

**PERCEPTION OF JOURNALISTS ON THE
RESTRUCTURING OF ETHIOPIAN RADIO AND
TELEVISION AGENCY (ERTA) TO CORPORATION
AND ITS EFFECT ON THE NEWSROOM**

BY

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This is to certify that the thesis prepared by Desta Gebrehiwot entitled: "Perception of journalists on the restructuring of Ethiopian Radio and Television Agency to Corporation and its Effect on the Newsroom" submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Journalism and Communications complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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ABSTRACT

Perception of Journalists on the Restructuring of Ethiopian Radio and Television Agency(ERTA) to Corporation and its Effect on the Newsroom

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The purpose of the study was to assess the perception of journalists on the restructuring of ERTA to corporation and its effect on the newsroom.

To collect data, the study employed in-depth interview and questionnaire. Besides, purposive sampling was used to select the respondents of the study.

Accordingly, in-depth interviews have been conducted with six informants while 30 questionnaires were distributed to respondents. Furthermore, the designed questions were open-ended with the objectives of encouraging informants to talk. This enabled the researcher to ask for clarification. Narration was the main method of analyzing data generated by informants. The researcher also found out that it was important to take structural contingency approach as theoretical framework .

According to the discussions of findings, the journalists have positive perception on the restructuring. But they were not in denial that their attitude came with the financial independence of the corporation, where they perceived would be awarded with more salary and benefits. The findings further reveal that fundamental changes have not been achieved in the newsroom following the corporation structure. The findings also indicate that while slight improvements have emerged in terms of agenda setting , news presentation, the other journalistic practices of the newsroom have remained unchanged at all. Similarly, the journalists perceived that the restructuring also did not make any difference in the newsroom management . The study also revealed that the key impeding factors affecting the major objectives the restructuring are lack of commitment , inadequate training , evaluation and tendency to adopt to new organizational structure. Unnecessary bureaucratic system of decision making and less readiness and commitment of subordinates are also among the main factors facing the corporation.

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List of Acronyms

BBC	British Broadcasting Corporation
EBC	Ethiopian Public Broadcasting Service
FBC	Fana Procrastinating Service
FDRE	Federal Democratic Republic of Ethiopia
ERTA	Ethiopia Radio and Television Agency
PBS	Public Broadcasting Service
UNESCO	United Nation Education Science and Culture Organization

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Appendix A Key informants

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Over the years, many media outlets for various reasons have been restructuring their organizational setups. Scholars argue that migration of media towards different organizational structure mainly aims to achieve greater efficiency internally or externally. And evaluating the restructuring from the point of views of employees after it has been carried out is, vital to see the implementation.

How the media practices journalism become source of concern in the past decades, but the organizational structure of the media houses has received far less attention. Yet, this issue is crucial to those who work in the field of journalism because it influence the conditions under which they work, (G. Picard,2015)

Structural changes of organizations have led journalists and industry observers to express uncertainty and existential angst about what the changes are doing to the quality of journalism, career opportunities, and skills needed. Over the years, little attention has also been paid to how organizational structures affect the profession, (Witschge and Nygren, 2009)

In Ethiopia, the sole national broadcaster has gone through different organizational structures ever since its inception. The Ethiopian Radio and Ethiopian Television were first introduced to Ethiopia in 1936 and 1963 respectively. Since then the two stations have been trying to redesign their organizational structure in order to accommodate new technology and provide quality services(Leykun,1997)

Leykun (1997: 1) mentioned that television as means of mass communication was initially introduced to Ethiopia in 1963 on the occasion of the founding of the Organization of the African Unity (OAU).

As Leykun (1997: 28) stated the first organization structure of Ethiopian Television served from 1965- 1976. Following the 1974 Revolution, the Dergue regime changed the name of 'Radio Ethiopia' to 'Voice of the Revolutionary Ethiopia' so as to fit the name into the revolutionary changes which occurred at that time. As Makuria (2005:10) indicated the name of Radio Ethiopia was restored soon after the incumbent government came to power 1991.

In 1995, the two organizations merged and formed the Ethiopian Radio and Television Agency (ERTA) in order to commonly use the Agency's human and material resources. 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)

Having gone through these various forms of structures, ERTA was restructured to corporation being named after Ethiopian Broadcasting Corporation (EBC) in 2014.

According to the proclamation No 558/2014 to provide for the establishment of EBC the restructuring aimed at providing efficient, quality and competent broadcasting services. Thus, the study intends to assess the perception of the journalists on the restructuring and its effect on the newsroom.

1.2 Statement of the Problem

At present, organizations and their both internal and external environments are going through massive changes in order to attain efficiency. These changes first reflect internally and then externally, being also visible to the external customers and stakeholders. All the organizations want to meet the internal and external needs and this is why the management of change is difficult to be implemented. And employees respond differently to change, (Ioana, 2013)

Regardless of the particular form of organizational change (e.g. mergers, restructuring, downsizing, reengineering, virtual organizing etc.), it is well known that employees determine the ultimate success of change efforts. It is also well known to practitioners and academics alike

that, organizational structure, leadership and management practices all are important drivers (antecedents) of employee reactions and change outcomes.,(Ioana,2013)

Hane (2000:25) explains that growing competition and globalization along with tightened fiscal policies are causing both private and public sector organizations to strive for greater efficiency and higher cost-effectiveness. In many cases the desired results cannot be achieved without subjecting the corporate strategy and structure to some transformation. In this context, restructuring is no longer just an option; it is a necessity for survival and growth. The mass media in this regard is no exception. Migration of media towards different organizational structure mainly aims to achieve greater efficiency internally or externally.

Practically, in other parts of the world, many state-owned media have been restructured to corporation, each with different objectives.

In Ethiopia, the restructuring of media organization to corporation has taken root very recently. Apart from Radio Fana, which was restructured as Fana Broadcasting Corporate (FBC) in 2009, the country's sole national TV and Radio broadcaster, the then ERTA, has recently been restructured to corporation.

The committee, which was in charge of restructuring the organization set five ambitious goals during the restructuring process: more transparency in the media institutions; better public service; improved newsroom management; reduction of bureaucratic chains; and, above all, securing the rule of law in the organizations (Terje, 2012)

This study therefore aims to investigate the most common perceptions that employees have on EBC's restructuring and its effect on the newsroom in line with the major objectives set by the committee .

1.3 General Objective of the Study

The main objective of the study is to assess the perception of journalists on the restructuring of Ethiopian Radio and Television Agency (ERTA) to corporation and its effect on the newsroom.

1.4 Specific Objectives

Specific objective of this study are: to

- a. Explore the perception of journalists on the corporation structure and its effect on the journalistic practices of the newsroom
- b. Find out how the journalists perceive the newsroom management after the restructuring .
- c. Examine journalists' perceived factors hampering the changes to be attained as a result of the restructuring

1.5 Research Questions

The study intends to answer the following basic questions:

- 1.How do journalists view the journalistic practices of the newsroom after the restructuring?
- 2.How do journalists perceive the newsroom management following the corporation structure?
- 3.What are the journalists' perceived factors affecting the objectives of the restructuring?

1.6 Significance of the Study

To date, since corporation media, though the practice remains questionable, is a recent phenomena to Ethiopia, no serious researches have been conducted so far. Hence, the study will help the corporation evaluate the effectiveness of its new structure from journalists' perspective. The study will also serve as an input for other organizations such as the Ethiopian Press Agency planning to introduce corporation structure .It will also benefit researchers who wish to study on this particular and other related topics. Moreover, the study will be an add-up to the domain of knowledge in studying Ethiopian media and journalism with the philosophy of corporation media.

1.7 Scope of the Study

Since no other state-owned media organizations were restructured to corporation, the study focuses only on EBC. Other private corporate media organizations are not treated in this paper as the researcher only intends to study state-owned media. The study also attempts to examine the perception journalists about the restructuring as it is too early to examine the restructuring's effect on the news content. Since newsroom is central to media outlets, the research also focuses on assessing the restructuring's effects on the newsroom from the journalists' point of view.

1.8 Limitation of the Study

Since the subjects of this study were selected purposely, it is difficult to assume that samples are representatives of all journalists. As a result, the conclusions drawn from this study cannot be generalized to the whole population. Besides, since there was not much research conducted on this topic, there have not been adequate review of literatures to substantiate the study. In addition, lack of willingness of some respondents to disclose information presented a serious problem.

