth

interview was about their role, activity, and responsibility in the newsroom and their day-to-day activities.

3.3.1.1. Setting of Interviews

The interviews with all journalists and management members were made in the corporation's Head Office. Privacy was granted and confidence was established. All the interviewees are not mentioned by name but mentioned by position. And the discussions were also free and open.

3.3.4. Observation

Data can also be gathered through the researcher's observation. The researcher is an insider observer in this study. The researcher is working in EBC newsroom as an anchor, live host and producer. Have 8 years' experience in EBC. In qualitative research, it is becoming more usual for researchers to be members of the social group they are researching. Being a "insider" has various advantages, including a better grasp of the culture being researched (Tom-Orme, 1991, p.18).

According to Adler & Adler (1994), the insider researcher is a member of the group being investigated. Insider researchers, it is claimed, always have a passion for the topic they are working on. This indicates that they would devote themselves to the research despite the challenges Adler & Adler (1994, p.89). One of the most common methods for qualitative data collection is participant observation. In participatory observation, the researcher performs their work as a part of the community of ETV, to verify that the observed information is of the natural phenomenon. According to Stone et al. (1999: p. 339). Observation over time will reveal patterns of behavior that the researcher may have been unaware of even in familiar settings. The topic of the study also needed to use participatory observation to observe the informal activities in the newsroom. In this research, the observation is not the personal experience of the researcher. It was done by selecting randomly a single day of ETV newsroom routine activity observing how news is flowing and who is doing what. And the physical structure or the office structure of ETV newsroom was observed by the researcher.

3.3.5. Document analysis

This document analysis aims to understand what is written in the editorial policy, EBC content reform document, and job description of each newsroom member. Focused on how the newsroom arranged and topics about the new news channel formation was reviewed in depth.

3.4. Sampling technique

The researcher used purposive non-probability sampling to select the required respondents. This method will allow the researcher to choose subjects with sufficient knowledge and proximity to the problem. The selection of samples in purposive sampling depends on the capability of a subject in responding to a set of questions that are relevant for the study (Miles, M. B., Huberman, M. A., & Saldana, J. M. (2019)). The purposeful sampling methodology allows interviewees to be chosen based on their attributes or experience, allowing them to comprehend the question and provide correct responses.

In this research the researcher planned to conduct in-depth interviews with a total of 15 relevant people. The interviewees were selected purposefully with the intent to engage both genders and all job categories. Moreover, both active and passive participants of the newsroom were also included based on the researcher's observation. Accordingly, the first in-depth interviews were held with reporters. Though, the plan was to interview five reporters who have different positions, the researcher decided to make it just three as the responses are found to be similar. Overall, the researcher conducted the in-depth interview with 10 members of the newsroom including two top managers.

The other respondents include three reporters with titles from reporter one to three, four editors and deputy executive editor in-chefs and one news presenter. From these, three of them are female. Each of the interviewee was given an average time of 50 minutes.

3.5. Data analysis

The researcher employs narration style to analyze the data obtained from an in-depth interview, observation, and document review. The narrative analysis technique was employed for it has been a traditional technique used to search and analyze qualitative data that people employ to account for events (Bryman, 2004, p.413). He further explains that this technique was used to collect and analyze the data that was generated through in-depth interviews, observation, and document review. In-depth interviews of the management staff of the newsroom and reporters and editors are analyzed by narration style of data presentation. The researcher observation and document reviewed were also used as a crosscheck data and presenting a narrative way of presentation.

Chapter Four

Data presentation and findings

4.1. ETV NEWS as a channel

In 2018, EBC created three television channels. ETV news, ETV entertainment, and ETV language. ETV NEWS channel is a channel only given for news and news program or current affairs.

ETV news channel broadcast 24 hours news and news programs in Amharic language. This news channel emerged in EBC following its new format (EBC content reform, 2017).

According to the reform document, the new news channel formation aims to disseminate news as the most important information for Ethiopians and to fix the previous questions regarding coverage and content of news.

There are three news packages in a day. The content reform document called them prime time news packages. Good morning Ethiopia, morning (from 7 AM – 9 AM), ETV square, midday news show (from 12 AM - 2 PM), and ETV 57 (night news show from 7 PM – 9 PM). There is also news every hour starting from early morning to midnight.

Based on the information gathered from the interviews, editors and reporters evaluate their news channel as it could not be an influential media. One of the reporters say that "our news don't have difference with other media. And our main source of information is the government and we did not bring anything different from the way we reported before the reform. "

Regarding the operation of the new news channel reporters and editors said the station does not take into account the manpower and resources available. When the three television channels, including the news channel, were established with existing materials and manpower they said. In particular, the availability of resources shared by all three channels made the competition more competitive with each other than other institutions. There is a fight to find the first video downloading and editing machine. This has an impact on the quality, timeliness, and productivity of the channel.

All members of the newsroom have taken responsibility for this. Among the issues they raised was the role of the reporter, the reporter did not plan on their own initiative stories which are

close to the public, and lack of ability to see ideas from a different angle. They say the gap creates by capacity and skill as well as knowledge of reporters.

This does not represent all reporters. Few reporters plan ideas close to the community with their initiative.

They make good reports both in terms of ideas and production quality. But it depends on the abilities and interests of individuals.

Another issue they say has not made the media influence is the leadership is unaware of the merits of each reporter. A good journalist is always considered good. Also if considered as bad always bad.

Newsroom management is characterized by distinctive management skills related to deadlines and urgent decisions. Learning to understand and use the authority and responsibilities of supervision is the first essential step in acquiring the skills that can lead to a higher management level (Giles, 1995:p.113). As most of the interviewees accepted the top management of the corporation is assigned politically than skill on media management. They may be university lectures or politicians from other filed.

They criticize them for lacking the management skills to lead the media. Their knowledge is theoretical than developed by practical experience.

There are also problems that the management is raising with the journalists. From those one of the editors said "they do not come up with plans on their initiative and they do not add creativity to the plans they offer. They produce as it is". They also point out that the cause of these problems stems from the commitment and performance of the journalist. Reporters are the greatest source of story ideas (Niblock, 1996, pp.112-115). But in ETV newsroom few came with story ideas. Most reporters wait for the management to have news plans.

Reporters agreed at some point about their commitment and performance. But they state the reasons behind not having the commitment and high performance.

Lack of on job training based on the journalist's gap is one of the reasons for the question regarding performance and lack of recognition and motivational strategies in the corporation is one of the reasons behind the lack of commitment.

Among informant most of them comments that as ETV as the first television station in Ethiopia and as a national media the delivery is not equivalent with its age, human and material resource.

Reporters and editors believe that there is no visible difference between ETV news channel and other recent TV stations like FANA and WAITA or regional Media.

As reporters and editors said ETV has good financial access, experience, and human and material resource than other TV stations. But the media is working the same with others without any visible difference.

For this reporters and editors state two reasons, first the managers especially those working as top management are careless for human interest and public issues. They are concerned about current affairs. It seems there side to the government than the public. The second reason they stated is the recent transformed government do not give attention to ETV as a national media, for this they cite various examples, from those, some information, press releases or events of the government given for regional media only and ETV wait for reports from regional Media. And also some national information is released by officials on Twitter or Facebook pages before the national media releases.

This undermines the credibility and acceptance of the institution from the public and made the national station competitive with regional stations.

4.2. The impact of the restructuring of the TV station from EBC to ETV news

One of the reasons for the establishment of an independent 24-hour news channel was to address the shortcomings of the news when EBC hosted entertainment and language programs together.

Observation indicates this has been achieved. In addition to the three main news hours, there are hourly news announcements. It gives an access for breaking news can be reported at any time and place in the country.

Observation indicates, the main focus of the newsroom is on Prime Time news packages. The other hours do not get attention.

Based on the researcher observation on April 26 activity of the newsroom members and leaders of the shift main concern was prime time news packages. The other news hours do not get equal attention, specifically news from 3 PM to 6 PM was recorded at 3 PM and repeated till 6 PM, the same news anchor and the same news content.

According to the content reform document news from 3 PM, 4 PM, 5 PM and 6 PM have their own color context and aim. Specifically news hour of 5 PM was given for regional news coverage, it may be production or live from regions. Regional news present for 30 min.

6 PM news format also designed to disseminate news clue, what will be expected at night ETV 57 news show present in a short way.

As managers state they were practicing like this at the time of the new channel emerged and it was perfect to give equally air time chance for regions. 6 Pm news also gives a chance to disseminate first information to the public than other Medias. It gives initial information and ask the audience to wait for ETV 57 news show and stay with ETV.

But recently they are not working like this. News is recorded and re-run four times in a day. This make the channel more boring.

For this managers state different reasons. The first reason is ETV have only one studio for the news channel. Studio C, the studio the channel have, used for both news and news programs recording in the channel. News channel programs like in titled with DIRIB JEGNA, NEGEN ZARE, and YELIBONA WUKIR, ETV WEKTAWI, BIRTU WEG, YEBETESSEB WEG and other programs recorded in this studio. Because of this the studio became busy to get space for recording those programs the afternoon news should be recorded as the managers said. For the question how it was possible to practice according to the document at the privies' time managers' answer there was a lot of back lock programs at the time of the channel start its work.

But according to the researcher observation it is beyond shortage of studio. At the day the researcher observe the day to day activity of the newsroom the studio was free from any other program recording but three news selected by the shift leader recorded in studio by anchor and present repeatedly till 6 PM. There is a question regarding to commitment and carelessness' in addition to shortage of studio.

According to interviewees this restructuring and the reform create three good prime time news shows. Good Morning Ethiopia, ETV square and ETV 57. These news shows have their own target audience. On the reform document, EBC didn't give attention for morning news hours.

With all the limitations these prime time news dhow have the attention of the management and the reporters, all are working on it with commendable commitment.