1.9 Organization of the Study

Chapter one of this study attempts to introduce the lineup of customary procedures which include study background, statement of the problem and other justifications expected in the framing of the research. Chapter two discusses review of literature. Chapter three describes method employed and theoretical framework in determining informants, collecting, transcribing, organizing and interpreting data obtained. Chapter four of the study deals with data presentation, interpretation and discussions of findings. Chapter five looks back to discussions and analysis made in the previous chapters and presents summary of the research as well as recommendations.

CHAPTER TWO

Review of Literature

In order to build the study on well recognized theoretical basis, this chapter is devoted to presenting the highlights of scholars' perspectives on employees' perception towards the restructuring media houses and effects on the newsroom.

2.1 Restructuring Defined

What is restructuring? Restructuring is a profound change in the way a company operates, involving changes in its strategy, in its structure, and so on. The term is also used when it comes to downsizing, though restructuring has more far-reaching implications than just a decrease in the workforce. Very often, the purpose of restructuring is not only the financial and economic improvement of the company's performance, but it's very survival.(Ioana,2013)

This is not to say that companies should not go through restructuring. In many cases, organizational restructuring is the perceived as a solution to existing problems. However, numerous workers, governments, and employers believe that restructuring is best carried out in a socially sensitive manner. In other words, companies should try to maximize economic benefits while attempting to minimize the social costs, associated with restructuring. All this suggests that there is both employer and worker interest – and hence prospects for partnership – in developing restructuring strategies that maintain the human resources and energies of the enterprise by giving adequate attention to the human and social side of restructuring (ILO, 1999,:24)

Norley et al. (2001) defines restructuring as the act of reorganizing the legal, ownership, operational or other structures of a company for the purpose of making it more profitable and better organized for its present needs. Alternate reasons for restructuring include a change of ownership or ownership structure, demerger, a response to a crisis or major change in the business such as bankruptcy, repositioning or buyout. Norley et al. (2001) note that a company that has been restructured effectively will theoretically be leaner, more efficient, better organized and focused on its core business with a revised strategic and financial plan.

Restructuring has been adapted by managers in several industries so as to streamline cost, increase productivity and revenues, improve employees' welfare, increase shareholders wealth, enhance efficiency and improve performance among other reasons.

According to Norely et al(2001) restructured companies assess organization's performance specifically inquiring the frequency with which an organization carries out portfolio, financial and organization restructuring. Restructuring is a process and should not be commenced without due consideration. Steps should include:

- a. Examining the different options involved in restructuring before starting the process;
- b. Preparing the company and employees for restructuring through consultations and communication, and carrying out restructuring only after this has been done, as well as during the actual restructuring process;
- c. Evaluating how effective restructuring has been from the perception of workers after it has been carried out is vital to compare the implementation process

2.2 Organizational Restructuring

There are symptoms that may indicate the need for organizational restructuring. Such symptoms include: parts of the organization are significantly over or under staffed; organizational communications are inconsistent, fragmented, and inefficient; technology and/or innovation are creating changes in workflow and production processes; significant staffing increases or decreases are contemplated; new skills and capabilities are needed to meet current or expected operational requirements; accountability for results are not clearly communicated and measurable resulting in subjective and biased performance appraisals; personnel retention and turnover becomes a significant problem; stagnant workforce productivity or deteriorating morale, (Hane, 2000).

Bowman and Singh (1999) state that organizational restructuring strategies consists of three modes; portfolio, financial and organizational restructuring. Organizational restructuring emanates with the changes in human resources policies. The current human resources policies of an organization may need to be changed in accordance with the changing scenario. The human resources department needs to enable change management. Burnes (2004) indicates that rationalization of the present pay structure should be accomplished in order to maintain the internal and external equity among the employees

Organizational restructuring has proven to be beneficial in a number of ways that are not limited to lowering operational costs and assisting in better formulation and implementation of strategies (Eby and Buch, 1998). According to Cascio (2002), debt restructuring also qualifies as financial restructuring. This process allows a private or public company facing cash flow problems and financial distress, to reduce and renegotiate its delinquent debts in order to improve or restore liquidity and rehabilitate so that it can continue its operations. Cascio (2002) contends that the investment pattern of a company which relates to ability of corporations to identify the various investments opportunities that would lead to higher returns is part of the restructuring procedure. Financial restructuring may be accomplished with the motive to enhance liquidity, lower the cost of capital, reduce risk, avoid loss of control, and improve shareholder value, among many other reasons (Cascio, 2002).

2.3 The Effect of Structure on Media Organizations

As media organizational structures have vital role in defining tasks, communication, and authority relationship within the organization, they have also influences on media organizations. According to Lacy et al. (1993:43), organizational influences on media management come from many sources and may be formal and informal.

2.3.1 Formal Organizational Influences

Formal approaches to media organizations are concerned with how the parts of an organization fit together in terms of division of labor, and departmentalization.

Division of labor is an efficient way of utilizing employee's skills. They mention with the computerization of media organizations, employees are expected to handle many more production aspects. According to the authors however, if all employees' were to participate in each step of producing a news cast, all would have to have the skills necessary to perform both the most and least demanding jobs and this is an inefficient method of utilizing workers skills (Wicks L. et al.).

Lacy et al. (1993: 33) also argues that instead of being responsible for an entire activity, employees specialize in doing part of an activity. The author considers division of labor as an efficient way of utilizing employees' specific skills. He indicates specific examples of media organizations. The other element of formal influences to organizations is departmentalization

describes how specialists are placed together in departments under the direction of a manager (Lacy et al. 1993:34). Lisa Taylor and Andrew Willis (nod) also describe departmentalization as the process of grouping activities into departments.

Newsrooms have different departments based on their size and coverage. The news editorial, the local news, international news, current affairs and other departments can be formed within newsrooms. There are also other departments their function is related with a newsroom. Lacy et al. (1993: 34) these departments are engaged in functions such as preparing information, reproducing information, distributing information, promoting the service, financing operations of the media, and coordinating processes.

2.3.2 Informal Organizational Influences

Informal organizational influences include the socialization process that takes place within the organization, the degree of professionalism within organizations, and management behavior and the effects of such behavior on employees.

Socialization plays a vital role in performing work of the newsroom. Because of socialization process within media organizations, journalists were left on their own to discover and internalize responsibilities (Lacy et al. 1993:46). Moreover, Jennifer A. Star and Nanette Fondas (1992) indicated that organizational socialization perspective focuses attention on the adaptive intra-personal and inter-personal processes that occur during the newcomer's entry into a new organization or passage across organizational boundaries. In relation this argument, the scholars stated that the socialization perspective seems particularly promising for the study of organization formation because the socialization perspective specifies the types of attitudinal and behavioral changes that occur in organizations.

Professionalism also affects media management because journalists work is to serve the public interest. Accordingly they have an obligation of respecting the profession.

As Taylor and Willis, professionalism in journalism is based on such routine competencies as factual accuracy, speed at meeting deadlines, styles in presentation and a shared sense of news values (gogglebooks.com).

They also suggested that the idea of media professionalism is strongly linked with the media's ability to present itself as an arbiter of good taste and correct behavior.

Thus, professionalism is the exercise of autonomy, the right of workers to control their own work, frequently with reference to norms developed by professional agencies in which they work(Lacy et al.1993:46) .

The author mentions professionalism also provides journalists with a power base that can be used against management policies. For example if managers are resisting to broadcast a news story which has controversies with interest of an advertisers , journalists can refuse to accept the idea of managers because professional journalists believe the public has a right to know.

Denis McQuail (2000:151) also relates professionalism with organization into associations, the formation of press councils, and the drawing up of principles of good practice in the form of codes of practice and ethics. Management behavior also considered as one of the informal factors of media organizational structure which influence the management's relationship with employees. Giles (1995:225) mentions that behavior of managers in an organization results from the interaction of style and expectations. Lacy et al. (1993:47) also pointed out that as one management problem that continues to surface in media organizations is that of too little opportunity for subordinates to be involved in the decision making process. Therefore, it is assumed news room directors should learn to manage news rooms effectively and involve journalists in the decision process.

Having the above ideas in mind, Robert H. Giles (1995: 214), point out that managers with rigid and simplistic personalities view management as simply making correct, deductive decisions. They also considered employees who ask challenging questions or push for change are thought as disloyal.