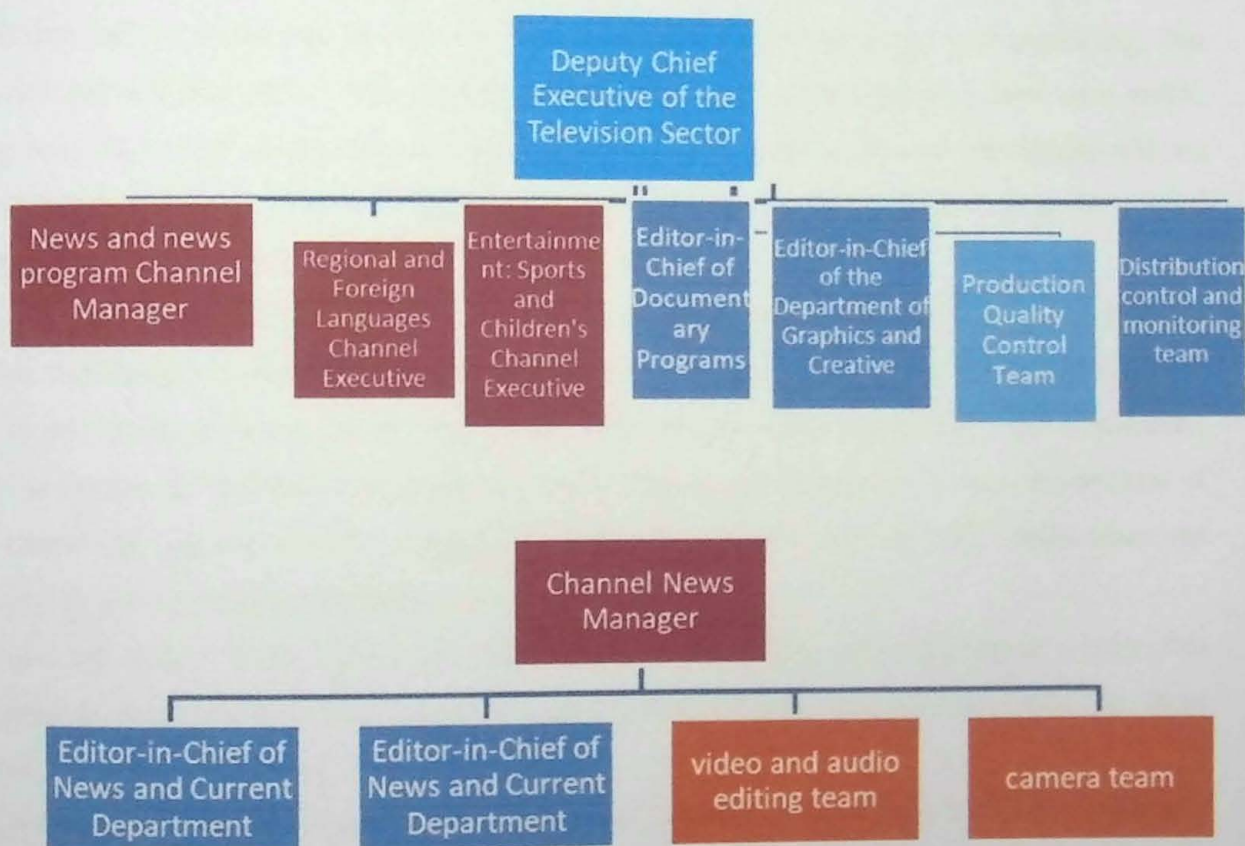
4.3. Role ambiguity

Newsroom members in broadcast media like television add visual elements. According to Niblock, television newsroom crew members includes studio director, camera person, floor manager, audio-video editor, and other staffs working for the visual part than other print or radio newsrooms (2010,p.112). Although there are such members of the news department mentioned

in ETV, they are not organized under the newsroom. In connection with the fact that there are three televisions under the television media, the newsroom does not have these members under it to facilitate input sharing with others television channels in EBC. Even if these studio persons are not under the newsroom but the newsroom has its field camera persons or there is a channel camera person team under the newsroom.

As (Barnas, 2010, p.228) stated Field producers help reporters with research, plus the detail work, setting up interviews, locating people at the scene of the story (often in advance), directing the cameraperson, and making travel arrangements. The field producer is often described as the “advance” person or “facilitator.” He or she speaks with the news-makers in advance of the reporter’s arrival, briefs the reporter on what the interviewees know about the story, and suggests questions to ask in interviews. But even if field producers have these roles, ETV newsroom does not have this position. The roles are being shouldered by reporters as additional tasks. Reporters also play the role of researchers because the newsroom does not have a researcher.

ETV News Channel reform structure



(EBC content reform document, 2017)

Under ETV news channel there are three departments

1. News department
2. News program department
3. Assignment desk

Out of these sections, the news department is the central part which is led by the editor in chief. Under the editor in chief, there are four people who are working as shift leaders. From the input side, there is one deputy editor in chief who works with seven beat reporting teams. Those are agriculture, infrastructure, technology and industry, social, politics and government, good governance, and international news. These teams are set up to produce planned news in each sector.

In the first months of the channel establishment, all the tasks were done according to the plan. But the status could not sustain. Among the reasons given for this include the transfer of journalists who were team leaders to other departments. The other factor mentioned is that journalists left the institution for various reasons which makes such teams malfunctioning. The respondents said that when such incident happen, the corporation doesn't recruit new staffs. Moreover, the vacant positions are being given to incompetent leaders or journalists without clear procedure. Due to these factors, only two beat teams are working effectively at the present time, these are social, and politics and government teams.

The last two years issues covered by ETV news channel are dominantly becoming political issues. According to newsroom managers, most of the content is politics at this time. They say the current situation in the country had forced them to follow this trend. They agree, however, that the decision to split into two groups is unwise. It does not make many issues and sections of the community accessible. The managers say it will not continue and will return when the country's political situation stabilizes.

Beyond the seven teams, there is also a business reporting sub-department. Under this department, there are two beat reporting teams called economy and market. Relatively these teams are working effectively.

According to interviewees from the business team, the section is currently doing a relatively good job in terms of quantity, quantity and content. As for the respondents, the reason is related to the fact that it has its own air time.