2.4 Corporatization

Corporatization is the process of transforming state assets, government agencies, or municipal organizations into corporations. It refers to a restructuring of government and public organizations into joint-stock, publicly listed companies in order to introduce corporate and business management techniques to their administration. The result of corporatization is the

creation of state-owned corporations where the government retains a majority ownership of the corporation's stock. However, in many cases, corporatization is a precursor to partial or full privatization, which involves a process where formerly public functions and public enterprises are sold to private business entities by listing their shares on publicly traded stock exchanges, www.insipodia

2.4.1 Corporatism and the Changing Journalism Landscape

Ongoing media restructuring not only affects how journalism is practiced and audiences' reception of news but also alters the relationship between journalists and media managers.

For while there are fewer journalists, there can be an increased demand for more volume and news updates across a number of convergent platforms.

These content pressures, in addition to journalists having less time to actively seek out news material, has made hunting for content a harder task. As a result, some media outlets may turn to ready-made stories that can be either be localised or syndicated across various print and online news platforms.

It is now estimated that approximately 80 per cent of all news stories have some component that originates from a press release or media statement, highlighting the relationship between journalist and media managers.

In an evolving market now saturated with free online news, social media and citizen bloggers, news is increasingly transforming into more of a collaborative process that involves information from government, companies and PR professionals, which in return is analyzed and disseminated by journalists.

Technology is the primary catalyst for this change. We have an almost endless source of websites, social media accounts and online news sources to choose from. At the same time, governments and companies are now very accustomed to self-publishing, creating their own online newsrooms and other tools that communicate directly to their stakeholders.

However it would be unwise to herald the demise of journalism altogether. Media still plays a pivotal role in shaping public perceptions and setting government and corporate agendas. And while some of the larger players restructure, there has been a growth of niche, industry-specific media outlets, particularly online.

Ultimately, journalists, news producers and editors still want to work with those who can help them produce relevant news for their audiences. In turn, this presents an opportunity for PR professionals, and others, to prove their ability to provide meaningful and timely information and story ideas, [www. insopidia.com](http://www.insopidia.com)

2.5 Perceived organizational change, emotions, attitudes

Most organizations recognize that structural change is essential for organizational survival, and therefore strive to break the barriers and resistance to change. Some barriers and resistance to organizational change are as follows: high cost of change, financial difficulties, time limitations, other business priorities, technical difficulties, fear of insecurity, losing something valuable, lack of skills and resources, unpleasant previous experiences, commitment to current practices, strong organizational culture, internal politics, powerful trade unions, and government regulations (Hane, 200: 158)

The same author considers that the organizational change can best be identified by five dimensions (Salience, Impact, Significance, Meaning, and Control) to be better understood. The communication is the most influential antecedent of perceived organizational change, and perceived organizational changes significantly affect consequences (attitudes toward organizational changes and organizational commitment)

Communicating with employees, determines employees' expectations about what will happen, reducing uncertainty and ambiguity by providing relevant and timely information, and addressing the issue of job security can mitigate the negative effects caused by mergers. Multiple forms of employee communication resulted in higher satisfaction, commitment, and perceptions of trust and caring than in a control group that did not receive this information.

2.6 Perception

As this thesis will deal to a high degree with perceptions and reactions to change, it is especially important to elaborate on the nature and implications of perceptions on organizational restructuring.

Perception can be defined as a “complex process by which people select, organize, and interpret sensory stimulation into a meaningful and coherent picture of the world” (Berelson and Steiner, 1964: 88). In the same vein, perception is “about receiving, selecting, acquiring, transforming

and organizing the information supplied by our senses”

Perception is closely related to attitudes. Perception is the process by which organisms interpret and organize sensation to produce a meaningful experience of the world (Lindsay & Norman, 1977). In other words, a person is confronted with a situation or stimuli. The person interprets the stimuli into something meaningful to him or her based on prior experiences. However, what an individual interprets or perceives may be substantially different from reality.

2.7 Employees’ Reactions to Organizational Structural Change

Employees’ reactions to change are influenced by a number of factors. It is reasonable to expect employees to react since the process of change involves going from the known to the unknown, and when employees react, it is important to distinguish between the symptoms of their reactions and the causes behind them (Bovey & Hede, 2001b). Following is an analysis of three factors that research strongly identifies as influencing employees’ reactions to change: employees’ emotions and cognitions, communication, and their participation in decision making.

Evidence suggests that these factors explain much of employees’ reactions, arguably more than other factors present during organizational change. Although these factors are closely related and can even be considered interwoven in many ways, each factor contributes individual and important information

2.8 State Broadcasting and Corporate Media

“Public Service Broadcasting” and “State broadcasting” are sometimes confusing. State controlled broadcasting is a broadcasting practice where “the ruling political elites dominate broadcasting to strengthen their grasp on political power” and can therefore not be considered as public service broadcasting (Seneviratne and Banerjee, 2005:1). State-controlled broadcasting also differs from that of PSB in their funding structure, and lack of independence and impartiality in their news and programming and organization (Ibid). But Public Service Broadcasting is Mc Chesney’s definition fits in the UNESCO’s elaboration of the features of public service broadcasting. According to UNESCO documents (2005), the basic features of PSB are “general geographic availability; concern for national identity and culture; independence from both State and commercial interests; impartiality of programs; range and variety of

programs; and substantial financing by a general charge on users.”(Mendel, 2005:49) Most definitions of PSB are usually based on the above particular features.

Brunner (2002) defines public service broadcasting broadly by means of sociopolitical standards: Although the very concept is most controversial, it is still-in its traditional sense an expression of social function of every state, and it can be interpreted in the sphere of mass communications as satisfactions of information, education, entertainment and leisure needs by all members of society, taking in to account the prevailing value system, culture, tradition, national identity and, ultimately, teleology behind the entire system of social relations in contrast to market generated needs (Brunner, 2002: 8).

However, Sarnoff (2005) prefers to define PSB by means of its principles. According to him PSB should benefit the public, not any commercial, political, or sectional interest. It should be universally available to everyone and must be accessed freely. The program should address wide appeal and minority interest, made to the highest possible production standards. Journalists working in a PSB are expected to be editorially independent of political, commercial, and other interests. Factual program and news must be treated fairly and impartially (Sarnoff, 2005).

At the outset, it is critical to highlight the fact that State-owned broadcasting systems cannot be referred to as PSB. There is a widely held misconception that PSB and State broadcasters are synonymous. This error stems from the fact that very few countries in the world have genuine PSB and that most countries do have State broadcasting systems. Moreover, when compared to commercial broadcasting, State broadcasting is perceived to be more public service oriented, which leads to this common confusion between PSB and state broadcasting systems.

While state-controlled broadcasting systems do perform certain public service functions, their control by governments, funding models, lack of independence and impartiality in programming and management, prevent them from being identified as PSB. Thus, while state broadcasters do perform certain public service functions, they cannot be defined as real PSBs because they do not fulfill the requirements of a genuine PSB. On the other hand, it is important to stress that community broadcasting, while it may perform certain PSB functions, does not replace public service broadcasting with its broader outlook and national scope.

Public service broadcasting is a unique concept. Although easy to understand, it is more often than not misunderstood, sometimes profoundly, sometimes even intentionally. Some languages do not even have a term fully corresponding to the English word “public”, and the closest translation appears to confer the notion of state/government/official. Where this is the case in a country which has had a tradition of state broadcasting, this linguistic barrier constitutes the first obstacle to a clear understanding of the real nature of public service broadcasting (which is anything but ‘state’, ‘government’ or ‘official’ broadcasting). Model Public Service Broadcasting Law (UNESCO, 1998)

2.9 Newsroom Management

Newsroom management is characterized by distinctive management skills related with 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, 1995:113). The news room has several layers of managements. Starting at the top, the chief executive may hold the title of editor or executive editor. The scholar added that working in the news room 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.

Another behavior of the newsroom is a routine contact of boss and worker. As a result of the nature of the work, individuals within the newsroom honor both team work and disagreement. Giles described their ability to work together effectively depends as much on their human skills that is their interaction with others.

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

With regard to the above idea, Lacy et al. (1993) describe three keys to being an effective editor-manager and the first is to understand why people behave as they do. The second point is the ability to predict how people might behave in the future. And third is to use this knowledge to control the news staff, give it direction, and introduce change.

Similarly, Lewis Wolman (2002:33) 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. The author also elaborates an editor is both a journalist and a manager of journalists. Therefore, because of the dual 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 broadcast newsroom can more than just gather stories and audio feeds from news wire services.