The business beat team faces some problems which are different from other beat reporting teams. These issues are related with internal and external pressures. The respondents said that the work is restricted since it is considered to be used to promote business-oriented organizations. One of business team editor mention that,

"To avoid this, arrangements have been made for institutions such as banks to pay for news coverage. It creates a comfortable environment for the job but it is not professional. They transmit the information of their organization that they need for the paid airtime, but the journalist cannot do it in his way. This is not professional."

According to the newsroom managers, the department has enough man powder but there is the issue of quality. One of the manager say that,

"At the reporter level, we have journalists to make both event and planning news. But we don't have editors who are the main bridge for the work. The space in the middle is incomplete. Attempts to fill this gap through training were unsuccessful".

There are also concerns about better reporters. Those who have good knowledge and skill usually move to other institutions in search of better salary.

The other problem mentioned from the reporters' side is about division of labor; they told the researcher that job descriptions are written only on paper. There is no clear demarcation or visible difference between the tasks given to reporter, reporter 1, reporter 2, reporter 3, and senior reporters. But there is difference in their salaries. The reporters also questioned the skill of script editors which some of the editors themselves agreed up on.

As most of the reporters complained, usually script editing is done on words or style, not on the content. As one of the respondent said that the editors don't give any orientation to reporters or add value on the script or the final production.

Most ETV news editors are assigned just by looking at their experience whether it is in journalism or not. This has a negative impact on the quality of news items as editors should have experience of a reporter to be a good editor. Barnas, 2010 said that editors or line producers are mostly responsible for deciding what goes into the news broadcast and making sure it's ready to air (p. 226).

There is a knowledge gap between reporters and editors. Reporters blame deputy executive editors (shift leaders) as they don't have a nose for news and news items. Moreover, they don't update themselves and don't accept ideas from reporters.

The top management agreed on the idea of reporters. Most deputy executive editors don't fit the channel. Currently, they are working on coordinating running orders and collecting news leads from reporters. They don't add any value to the news package.

According to their job description, deputy editor-in-chiefs should plan for the next day news package or add value to the plan already submitted by the reporters. For example, they should invite a relevant expert on a specific issue to further elaborate matters for the audience.

In addition to the planned news and events, their main task is to coordinate the latest news from the monitoring unit and news that is sent from regional correspondents.

According to the Top management, the truth on the ground, however, does not reflect this. At the moment, they have no role beyond coordinating the day to day news package.

As newsroom managers said there is also a problem of not properly managing the news package as planned in addition, there is also a problem in applying the standard guidelines provided. One of the managers said that,

"There is a fundamental problem with not doing enough script editing. The case of most problems in ETV is related to the capacity of editors. Despite their lack of time and motivation, this is the only way they can deliver. "

According to the managers, the criteria set by the institution for the selection of deputy editors during the formation of the new channel were appropriate and correct.

The reason for them to say this is it gives value for work experience and employees working in the institution were given the chance to vote for the appointment.

Staff members voted based on social exclusion to ensure the proper placement of deputy executive editors. Social interaction affects the voting system. Because of this most deputy editors do not fit the position. It was about measuring people by their behavior and communication rather than by their performance and ability.

Deputy editor in chiefs accepts some of the ideas of the top management. But not as it is. They have complaints regarding the working system of the newsroom. Discussions on the weekly editorial meeting were halted because of COVID-19 pandemic and were not allowed to continue in other ways. They said "The process does not allow us to increase our roles beyond coordination. That's why we can't do what is expected from us."

The managers, however, say there is also Deputy editor in chiefs who are adding value within this process. The main problem of most Deputy editor in chiefs is capacity.

Let's take a look at the role of the Deputy Editors in a major news outlet. The data collected from the observation and the interview were found to be similar. This information was obtained in an interview with one of the Deputy Editor-in-Chief,

"My main job is to assign people for collecting and editing news leads and mainly I work on the rundown. Productions and scripts are seen by editors who are assigned in this shift. I do not participate in the editing of production and script but I assign editors. I also assign reporters to new news that comes from a monitoring team. My main job is to coordinate; working on running orders and by attending to the studio follow the news to be aired. "

Their day-to-day activities are not as written in their job description. They have a role to participate in planning, orienting, and assigning reporters according to their job description. (Niblock, 1996), discussed the role and responsibility of Editor in chief or news editor. They have a major journalistic role in deciding what to broadcast, in what order, which stories should be included, and which are to be omitted. The practice is not like this at ETV newsroom.

Observations indicate Deputy Editor in chiefs' role is limited to routine tasks. Their main role is working on the running order and coordinating. What they are doing is not a profession. They are experienced journalists but, they do not make reports, edit what reporters do and participate in planning, they are generally far from professional.

4.4. Flow of news

Planning

Most of the time a plan for news coverage is prepared by editors. Sometimes story ideas and initial plans could come from reporters and then develop by the editorial conferees. After the plan has profoundly developed assignments will be given to reporters for coverage (Garrison 1992, p. 44).

In ETV context, most news plans are coming from the top management. As one of the reporters mention

"When news plans are coming from the top management sometimes they are not fully a plan. They just give ideas or areas of news to be covered. And sometimes news plans that come from the management are given with details. Including information on who should

be an interview with contact and how to produce. It doesn't need the effort of the reporter it is already cooked information and easy to contact interviewees. "

Even if it is rare reporters plan by themselves. As managers said thus news is timely and good productions, problems with the issue of contact, infrastructure transportation, and others pass by the reporter without the interference of the managers. Managers in the newsroom find out that when reporters plan by themselves, problems cannot stop them. And they produce good productions.