It is also vital to discuss about the work group of the newsroom because the manager of the newsroom has to manage the groups properly and fairly. Accordingly, Giles (1995:39) explains work groups 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.

2.10 Theoretical Framework

2.10.1 Structural Contingency Theory

The primary approach in organizational studies to deal with the issues of organizational structure, has been structural contingency theory. It describes the relationships between organizational structures and performance outcomes. Grounded in assumptions of economic rationality, structural contingency theory argues that organizations will adopt structures that maximize efficiency and optimize financial performance according to the specific contingencies that exist within the organization's market environment (Donaldson, 1996). Consequently, there is no single organizational structure that will be equally effective for all companies. Over the years, the Ethiopian Broadcasting Corporation has restructured its organizational structure for various reasons. In line with the above arguments, the new corporation structure was aimed at attaining efficiency and providing effective media services to the public. However, the practicality of achieving the desired outcomes has remained far from success.

Structural contingency theory first emerged in organizational studies during the 1950s and subsequently generated a great deal of attention. Under the theory, organizational structures are

deemed to include authority, reporting, decision and communication relationships, and organizational rules, among other elements.

The primary contingency factors that influence organizational structures include organizational scale and task uncertainty. Small organizations and those facing low levels of uncertainty in their environments are theorized to operate most efficiently with simple, centralized structures, whereas larger organizations and those dependent on creativity and innovation are expected to perform better with more decentralized structures.

The theory also predicts that if an organization adopts a structure that is not optimal given its specific contingencies, it will either evolve toward a more efficient structure or fail.

Important to note is that the majority of research on the effects of ownership structures on media content has focused on newspaper content. Relatively few structural studies have examined broadcast content (Chambers,2002).This, no doubt ,has much to do with the affordability and accessibility of newspaper content as a subject of analysis compared to television and radio content. However, in the face of the rapid consolidation in the electronic sectors of the media industry since 1996,the increase in television and radio duopolies, and the development and diffusion of central casting models among broadcasters ,there is a clear need to expand the samples used in media structure-content research to include broadcast organizations media content has focused on newspaper content. Relatively few structural studies have examined broadcast content (Chambers,2002).

Within media management research, structural contingency theory in its classic form has been little used. This may change in the future as the structures of media organizations grow increasingly complex through media consolidation ,and variances in performance across seemingly similar media corporations become more evident. But if media scholars have invested little effort in exploring the effects of organizational structures on economic performance, they have, instead, developed a related but unique stream of research. That research concerns the effects of media structures on newsroom managements .

Although there have been some contradictory findings, most studies have concluded that ownership structures do affect content, although the mechanisms by which that influence occurs continues to be debated.

Many research suggest that pressure from financial markets to maximize investor returns is reducing the resources publicly owned media corporations invest in newsrooms and content production. That, in turn, is presumed to reduce the quality of the news and entertainment products those companies produce, although the connection between recently, the focus of media management research on ownership structures has shifted from reduced newsroom resources and reduced content quality has not yet been fully established.

Finally, another related area of research concerning the impact of media ownership structures focuses on the effects of such structures on news managers' professional values and priorities, which are assumed to shape news decisions and the organizational resources invested in news coverage(Demers,1993,1996).

2.10.2 Contingency Approach to Management

The contingency approach suggested that there are three important factors that organizations must consider. Lacy et al. (1993:41) describes the three important factors that organizations must consider are forces involving the manager, the subordinates, and the situations. Thus, based on contingency approach a manager has to systematically try to identify which technique or approach will be the best solution for a problem which exists in a particular circumstance or context.

Furthermore, Giles (1995: 19) supports this idea and he described an example of contingency theory and he stated:

In a news room, where the editor is trusted and respected and the task structure is moderate, the editor is in a position to be an effective leader. This capacity for leadership exists because everyone knows what to do, yet there is an abundance of variety and room for creativity, and the editor's position gives him or her power to hire, fire, promote, and give pay increase.

Encyclopedia of management (contingency approach to management) also mentions similar point of regarding contingency theory and stated that Fred Fielder, the early pioneer in this area had suggested on the degree to which subordinates like or trust the leader, the degree to which the task is structured, and the formal authority possessed by the leader are key determinants of the leadership situation. As a result the contingency approach to management (also called

situational approach) assumes that there is no universal answer to all questions because organizations, people and situations differ and change over time.

On contrary, the contingency approach to management is criticized for not having a universally correct solution to management problems (Sylvia et al.)

However the above critics is expressed, the researcher selected contingency approach because as indicated earlier it is impossible to select one way of managing that works best in all situations. Hence, contingency approach integrates different methods to use into a solution which is most appropriate for a specific circumstance (contingency approach to management, 2007). Thus contingency refers to the immediate (contingent or touching) circumstances.

CHAPTER THREE

Research Design

3.1 Subject of the Study

To the knowledge of this researcher, there is no serious study on the perception journalists towards organizational restructuring . The present study tries to examine EBC as a case in point how it is translating the philosophy corporation into practical action in light with journalists' perception.

The focus of the research with regard to this pragmatic issue is the perception of journalists working before and after the corporation structure on the basis of journalistic practices, news room management and factors hampering restructuring , which were the major objectives set by the steering committee responsible for restructuring the organization.

3.2 Study Methods

This research uses qualitative method of data collection, presentation and interpretation. The study primarily focuses on first hand information obtained from reporters, and editors working in the corporation.

The study has also opted for a research approach primarily based on qualitative in-depth interviews, supplemented by questionnaire. The purpose of this part is, therefore, to explain the study's research design by describing the two chosen methods and their relevance for explaining intended goals. The selected tools are instrumental to get the desired information despite their limitations.

Qualitative research method is chosen to grasp and interpret the underlying, personnel opinions and views than the quantitative ones, which depend on statistics.

Kruger (2003) notes that such methods create openness and allow subjects to discuss pertinent issues, clarifying ambiguity or confusion (2003:18-19). He cites (2003) the advantages of qualitative over quantitative research, noting "it certainly seems reasonable to suggest that one may have a better understanding of community members' situation by reading a descriptive passage than just looking at demographic statistics" (2003:18-19). Inherent limitations which are inevitable in qualitative research of this kind (that informants may not hold the similar stand on same issues always, even in a day interval, that emotions could guide their views on matters etc)

are unavoidable though efforts have been exerted to minimize them by triangulating the techniques.

3.3 Sampling Technique

To select the required respondents, the researcher has employed non-probability sampling, which is purposive. This technique was employed because it is believed it enables the researcher to select subjects having adequate knowledge and proximity to the issue.

The researcher used purposive sampling given that the study is qualitative and since randomization is impossible as the population is too large to deal with. Non-probability sampling can be used when demonstrating that a particular trait exists in the population. It is also used when the researcher aims to do a qualitative, pilot or exploratory study.

With non-probability samples, we may or may not represent the population well, and it will often be hard for us to know how well we've done so. The key sampling method in collecting such data is purposive sampling (Hancock, Windridge and Ockleford, 2007:21).

Milles and Haberman (1944) say purposive sampling technique permits the selection of interviewees whose qualities or experience allow them to understand the question and give accurate responses.

3.4 Informants

In this study, informants were carefully selected using purposeful sampling. During the interviews, thorough discussions were conducted with the journalists on how they perceive the corporation structure and its effect on the newsroom. The questions were crafted in light with journalistic practices, management and others. Based on the same sampling technique, six informants, selected from the newsroom, were interviewed. In addition 30 informants were also provided with questionnaires. The purposive sampling method helped to identify those with long and rich experience to obtain detailed data. This researcher believes his own experience as a journalist might have enabled him to use this sampling technique well. Selecting appropriate informants is key in this respect. The key informants are from the newsroom, where it is thought to be the heart and minds of media outlet. The informants are thought to be much involved in the editorial team responsible for dictating on the production and broadcast of news and other products.

3.5 Setting of Interviews

The interviewees were interviewed separately through July 15-18, 2016. The interviews with all journalists were made in the corporation's Head Office. Privacy was guaranteed and confidence was established. All the interviewees were guaranteed anonymity to draw them out and at least not to mention them by name though not by position in the study. In addition, the discussions were also free and open.

3.6 Data Recording

Since narration is the main method of analyzing data generated by informants, all the verbal messages, statements, opinions and arguments in the conversations were carefully recorded for later use. Note taking was also used to remember important points during the interviews. The informants were aware that they were on record and the interactions were free and comfortable. The interviews were made in Amharic to allow informants express their views as freely as possible without any language strain

3.7 Data documentation

The recorded narratives were fully transcribed and shorthand textual notes were put into complete statements immediately after the interviews. In other words all the interviews, discussions and questionnaire responses were carefully documented and transcribed in English to maintain originality and flavor of messages.

3.8 Data Collection Tools

3.8.1 Interview

In-depth interview was conducted to get the deep perspectives of key media practitioners, who are involved in the journalistic practices of the corporation before and after the restructuring . Interview with practitioners is a key step to study the industry.

As a qualitative approach to data gathering, the researcher employed interview techniques. Such method is critically vital that assists in the elaboration of data concerning respondents' opinions, values, experiences, and feelings. Accordingly six interviewees were interviewed to respond to the open-ended questions.

Qualitative interview provides opportunities for both interviewer and interviewees to discuss some topics in detail. Kvale (1996) 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 prior to scientific explanations. “The method enables the researcher to engage in dialogue, with the interviewee as the measuring instrument” (1996:21). It is not easy to conduct good qualitative research interviews. The researcher preferred open-ended questions to get the real views without any limitations.

The virtue of a qualitative interview is its openness. Apart from certain standard choices, this openness and the absence of a prescribed set of rules creates a variety of opportunities for the researcher. These opportunities demand more skills, knowledge and intuition from the interviewer compared to standardized social science methods (Kvale, 1996:84,105; Seidman, 1998:9-11).

Qualitative interview is flexible, dynamic non-directive, unstructured, non-standardized and open-ended. Taylor and Bogadan (1984:77) see the qualitative interview as “repeated face-to-face encounters between the researcher and informants perspectives on their lives, experiences, or situations as expressed in their own words.” Qualitative interviews are particularly suitable for studying individuals’ understanding of their world, for describing their experiences and self-understanding, and for clarifying and elaborating their perspective of their world (Seidman, 1998:3-4). In light of this, this research attempts to explore how journalists in the corporation understand the new organizational restructuring.

3.8.2 Questionnaire

Data was also generated through questionnaire. The questionnaire has 17 items designed in open-ended formats. The questionnaire has two parts. The first part deals with demographic information about the candidates. The second part focuses on questions that deal with the findings the research aims to uncover. The questionnaires were administered at the corporation's Head Office as well.

3.9 Data Analysis

In line with the general strategy of data analysis, the researcher employed narration style to analyze the data obtained from the interview and questionnaire methods. Narrative analysis

technique was employed for it has been a traditional technique used to search and analyses qualitative data that people employ to account for events (Bryman, 2004:413). He further explains that this technique was used to collect and analyze the data that were generated through the interview and questionnaire. Besides the narrative analysis allowed the researcher to approach the interviewee's experiential world in a more comprehensive way (Flick, 2002:90).

CHAPTER FOUR

4.1 Data Presentation and Discussion

This chapter deals with presentation and analysis of data and discussion of findings. The study was mainly focused on “ Perception of journalists on the restructuring of ERTA to EBC and its effect on the newsroom”.

The data collected, are presented and discussed under the following major themes: Perception of journalists on the corporation structure and its effect on the newsroom in terms of journalistic practices, newsroom management and factors hampering the objective of the restructuring.

4.2 Perception on the Restructuring of the Organization

Generally, there has been positive perception among the respondents on the corporation structure. According to the respondents the new organizational structure has brought positive motivation and atmosphere to the organization in which journalists, with the increasing personal gains, have shown inspiration. No matter how effective the corporation structure is becoming or not, the journalists without any significant differences agree that the restructuring has triggered positive reaction among journalists.

The respondents outlined that the structure has helped the media house to be financially independent giving it the right to manage its budget. Assuming that the financial independence of the corporation would bring some sorts of positive trends, journalists still have positive attitude on the restructuring. The respondents are optimistic to see a better organization but most of them have doubts about the effectiveness of the new organizational structure. Designing organization structure by itself is not a problem solving mechanism. Rather they believe that the corporation has to examine the readiness of employees and management body to meet the organizational goals.

Senior reporter with an experience of six years said: "I personally believe that one of the achievements made with the new structure is that the organization has become able to manage its finance on its own. the corporation structure was vital to avoid any financial support from the government. The financial independence of a media is among the major requirements if the organization is to be operating freely and fairly. That is why I am optimistic about the restructuring but I am also doubtful that it is now being achieved or not"

Another Senior Reporter II also shares this view:

"I believe that new organizational structure is both an opportunity and challenge. For instance, the salary increment which came following the corporation structure has inspired and increased the motivation of journalists to be committed. However, their positive perception must be investigated in line with the professional standards. But to do such investigation it takes time. That would kill freshness of the issue."

"I think the restructuring was worth doing and journalists are having positive attitude towards it which they are devoting themselves to the organization. but in terms of the journalistic practice there is no such a big change," other Senior Editor explains.

The respondents are optimistic that the new corporation structure led the corporation to be financially independent and make own decision on its financial affairs. This would be vital to avoid anyone's' meddling on the activities of the outlet. The respondents perceive that restructuring of the organization was a big move to rejuvenate the old structure and activities of the organization. A new structure can be a new power to an organization. But restructuring the media is not an result by itself but adhering to the very principles of corporation media key for positive changes to be achieved.

Similarly, another Director holds positive attitude that the restructuring of the corporation is encouraging journalists to be optimists and do their job with increased commitment and passion. The journalists indicated that sense of ownership is being assimilated among the journalists with. The study informants believed that the new structure initiated motivation and commitment to do their day to day routines.

A Senior Reporter hoped that the realization of corporation media was a step forward for the Ethiopian journalism while saying some slight changes have begun to be achieved in the way the organization do its routines both internally and externally. .

Chief Executive Officer perceived that the new structure has generally brought a good and positive sense among journalists and is helping to bring new wind of change and atmosphere in the organization. Within the financial independence of the organization there has been a salary increment and additional benefits, this definitely is a huge step taken by the organization and hopefully I have seen that the commitment of the staff has been increasing time to time. Various steps have also been taken such as trying to use its workforce efficiently and to avoid wastage of manpower. efforts have also been exerted to introduce new working procedures.

The respondents in general perceived that new structure could be a new motivation and potential for organization in spite of their doubts on its practicality.

4.3 Effects on the Journalistic Practices of the Newsroom

Because the restructuring has been ongoing, the journalists found it difficult to observe the new trends emerging in the journalistic practices of the newsroom out of the corporation structure. There have been some progress after the restricting in terms of news presentations, news selection, documentary production.

Respondents highlights that journalism involves professional practices and techniques and that organizational structure is necessary to improve practices and maintain journalistic standards. The results reveal, however that there is some uncertainty if the corporation structure journalistic practices are resulting in positive progress. Respondents perceived that the way journalism practiced has remained as it was. Respondents further did not strongly embrace the idea that specific but slight improvements have been witnesses in terms of agenda setting , presentations while remaining doubtful about the framing aspects of the newsroom.

A Senior Reporter believed that the effect of corporation structure mainly on the practices of the newsroom is far from good. He also doubted that he could not see significant changes and point out to the main changes gained as a result. For him the introduction of checklist working procedures and new guidelines and manuals have been essential to bring the desired outcome ahead. The change is to be seen in the next years while some strides have already been made in the newsroom.

According to the respondents the biggest achievement being attained as a result of the corporation structure is that the organization is increasing its coverage. The accessibility of news expanding time to time with the opening new studios in other parts of the country. This is supporting the corporation to reach out more areas and community which is one of the major principles of universality and diversity. But fellow Editor argues that no changes are being witnessed in the overall practices of the corporation. He justified, the practice of journalism of the media organization has largely remained as it was during the Agency.

The respondents believed that though the new organizational structure has not made significant difference, the journalists responded that the activities of the newsroom started to be carried out in coordinated and organized manner.

With regard to the restructuring's effect on the journalistic practices of the newsroom, journalists had similar views that no fundamental changes have been gained yet. The only positive changes being witnessed in the newsroom is in the area of agenda settings. However, the framing and the angle are almost similar with the previous ones produced by the former agency.

According to the interviewees the corporation structure has brought slight changes in the newsroom. For example, the newsroom has been according due attention to project news productions and on the contrary the tendency to rely on event-based news has diminished after the corporation structure.