The role of editors misused in ETV. They don't orient, assign reporters, and edit content. They are not skilled, knowledgeable, and also very few. Most ETV newsroom problems were driven by this, as most of the interviewees agreed.

There is no orientation at all in event-based news reporting. Reporters produce event-based news according to their view or an angle, not the editorial decision.

On most planning reports, when reporters who came up with ideas are often successful.

Newsroom managers said,

"When the journalists work on his or her initiative they overcome the obstacles. They pass all the problems by themselves without contacting managers. But when news planning comes from the top management to down the reporters sort out a lot of reasons. "I lost contact, I had trouble finding information, transportation, and camera access" are among the reasons given by reporters. As a result, there is a problem with the quality and timeliness of news which comes from the top management. "

Assigning

In the newsroom system, the reporters complain most about assigning reports. One of the interviewees from reporters said,

"Assigning for an event or planned news should consider the value of the issue. For example, reports on AU meetings or high-level national or international issues should cover by experienced reporters. They assign fresh reporter for such kind of issues and to an event who attend higher officials. The performance, dressing, and personality of the journalist also discipline and knowledge of the journalist on the specific issues should be considered before assigning the reporter to an event of planned news. But the practice is not like that at ETV news."

The management does not accept this as it is.

Discipline is one of the most criteria for assigning reporters on high-level reporting as they say. According to the managers, they also try to see the knowledge, performance, and sense of accountability of the journalist. But this does not be working always. They state different reasons for this. News is full of sudden and urgent work. As a result, they assign journalists without considering the above criteria.

Orientation

The other idea reporters raised on the flow of news is there is no culture of orientation in the ETV newsroom. They just told them where and what with no detail. According to the reporters, none of the editors provide background or foreground information about the subject matter to be covered. Newsroom managers share this idea of reporters. "ETV has a major problem regarding editors. They are small in number and not qualified. "

Another issue that reporters raise about editors is the system of the newsroom by itself does not give value to editors. The system got them into busy routine work. They fully engage in a daily base routine activity of the newsroom.

Knowledge of international issues, current affairs, and general knowledge as well language skill of editors questioned by reporters. As a result, some reporters do not want to show their news to editors.

From the issues that editor's raise as a problem with reporters as one of the editor mention "Their only goal is to fill the airtime. They don't care about the quality and creativity of the news. They produce news as is. No reporter even writes the script twice. But they blame editors.

4.5. Editorial conference

Editorial meetings should help not only to define and develop ideas for future content items, but also to analyze the performance of previously transmitted content. Simultaneously, the accountable individuals, procedures, and communication channels must be considered. Only effective meeting management will allow this to happen.

Editorial meetings are a tried-and-true method for journalists to debate articles. Each day, there are usually two editorial meetings in television news - one in the morning and one in the afternoon. The main objective of these meetings is to brainstorm story ideas for the following day's and evening's newscasts. As a result, each member is expected to bring a tale concept to the meeting. Everyone understands their position, the rules, and the editorial meeting schedule,

which is based on the power of data — and different viewpoints — to arrive at the greatest content combination.

There are three main editorial conferences in ETV.

1. Morning brief editorial conference

It is a morning editorial conference. Five days in a week Monday up to Friday. Members are shift members of today's show and journalists who are assigned to project news production and channel manager and team leaders. Facilitators are the days show shift leader and the newsroom manager.

The main aim of this editorial conference was to discuss yesterday day's news performance, commenting on the news which is presented yesterday, and add value to today's news package specifically on the square news show.

Shift leaders present today's news plan which is sent from the deputy chief executive producer contenting what events are expecting and who the reporter is and which news produced by plan will be aired on the day's show. But this editorial meeting doesn't work this way. As interviewers said.

Although the place is designed to get different ideas, Ideas are not raised. Sometimes but rarely arise amazing ideas. Takes as part of the decision. Immediate action takes without the need for the main editorial say.

According to the newsroom managers, in this editorial, there are many reasons why journalists do not participate actively.

Most journalists are not active to notice surroundings and dig out newsworthy. There are very few journalists who come up with new ideas. They do not follow the media, there is a lack of ideas between the journalists. As a journalist, they are not close to new issues. They cite the fact they a journalist who does not follow media and not close to new ideas cannot comment.

The journalists, however, disagree with the managers. They say the morning brief editorial is done because it has to be done. The reason for this they stated is that the journalist who participates actively are always the same and they didn't come up with different ideas. It doesn't give a space to detail discussions. Newsroom members will interpret comments or ideas in other way. Some newsroom members who participate actively are raise aides only just to talk them kill others time without having any different idea. As they say such things make them to be passive on the morning editorial conference.

2. Top management daily editorial conference

It's a top management editorial conference. Members are all channel managers of the corporation and supporting staff managers. It charred by CEO or deputy CEO of the corporation.

The purpose of this editorial meeting is to give directions for all channels of the corporation and to discuss the weekly or monthly agendas of the corporation. But the practice is not like its aim, newsroom managers are not happy with the members. Even if it is one of the content production places for all channels including news, members are not proper or close to the content.