The results show significant concerns about the journalistic practices of the newsroom. Respondents perceive the practice of journalism still relies on traditional journalistic practices.

A senior reporter explains the newsroom is highly engaged in producing project news which was rare in the past times. He also said that the degree to which the corporation assign journalists to cover events unfolding in other parts of the country and set agendas to cover news as part of field trip has increased. He has seen no meaningful changes on the way they are reported.

With regard to the above question some journalists did say that it is just doing thing in old ways. Meaning, these practices have remained unchanged. But the journalists have implied that the agendas the newsroom case entertaining public complaints and the reporting is happening to be attractive and more simple. Various ways of news presentations are also being adopted since the corporation structure.

The respondents replied that previously, the coverage of the news was limited to some areas, but after the corporation structure, it is trying to reach more places raising different issues. Above all, the whole staff believed the newsroom is making attempts to focus on project news than the routine. The journalists also indicated that the corporation attempts to reach more people and every corner of the country allocating huge resource.

Moreover, journalists are being dispatched to news reporting based on their exposure and background on follow up stories , this is trending in the newsroom is witnessing.

On the other hand, the news briefing is now becoming stronger and stronger and has began evaluating news on daily basis and professional manner. Investigation journalism has taken root in the organization during the early days of the new structure. News related with lack of good governance and public complaint have been actively and aggressively been entertained. But as time went by , these improvements have weaken for various factors. It targets not only the readers interested in local information but also those interested in events in general. It brings important national and international information.

"The the journalistic practices of the corporation's newsroom is the same with the previous one, journalists are upholding old standards in terms of framing news issues ," Senior journalist

The respondents perceived that the situation of the newsroom has been in progress mentioning that the news briefing has become real and is getting stronger. With the introduction of checklists technique ,journalists are expected to come up with new project news. This gives the journalists to bring new ideas and issues and with the consultation of the editors.

"The newsroom nowadays has began to asses all issues such as politics, economics and technologies, and some other priorities of the public but still the way it is framed needs to be reconsidered," explains Deputy Chief Executive Officer .

Universality, diversity of news remain today, like yesterday, essential goals for public broadcasting. To these three principles must be added a fourth, particularly important when the public broadcaster exists side by side with commercial broadcasters.

The respondents agreed with the above statement that the corporation has recently opened temporary studios to give its news more national and diverse characters. As far as public broadcasting is concerned , its coverage and accessibility should be wide and reach different community of the country, which the journalists think is the corporation trying to do.

According to the interviewee leaving the content aside, public broadcasting must reflect the diversity of public interests by offering different types of programs, from newscasts to light programs. Through the diversity of the subjects discussed, the corporation is responding to the varied interests of the public and reflect the whole range of current issues in society.

Public broadcasting is a forum where ideas should be expressed freely, where information, opinions and criticisms circulate nation-wide. Accordingly very recently , the corporation has opened various regional studios in four states . It deploys journalists in Bahir Dar , Mekelle , Hawassa and Jima to reach the rural communities and entertain various issues throughout the states. The journalists are entrusted with coming up with project and event news about the respective states and their work is presented sometimes in live stream and production from the headquarters' main studio based in Addis Ababa.

It is in this light that the journalists who has also been working in the corporation before and after the corporation structure were asked about their views whether the agenda setting, framing and reporting has been under the influence of the transformation either negatively or positively.

The journalists more or less came up with same outcome that the issues that are covered via news are entertaining the agenda of public. Issues that are pressing on the public sphere are the major focal points of the newsroom. In relation to framing, the journalists indicated that no changes are achieved. it has remained as it is. they mentioned that the way news presented is somehow improved. efforts have been underway to make the presentation interesting and attractive. However, the tendency to report follow up incidents is poor.

The journalists believed that the editorial team that has been formed and do its activities has brought positive changes. Particularly, the editorial team evaluates news based on professional elements and this has motivated the journalists to do their task effectively and efficiently .

"The new organizational structure's guideline, editorial policy and other manuals to some extent enabled the news room to broadcast news appealing to the audience. But they said this doesn't mean an overall shift was achieved in the newsroom," explains a Senior Editor

The respondents indicated that the new manuals have been simple to understand and meet the modern journalistic practices. Since the manuals are developed in consultation of the journalists and other media professionals , it has been simple to get the Journalists do things done in line. The manuals came up with new and positive contents.

The Deputy Chief Executive Officer has the following views concerning the new editorial policy and manuals: *The corporation has reviewed its editorial policy and introduced new manuals and directives. The journalists have been involved in the formulation of the directives and it is*

thought to have been made in professional manner and according to the practicality. These are reviewed to ensure better accountability and transparency in the media organization. They give more freedom and inspiration to the journalists to do their task effectively and efficiently.

The primary targets of the directive and manual are extend professional independence and get them in the tracks where the corporation intends to do. However, the interviewees expressed their concern like those respondents that the these are shelved while questioning their practicality and implementation.

" I doubt their significance if they are not implemented. This must be taken in to account . That is the most important aspects that should be considered," a Senior Editor explains.

Having positive perception on the corporation's move to introduce new manuals and editorial policy, the informants highlighted that those laws remain critical , the journalists appeared to be cautious whether these laws are implemented and enforced on the ground . The major bottleneck in this regard is that the introduced laws are far from coming to in effect.

Asked about whether the rules and regulations have impacted the way the newsroom do its activities , the journalists said that introducing of the manuals was a huge step taken by the corporation. From professional perspective , they are important to promote the news writing and style of the practitioners. They are inspiring journalists to do their daily routines in line with what profession demands. All the journalists agreed that the new laws are not being put in place This is the major shortcoming facing the corporation.

The respondents generally think that EBC has not made significant changes following the corporation structure in terms of the journalistic practices of the newsroom. Though changes are appearing to be fragile and inconsistent, the journalists think that the agenda setting and presentation aspects of the newsroom slightly improved. According to the respondents, the framing aspect of the newsroom has not seen progress at all after the new the organizational structure was carried out.

4.4 Newsroom Management following the Restructuring

Placing a media organization in a suitable environment allows it to develop. The more dynamic the environment the more differentiated its structure should be. The more differentiated the structure of a organization, the more difficult the task of coordinating the employees' work. This shows how important that different aspects are for the management of a media organization.

In this respect one of the major objective of the committee that was entrusted with the mandate of restructuring the organization was to ensure better management and address some of the grievances lingering in the organization.

The findings in the in-depth interviews and questionnaire in this regard have indicated that the newsroom's management has tried to solve some of the problems although there have been various problems within the newsroom. All of the participants said that the management of the news center had not been able to use different approaches to different issues. Rather it used similar approaches to different issues and as a result several issues were left unsolved. Contingency approach to management (also called situational approach) assumes that there is no universal answer to all questions because organizations, people and situations vary and change over time (contingency approach to management).

In addition the newsroom management has not actually seen new and positive progress which they generally indicated was far from good. The state of the management is improved when everyone is involved to take part and discharge his or her won responsibility. this is what the newsroom is lagging behind.

According to the interviewee the commitment of officials to lead the news center in a cohesive system of management is the main problem that led the corporation to operate with poor communication system among journalists. In addition to this, the long bureaucratic system of the Agency, lack of skilled media leadership and insufficient knowledge of journalists has been among the problems of the news center as mentioned by the study participants.

The primary qualities of newsroom manager is to make the organization profitable and maintain good relation with the staff . Different management styles mean augmenting the role of the human factor. Of course, the manager cannot do everything by himself. An efficient management speaks to the managerial context.

Every issue which needed urgent decision has to wait for about four or five months before getting a solution. Everybody was aware of this bureaucratic problem, but nothing was done. Let alone the newsroom, the management body of the editorial section of the Radio and the Television suffered from the then complex bureaucratic bottleneck of the Department of Human and Material Resource Development. I think there was no strong communication between the defunct department and the management of the editorial. We observed that even the top management of the editorial faced problems when it wanted to send reporters to field works and when they wanted to extend the employment of freelance journalists.

The image of the organization is mirrored by the manager's achievements. a healthy strategy of a media organization lies in the manager's capability to integrate and coordinate the efforts of all members of the organization so that to achieve the desired outcome

Media management is evaluated by the manager's capability to integrate and coordinate the efforts of all members of the organization so that to achieve the desired outcome. One can say that the achievements of a leader are a reflection of his own achievements combined with those of his employees.