According to interviewees, almost all attention is about news channels and talking points are only on square show performance from all the channels. It also depends on daily event news tips. Earlier there was a system of discussing with the assignment desk on what news tips or event letters EBC receives and the chief executive producer and assignment desk manager try to decide which should be cover or which not cover be. According to the editorial as well as human and material resource.

They droop and accept event letters before an hour the top management editorial conference started. After that the main editorial conference comment on the decisions not on each newsletter. But know a day of the main editorial taken by discussions witch event should be cover and witch not to be.

The discussion points are not about newsworthiness it is a matter of touching or covering all issues give air time for regions and regional officials or events which higher officials attend must cover.

Some organizations which are working with EBC should use air time. This discussion to droop and not to droop newsletters take more time.

Because of this, the editorial conference is not a platform for new ideas and critical comments. The other thing is it doesn't set a clear agenda for each day so that anyone can shift the discussion point. When one of the members raise any idea others commenting on that and the day's dissection shift to that personal agenda. The editorial conference agendas are not framed properly. It doesn't have its team as one of the editorial member between the interviewees mention

"Issues that should not be on the agenda of the editorial chaired by the CEO or Deputy are seen to be on the agenda. Newsletters as a discussion. For example, it takes a long time to decide whether Dashen's beer bond-buying ceremony should come or not. This is what an editor can do. So the place is not coming to a place of new ideas. No news feeds for the day. An individual can come up with an agenda and change the idea of a full editorial. A program can make a hundred reviews. You can create your agenda and make it an escape."

3. Weekly editors' editorial conference

The weekly editorial conference members are the seven-beat reporting team leaders. The four shift leaders with the editor in chief of the newsroom.

According to the reform document, the main purpose of this editorial meeting is to activate the input side and to discuss on weekly news plan ideas.

According to the interviewees, this weekly editorial meeting was actively working at the time of the first year of the news channel working time. Because of different reasons, they stated it stopped now. From those Covid-19 and the situations in the county raised boldly.

4.6. Staff assessment and promotion

The newsroom has more than 76 journalists. But it is only a number. There are only a few journalists who are working fairly. Others are not delivering depending on their job description or position and title they have.

Reporters blame the management for participating passively in the newsroom. The system of no punishment and no recognition made most of the newsroom members to be passive in their activity.

Managers blame reporters and editors as they are not creative enough and passionate.

To get a good payment you need to be in an editor or another managerial position. There is no system of paying for an experienced reporter. That is why ETV doesn't have a senior experienced reporter. They are working in managerial places which is not professional to get much salary. The system does not allow to get much salary as a reporter. According to interviewees, Carelessness is highly adaptable in ETV NEWS. And it is Because of the lack of Staff assessment and promotion

According to newsroom managers, incentives have not been prepared together following the Continent Reform. There is no such thing as a rewarding system for those who are working well.

4.7. Media independency

As most of the interviewees stated the time from January 2018 to September 2019 was a golden time for the channel history. Based on the riots in Ethiopia It was a time of change of leadership. The time was when Ethiopia is in the process of "transition". A time when the government was plagued by popular protests and a time when the new "transitional" government trying to set. According to interviewees, that "golden time" shows that how when media is free from government influence and how effective it can be. One of the interviews from the managers said this:-

"The politicians were in an internal political turmoil. That is what made the media work freely and impartially. At the time, the media had the opportunity to do whatever they wanted. It was possible to interview anyone. No question or comment from the government officials on news presented. No one came to ask about the event which is not covered."

According to managers, government intervention plays a big role in the institution to not continue with the quality it started. When a media is independent of government structure, especially from higher officials it can be taken as an indication of what it might look like.

Although they say we have made the media free, Influence begins with giving an idea to be covered or to make an agenda that sounds like a command.

When they explaining how they came out of the golden time", Criticism of the media based on race from government bodies starts with the comment that there is a lot of news about this area or nation. The management is afraid of this criticism and forced to provide location-based or regional and ethnic-based broadcasts rather than content.

According to the managers, as a result of this government intervention, the leadership was embarrassed. The leadership is concerned that it could be interpreted in a different way rather than in a positive. It also ruined the spirit of the inner.

On the other hand, reporters believe that top management is politically affiliated. They are working for the party they come from. Some of the top management members are also working for higher officials to use the media as they want.

Government officials have the right to decide running order or to cut up the sound even to stop any news from the transmission. The following quote idea from one of the interviewee shared by all interviewees

"There is a problem on the top management they served government officials or others are assigned to fulfill their political desire and have much care for government."

Most of the members of the newsroom including the middle management believe that recently ETV is becoming a party media serving prosperity party.

Reporters question the top management as they are not looking at things professionally. They comment on news from political or individuals' perspectives. As one of the reporters said.

Most of the interviewees have complained about media independence. Although it is state media, it has recently become more like party media as they said. Problems in the newsroom started from the government, not the management. They say the media is free but they assign party members which can fulfill their needs.

The other issue which is related to media independence is finance. The organization does not have its financial capacity. Income is an equally important concern than content. To get finance the organization invites outsource programs. When there are programs that generate income, program formats are turned off. Not only program formats off for the programs that generate income news hours also will minimize to transmit advertisements on that prime time. Based on this newsroom managers' state, financial independence is one factor to lose quality on content and production.

According to interviewees, the newsroom can be actively working on social or political issues only when the government wants to make that issue agenda for the public.