In this regard, the Deputy CEO indicated: "Media organizations are successful when they are managed effectively. It is only in such circumstances that they can benefit from public recognition. In terms of quality, there can be noted a lack of reference to the managerial context. The image of the organization is mirrored by the manager's achievements. If he is able to provide the organization with the necessary resources and if he manages the human factor correctly, he should be able to reach his goals. Otherwise, if the media organization is used in the absence of a strategy, of professionalism, he will disappear and so will the respective media organization eventually".

Sometimes, the management of the news center tried to act as participatory. For instance, when social issues were public agenda, the management of the news center acts as participatory but most of the time, especially regarding political issues, the editor's behavior was observed as a task oriented rather than humanistic. In the news center, it is impossible to use different opportunities or solutions to different problems. Rather it can be described as an autocracy, because EBC is a governmental media and hence everything has to be done in accordance with the interest of the government. They also said the management of the news center prefers to give orders rather than trying to make things clear for employees and paving ways for discussions.

Hence, contingency approach integrates different methods to use as a solution which is most appropriate for a specific circumstance (bizcovering.com). Deetz' theory also basically seeks to balance corporate and human interests. Furthermore, the author states that if more organizations took a critical approach there would be a greater likelihood of job satisfaction.

The other point of discussion was professionalism within the newsroom . All of the journalists agreed that it is difficult to say journalists are respecting and observing the ethical principles of journalism. Almost all of the study participants said currently half of the journalists working for the news center are youngsters and have BA degree in journalism. They also added that others also are on the way to get their BA Degree. What they mention as a problem is there are times that they have-not been performed their work based on professional or ethical guidance. They mentioned that they haven't courage to uncover controversial issues because free press exercise not developed. In view of the fact that they have not been cover things based on public interest they failed to meet public expectations.

According to Giles (1995), managers should systematically try to identify which technique or approach will be the best solution for a problem which exists in a particular circumstance or context, based on contingency approach. Newsroom activity needs working cooperatively and needs genuine editors who encourage employees to meet deadlines. Therefore, based on contingency approach editors should systematically try to identify which technique or approach will be the best solution for a problem which exists in a particular circumstance or context.

The study participants believe the corporation does not have controlling mechanism whether the newsroom's activities were performed according to the organizational structure or not. Instead organizational structure used to work for applying long bureaucratic system of controlling journalists' promotion, request of office materials and hiring employees and flow of expenditure for field works which have little to do with media management.

The Chief Executive Officer explains

Media organizations have become a barometer in the development of a society. The way these organizations are managed depends on the context they can be placed in. Media organizations can be assimilated with a social and economic context. I attempted to emphasize the importance

of good management that takes into account the basic principles and which can be integrated into a media organization. Leadership should be concerned with combining the specifics of management with those of human nature these are what the newsroom lacking. The need for management is real. As it is the interdependence between the media organization and an efficient management.

In general, the journalists perceive that the newsroom management has remained unchanged. According to the findings integrating the efforts of the whole staff into the existing structure requires good media training ,which, at present, does not exist. One of the most important roles of newsroom managers is to translate potential into reality. This means that a manager is expected to always act as a factor of change, progress and innovation and not just to passively react or adapt to what has already happened, however the current EBC newsroom management lacks this.

4.5 Perceived Factors Affecting the Objectives of the Restructuring

According to the proclamation that endorsed to establish Ethiopian Broadcasting Corporation, the restructuring was necessary to make the organization be efficient , competent and qualified. Given to the above perception that the journalistic practices of corporation has remained unchanged , the respondents were asked what they perceive are hampering the for the change to come.

4.5.1 Institutional

Institutional factors that the journalists raised as significant concerns are the following.

Institutional incapability to translate the principle of corporation media . The other factor relates journalists' habit, fear and lack of inspiration and zeal for their profession.

A. Lack of Organizational Commitment

Organizational commitment is being composed of the two conceptually distinct but empirically related concepts or components of commitment, namely the attitudinal and the behavioral. The first one represents the intensity of an individual's loyalty towards the organization and underlines his identification or involvement with it. The second one, the behavioral commitment, shows the process where individuals link themselves to an organization, because of the costs involved in leaving it the high.

B. Lack of Evaluation

Once a new structure is adopted , there must be follow-ups and evaluation if the new structure is being effective or not.

C. Insufficient training

Training is another subject of concern for the institution to upholding the principles of corporation media adequately. The employees have not been provided with trainings concerning corporation media and others. The respondents also admit that journalists need intensive training and updating on the subject. Even though many of the journalists told the researcher they have limited knowledge on how corporation media practices journalism, they said they didn't receive any formal training ever since the corporation was introduced.

4.5.2 Individual Limitations

a. Lack of Commitment

Commitment goes with purpose. Why do you labor if you don't have something to achieve?" said one of the reporters in the newsroom. As to the informants they wouldn't expect any change in life being a member of the newsroom. According to this reporter there must be inspirational atmosphere to evoke commitment. "The working environment is always dull; no progress at all. I am underpaid and impoverished. Why should I bother about the organizational change when it has nothing to change ?" the Director questioned. Improving employee commitment to change initiatives can have a profound impact on the success of company efforts. Effective commitment to change influences important perceptions, namely, individual learning, improved performance, and implementation success. In sum, The study further revealed that the key impeding factors affecting the major objectives of the restructuring are lack of commitment, inadequate training, evaluation and tendency to adopt to new organizational structure . According to the findings unnecessary bureaucratic system of decision making, and less readiness and commitment of subordinates are also among the main factors that affect the effectiveness corporation structure. In general, the insufficient capacity of the employees and officials of the corporation has been among the main factors of the corporation for not providing quality services. According to all of the participants of the study, the insufficient capacity of decision makers of the corporation also became bottleneck for the organization in decision

making process. They also said the then structure was not implemented properly. According to them any news should edited by editor-in-chief or assigned editors but most of the time senior reporters and reporters act as editor-in-chief and as a result low-quality news has been broadcast.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

In this thesis, I have made attempts to examine the perception of journalists towards restructuring of ERTA to EBC and its effect on the newsroom practices.

Qualitative research paradigm has been applied as a method of study while questionnaire and interview have been used as data gathering tools. Qualitative research is vital to make a point and get concrete views and ideas giving due time and space for respondents to reflect their thoughts and reaction. Accordingly senior reporters and editors were approached to entertain their views about the new structure and its effect on the newsroom through questionnaires and interviews.

Fundamentally, journalists have positive perception on corporation structure. But, they are clearly not in denial that their attitude came with the financial independence of the corporation where they perceive would be awarded with more salary and benefits.

The journalists who responded to the study feel that the trends on the newsroom has not actually changed much by the corporation structure. The newsroom has not achieved significant changes from the designed organizational structures over years.

The respondents generally think that EBC has not made significant changes following the corporation structure in terms of the journalistic practices of the newsroom.

The major finding that was found was that the journalists had positive perception on the corporation structure though remaining doubtful if it has resulted in providing decent public services.

Taking that structural changes might have brought some effects on the journalistic aspects of the newsroom in to account, the respondents were asked about their views if the agenda setting, presentation and framing of news issues have shown improvements. Journalists replied that nothing has changed in terms of framing despite slight improvements on the agenda setting and presentation aspects of the newsroom.

Again, though changes are appeared to be fragile and inconsistent, the journalists think that the agenda setting and presentation aspects of the newsroom slightly improved.

According to the respondents, the newsroom has already started to cover a wide range of issues. Moreover, after restructuring, the newsroom began to aggressively come up with project news by assigning journalists. Yet, the way the issues have been framed remained as it was. The findings indicate that the newsroom management has remained as it was before witnessing the absence of positive changes.

The newsroom management has been a task oriented because everything has been done based on the government's interest instead considering the different situations such as professionalism and public interest..

According to the findings integrating and maintaining new structure, of course, to a media organization requires good media training which, at present, does not exist the new EBC..

The findings have indicated that the newsroom's management has tried to solve some of the problems, although magnitude of the problems within the news center proved to be hard to address

The participants indicate that the management of the news center had not been implementing different approaches to different issues. Rather it used similar approaches to different issues and as a result several issues were left unsolved. Contingency approach to management (also called situational approach) assumes that there is no universal answer to all questions because organizations, people and situations vary and change over time (contingency approach to management).

Having positive perception on the introduction of new manuals and revised editorial policy introduced after the corporation structure , the respondents disclose that these laws are being implemented ineffectively.

5.2 Recommendations

On the basis of the data gathered from the interviewee and the respondents of the questionnaire, the researcher has given the following recommendations:

Since the restructuring of the media brought optimism and positive attitude among the newsroom journalists, EBC should exert its most effort to use this opportunity.

EBC has made some progress in terms of promoting its coverage and entertaining wide range of issues via its newsroom but the framing of the issues to be reported needs to be considered whether they are for the good cause of the public.

Though the organization has come up with important directives, manuals and revised editorial policy, EBC should make sure that they are translated into the ground.

EBC's research department should also conduct research or survey to evaluate if the corporation structure is being working out or not. It also needs to assess other aspects besides the organizational structure to provide decent public services.

The organization must also improve new content in addition to introducing new logo and motto.

The management should accord more attention to professionalism and pursue merit-based management style.

The steering committee which was responsible for leading the job of restructuring the media needs to examine either their major objectives are being achieved or not through monitoring and evaluation techniques.

In addition to organizational structure changes, it requires huge investment in upgrading the professional skills of journalists through long-term and short-term trainings to meet corporation media standards.

In general, the corporation has to revisit other aspects, such as the ideological underpinnings of the media, to ensure that strong and powerful national media is created besides changing its organizational structure.

5.3 Discussion of Findings

The researcher according to the data obtained through interview and questionnaire has come up with the following findings:

Fundamentally, the journalists have positive perception on the restructuring of ERTA to EBC. But, they were clearly not in denial that their attitude came with the financial independence of the corporation where they perceive would be awarded with more salary and benefits.

The journalists who responded to the study feel that fundamental changes have not been achieved from the designed organizational structures despite some cosmetic changes.

The respondents also generally think that EBC has not made significant changes following the corporation structure in terms of the journalistic practices of the newsroom.

Though changes are appearing to be fragile and inconsistent, the journalists think that the agenda setting and presentation aspects of the newsroom have slightly improved.

According to the respondents, the framing aspect of the newsroom has not seen progress .

After restructuring, EBC began to aggressively come up with project news by assigning journalists.

Journalists replied that nothing has changed in terms of framing despite slight improvements on the agenda setting and presentation aspects of the newsroom.

Again, though changes are appeared to be fragile and inconsistent, the journalists think that the agenda setting and presentation aspects of the newsroom slightly improved.

According to the respondents, the newsroom has already started to cover a wide range of issues. Moreover, after restructuring, the newsroom began to aggressively come up with project news by assigning journalists. Yet, the way the issues have been framed remained as it was.

The findings indicate that the newsroom management has remained as it was before witnessing the absence of positive changes.

The newsroom management has been task oriented because everything has been done based on the government's interest instead considering the different situations such as professionalism and public interest..

According to the findings integrating and maintaining new structure, of course, to a media organization requires good media training which, at present, does not exist in EBC.

The findings indicate that journalists believe that the newsroom management has remained as it was and is not seeing positive trends.

The journalists perceive that the newsroom management has mainly remained unprofessional as it was before.

According to the findings integrating the efforts of the whole staff into the existing structure requires good media training ,which, at present, does not exist.

One of the most important roles of newsroom managers is to translate potential into reality. This means that a manager is expected to always act as a factor of change, progress and innovation and not just to passively react or adapt to what has already happened, however the current EBC newsroom management lacks this.

The study further revealed that the key impeding factors affecting the major objectives of the restructuring are lack of commitment, inadequate training, evaluation and tendency to adopt to new organizational structure .

According to the findings unnecessary bureaucratic system of decision making, and less readiness and commitment of subordinates are also among the main factors facing the corporation structure.

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Appendix A

Interviewee involved in interview

Informant	Position
1.....	Deputy Chief Executive Officer
2.....	Director
3.....	Senior Editor
4.....	Senior Reporter
5.....	Senior Reporter
6.....	Senior Reporter

Appendix B

Interview guides

1. General

1. What is your reflection on the restructuring of the corporation?
2. Do you think the restructuring has impacted the overall working practices of the corporation?
3. Which parts of the corporations working practices influenced by the transformation?

-What are the newly devised rules and regulations changed or redeveloped after the transformation?

3 Newsroom practices

1. what are your perceptions on restructuring's effect on the newsroom?
2. What are your views on the restructuring's effect on the journalistic practices of the newsroom ?
3. what are your thoughts on the agenda setting, presentations and framing aspects of the newsroom following the corporation structure?

4. Newsroom Management

1. Do you think the restructuring brought any changes in the way that the newsroom conducts its own duties and routines?
2. What were the major new trends emerging on the newsroom management following corporation structure?
3. What do you think about the effects the restructuring on the management style with regard to implementing the revised editorial policy, manuals and guidelines introduced after the restructuring?
4. What are your opinions on the newsroom management in terms of good governance and professionalism after the restructuring?

5. Financial independence

1. Do you think the financial independence of the media inspire the journalists working in the newsroom.?

2. Do you think the inspirations shown after EBC's financial independence encouraging the journalists to be more committed to their professional undertaking

3. In your view what were the relevant benefits introduced or delivered to the staff of the media after becoming financially independent?

6. Corporation's objectives

1. What are the major factors hampering the major objectives of the restructuring from institutional point of view?

2. what are the major factors affecting the restructuring's major aims to attain from journalists' side?

Appendix C

Desta Gebrehiwot

Addis Ababa University

School of Journalism and Communication

This questionnaire is aimed at collecting data for my Master’s Thesis entitled “The Restructuring of State Media to Corporation and its impact of journalistic Practices: the case of Ethiopian Broadcasting Corporation.”

I therefore kindly inform you that the response you provide would be very useful to understand the impacts of the restructuring of the corporation. In other words, the validity of the research solely rests upon the genuine response you give. Thus, please owe me some minutes from your dear time to fill out the questionnaire.

Be noted that your responses will be used only for the intended purpose.

General instruction: Please read all the items and give the appropriate answer on the spaces provided. In case spaces are inadequate for explanations, use the back page or additional paper, remember to write the item number when using back of the page or additional paper. It is my great desire if you answer all the items and return the questionnaire paper timely. The questions are open-ended please try to briefly explain or give your response clearly and precisely.

Please use any one of the contact address that suit you from those indicated on top of the cover page if you like to communicate me.

- Questions related to respondent’s background

1. Age 20-25 26-30 31-45 46-50 51-55 and above

2. Sex F M

3. Educational background

Certificate Diploma B.A./BSc M.A./Msc

Ph.D.

4. Job position in the newsroom _____ Senior reporter _____

Work experience	0-5	<input type="checkbox"/>	6-10	<input type="checkbox"/>	<input type="checkbox"/> 15	16-20	<input type="checkbox"/>
21-25	<input type="checkbox"/>	26-30	<input type="checkbox"/>	30 and above	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I. Questions related to Journalistic knowledge

II. General questions about the restructuring

1 What is your reflection on the restructuring of the corporation?

2 what are your thoughts with regard to the restructuring's effect on the newsroom?

3 Do you think the restructuring has been affecting the overall working practices of the corporation? Please explain the reasons is either yes or no

4 Which parts of the corporations working practices have been influenced by the corporation structure ?

5 Do the staff aliening themselves with the very principles of corporation media?

6 has the mindset of the work force of the corporation been integrated with the key roles and purposes of corporation media?

III News room practices after restructuring

7 Do you think the restructuring has had an effect on how the newsroom conducts its activities?

8 Have you seen any changes with regard the process of news making such as Agenda setting, framing and reporting and presentation.

9 what are the other journalistic practices of newsroom witnessing emerging changes after the restructuring.

10 what is your reaction to the formation of the newly approved editorial polices, guidelines and other administrative laws? Do you think they are bringing changes on how the corporation conducts its activities?

IV Management style after restructuring

10 Have you generally witnessed any positive and negative changes in the management style of the corporation after the restructuring? Please explain

11 were there any change on the internal administration aspects of the media,

V Others

12 How about the issue of good governance in the corporation in relation with management after the new structure?

13 What are the benefits the restructuring has brought to journalists after becoming corporation. Has it consequently affected your performance? Please explain.

14 Do you think the financial independence of the corporation is helping promote the corporation's journalistic practices?

15 have the restructuring of the media achieved conduct of duties and responsibilities in the professional manner?

Please explain your additional views on the space provided below