They give visible examples:

Example 1, civilians were killed in a massacre in the Benshangul Gumuz region Metekel zone. ETV did not cover the issues on ETV 57 news show on the day it happened. On the next day morning, the editorial briefing CEO of the corporation attend that day's editorial meeting for the first time starting from he was assigned as CEO of EBC. The reason to attend that day's editorial meeting was to balm the newsroom for not covering yesterday's Metekel issue. He asked newsroom managers also journalists, who stopped you for not covering such an issue? And the CEO gave Instruction to give wide coverage on of issue on the day's square news show in different angle. Journalists and officials of the department, however, would not have reported

such cases without a decision or suggestion from the top management in the past as they say. They say the officer's accusation at the editorial meeting was not because the case had not been reported, but because he had received criticism from government officials for not reporting it. According to the members of the news department, the reports made on the day were successful in terms of content quality and speed. It was possible to make reports that included the views of all parties without bias.

As newsroom members stated this can take as an example for the newsroom how managers and journalists have a potential to do good production with the existing infrastructure. When the initiatives came from top management or government it is easy to be professional. As they say. Issus on Green legacy, low enforcement and Great Recesses Dam taken wide coverage with a verity production with the existing infrastructure and human resource.

4.8. The challenge of Covide-19 and situations in the country to the management activity

ETV news as a channel faces two problems recently. Covid-19 pandemic and situations in the country. Those things change a lot in ETV. As newsroom managers stated the first impact of covid-19 start by stopping face to face editorial conference and limiting the number of journalist at the office make the newsroom work with a little number of members.

The weekly editorial conference of editors was highly supportive of the input side. This editorial plan weekly and monthly project news in different sectors. The seven teams plan news and it develops by discussion in the weekly editorial. This editorial stopped its work when the first Covid-19 case was confirmed in Ethiopia. It stopped because the room they meet was very small. Here we can ask about the setting of an office in the process of management.

This became the first reason for the question of why most of the news plans come from the top management. It blocks the input side.

At the time of the pandemic, the first 6 months were working in a shift. Journalists were working 15 days continuously and 15 days at their homes. This decision to limit the number of employees at the corporation.

This has its impact on the content quality format and newsroom management. Systems and structure braked.

According to managers situations in the country make all the content of ETV divert more on political issues. Because of these issues related to science and technology, agriculture, infrastructure, and others get little chance to cover.

Events prepared by the government have live coverage on the channel. There were also a lot of events in the country during the transitional government.

Those two factors make the channel break formats that are written on the content reform.

4.9. Findings

The researcher gathered data through in-depth interviews with newsroom members of ETV news from the reporter level to the channel manager. Data were also gathered through observation of the researcher and document review. And found the following

- The reform from EBC to ETV news channel has created a lot of news airtime. One of the reasons for the establishment of this new news channel was to address the lack of air time for news and news programs. The problem with air time has been solved. It provides an opportunity for coverage of events across the country. It also allows having breaking news at any time.
- The channel gives access to repeat news for those who do not see it at the prime time of transmission.
- The transition time can take as an example of working with existing infrastructure and show the capacity of managers and journalists at the station.
- When news plans are coming from reporters, it is worth.
- The news flow is depending on individual interest not on the system.
- There is a high capacity of human and material resource but need strong management
- There is an indirect influence on the news process from government and government officials.
- ETV as the oldest television station, the manpower, materials, and accessibility could not be differentiated from other recent televisions. Efforts to establish three channels by existing materials have had an impact on the content, quality, and timeliness of news.
- The newsroom is not well-organized especially interims of office structure and materials.

- The media looks at the system of government and the current situation in the country. The newsroom department claim that the political situation has forced them to work differently which is stated in the reform document.
- ETV news was trying to serve the public by presenting diversified issues and present news productions in quality. The newsroom was working professionally at the transition time of the government. The time can take as an example of when media is free from government influence and how effective it can be.
- The media is not independent of governments.
- Ethiopian's political situation has led to a lack of content in news outlets. Most of the designs by the government may be formally or in an informal way.
- The gap of editors in number and quality has a big role in the quality of the channel output.
- Income is an equally important concern than content. To get finance the organization invites outsource programs. The financial issue has an impact on the newsroom management process as well as output.
- Problems in the newsroom started from the government, not the management. There is highly intervention of government but not in a formal way. Informal interventions break the system content and format of ETV news. Government officials have the right to decide running order or to cut up the sound even to stop any news from the transmission.
- Most of the managers are politically affiliated. They are working for the party they come from. Some of the top management members are also working for higher officials to use the media as they want.
- Role ambiguity has a very big impact on the professional practice of the newsroom.
- The newsroom does not have a system of Staff assessment and promotion. This made most of the newsroom members to be passive in their activity.
- Members' selection for editorial meetings has a problem. Because of this, the newsroom editorial conferences are not that much influential.
- There is a lack of planning, orientation, and assigning reporters system. Which is done unprofessionally.
- The flow of news work base is individual interest, not the system.

- Job descriptions are written only on paper. There is no clear demarcation or visible difference between reporter, reporter 1, reporter 2, reporter 3, and senior reporters. Their difference is shown only in their salary.

Conclusions and recommendations

5.1. Conclusion

In this chapter, I have attempted to give an analysis of newsroom management of ETV news channel. The qualitative research approach has been used as a method of study, as this method is more appropriate for examining words and ideas. It is also helpful in explaining complex phenomena. Accordingly, in-depth interviews, document reviews and participant observations were conducted to explore employees' and managers' views on newsroom management.

Based on the analysis, the reform from EBC to ETV news channel has given room for a wider news airtime. One of the reasons for the establishment of this new news channel was to address the lack of air time for news and news programs. So, the problem of air time has been solved, providing an opportunity for coverage of wide events across the country. It also allows for entertaining breaking news at any time.

The major finding of the study is that the system of the management has an impact on the output of the news channel. This is mainly because problems in the newsroom emanate from the government, not the management. There is high intervention of the government and that not in a formal way. Informal interventions disrupted the system, content, and format of ETV news with government officials deciding running orders or cutting up sound bites and even preventing news from the transmission.

The other major finding of the study is that government transition times can be taken as the best example of freely working with existing infrastructure vividly displaying the capacity of managers and journalists at the station. These times give freedom to the newsroom. So as was seen in the latest case the newsroom was working professionally. Being free from the government and government officials' interference has great contribution to the effectiveness of the newsroom.

Role ambiguity has also a very big impact on the professional practice of the newsroom. The newsroom does not have a system of staff assessment and promotion. This made most of the newsroom members passive in their activity. Members' selection for editorial meetings has also a problem. Because of this, the newsroom editorial conferences are not that much influential.

There is a lack of planning, orientation, and assigning reporters systems as well, leading to unprofessionalism. These major findings have contributed to the ineffectiveness of ETV newsroom.

Most of the top management members at EBC are politically affiliated. They are assigned from other professions or simply because they are university lecturers, etc.. Although they have experienced leaders at their disposal who can properly manage the media under the theme, they are often the ones who give the order or the decision, which prevents the media from being professional.

Based on the analysis, the limited number of editors in the newsroom coupled with their incompetence has affected the work, which led to poor news script editing and writing. Proper orientation systems have also ceased because of the limited number of editors and capacity issues. There has discouraged hard-working journalists in addition to affecting the staff recruitment system. So this has led to business as usual among the staffers.

However, the thesis realizes that ETV newsroom has the potential to be a professional news channel. Specifically, the channel has skilled professionals at the reporters' level and managers at middle positions are also experienced journalists with the capacity to properly manage media. The gap at EBC, therefore, goes upward to the top management and down with those that have limitation at editors' level.

Issues of income and financial capacity are equally important putting the strain on the content and the operation of the newsroom. Shortening news hour air time for the sake of income generation has been the norm. This is especially true of business news, where a paid news system has been set up. This has seriously affected the - editorial freedom. As a national media trying to accommodate everyone is another difficult issue in the newsroom making the newsroom focus on regional diversity and serving mere institutions rather than due emphasis to content.

5.2. Recommendation

- The media must be free from government pressure to have a professionally driven news channel; possible solutions must also be considered in order to avoid informal pressures.
- Media leaders should be professionals for a strong and qualified news channel or media.
- Taking into consideration editors' huge role in a newsroom it is highly recommended to have more capable editors.
- Orientation systems must also be strengthened.
- Giving equal attention to income and content will compromise the effectiveness of the media. Given that ETV is a national news channel, therefore, income issues should be solved in other ways and the channel should solely prioritize quality of contents and formats.
- It is recommended that EBC as a corporation use its entertainment and Language Channels to generate income. However, News Channel is total focus ought to be on quality and content.
- On-job training should also be provided consistently by identifying gaps in the newsroom.
- The lack of staff assessment and promotion has huge impact on the effectiveness of the newsroom. . Leaders, therefore, need to consider cultivating the culture of reward and punishment.

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APPENDICIS

Interview working questions,

Interview working questions for the channel manager and excusive producer of the newsroom

1. How is the newsroom structured?
2. Is the newsroom sufficiently staffed with all important members of the newsroom?
Explain
3. Who does what?
4. Who plan, orient, and coordinate?
5. How does ETV newsroom management operate?
6. Does the newsroom have regular editorial conference|? How frequent it is? What issues discussed? And who are the members?
7. How the news flow processed in the newsroom?
8. Is the content reform document applied fully?
9. What is the impact of the restructuring of the TV station from EBC to ETV news?
10. Is the output of ETV news channel unprofessionally affected by the management of the newsroom?
11. What are the factors that contribute for effectiveness of ETV newsroom?
12. What are the factors that contribute for the Ineffectiveness of ETV newsroom?
13. What are your day to day activity is as the manager of the station?

14. What is your role in deciding the primetime news?
15. How do you assign reporters?
16. What challenge you face from the newsroom members side?
17. Is the structure efficient to manage the newsroom?
18. Are there any external factors that influence the process of newsroom management?
19. Do you think that you are managing the newsroom in a professional way?
20. If yes or no how?

Interview guides for shift leaders, team leaders, editors and reporters

1. What are the factors that contribute for effectiveness of ETV newsroom?
2. What are the factors that contribute for the Ineffectiveness of ETV newsroom?
3. What are your day to day activities?
4. What is your role in each prim time news package?
5. What challenges do you face from the newsroom management side?
6. Are you working as per your job description says?
7. If not what do you think the problem is?
8. Are you happy by the managing system of the newsroom? explain
9. Who edit your news? Are you happy with is it?
10. How do you evaluate te profession quality of your colloquies in the newsroom?