

INFORMATION TO USERS

The negative microfilm of this dissertation was prepared and inspected by the school granting the degree. We are using this film without further inspection or change. If there are any questions about the content, please write directly to the school. The quality of this reproduction is heavily dependent upon the quality of the original material.

The following explanation of techniques is provided to help clarify notations which may appear on this reproduction.

1. Manuscripts may not always be complete. When it is not possible to obtain missing pages, a note appears to indicate this.
2. When copyrighted materials are removed from the manuscript, a note appears to indicate this.
3. Oversize materials (maps, drawings and charts are photographed by sectioning the original, beginning at the upper left hand corner and continuing from left to right in equal sections with small overlaps.

UMI[®]

**Bell & Howell Information and Learning
300 North Zeeb Road, Ann Arbor, MI 48106-1346 USA
800521-0600**

UMI Number: 9941236

**UMI Microform 9941236
Copyright 1999, by UMI Company. All rights reserved.**

**This microform edition is protected against unauthorized
copying under Title 17, United States Code.**

UMI
300 North Zeeb Road
Ann Arbor, MI 48103

**AN ANALYSIS OF WORK ATTITUDES AND BEHAVIORS AS PERCEIVED BY
TELEVISION JOURNALISTS IN NATIONAL NETWORKS
AND CABLE TV NEWS IN TAIWAN**

A Dissertation

Presented to the Faculty of the Graduate School

of Cornell University

in Partial Fulfillment of the Requirements for the Degree of

Doctor of Philosophy

by

Shou-Shoun Chou

August 1999

© 1999 Shou-Shoun Chou

BIOGRAPHICAL SKETCH

Shou-Shoun Chou was born on August 27, 1966 in Taipei, Taiwan, Republic of China, where he spent his youth. In 1984 he entered Shih-Hsin University in Taipei, augmenting his studies with experience as a professional recording artist. He received a Bachelor's degree in Broadcasting and Television in 1987.

In the spring of 1993, he started graduate study in the United States at the Emerson College, Boston, and received a degree of Master of Arts in December, 1993. After that, he went back to his hometown in Taiwan and started a career as a television reporter—a position with many memorable experiences, among them being interviews with former President George Bush and sports legend Kareem Abdul-Jabbar, as well as having held the position of the Taiwanese announcer for the 1996 Atlanta Olympic Games. In the fall of 1996, he took leave from the CTV's anchor position, came back to the United States to continue his advanced studies at Cornell University as a doctoral student where he completed his studies in May, 1999. His major was Policy Analysis and Management, concentrating on human service administration, with minors in organizational communication and leadership studies.

During Shou-Shoun's Cornell years he devoted himself to the Cornell Community, including serving two terms as president of the Taiwanese Students Association. He provided vital assistance to the Cornell Chorus as a student ambassador during their overseas trip to Taiwan in 1998 summer. Here in Ithaca, he served as the host of the touring Chinese Youth Goodwill Mission, a group devoted to strengthening overseas relations through songs and the arts. In addition, he has worked diligently to promote an appreciation of the Chinese culture and language as a

native speaker in the Cornell Language House program, a position he has also held for two years.

His future goals are to play a vital role in the improvement of the Taiwanese media. As he said in his own book “Be Your Own Hero” published by the Sitak International Group in 1996, “Life is full of opportunities, as it is full of inconsistencies.... However, as long as you are working hard towards the right direction you will always be satisfied with the result.”

ACKNOWLEDGMENTS

I wish to acknowledge my gratitude to the members of my special committee, Dr. Don Barr, Dr. Robert Babcock, and Dr. Betsy Stevens. Dr. Barr has been incredibly patient, even though at times he has to be the busiest professor on campus! Even so, he has always made time for me. No wonder he is so popular with his undergraduate students. As chair, his understanding of power and empowerment has truly empowered me in my work. My co-chair Dr. Babcock is always eminently approachable. His incredible zest for life is matched only by his love for our research. Our lunches together have been invaluable for my academic endeavors. It is incredibly gratifying to find someone who shares my interests in Chinese culture, and I am sure that some day his Chinese pronunciation will improve. A specialist in organizational communication, Dr. Betsy Stevens has been as good a friend as a professor. I will always appreciate her thoughtful nature, even remembering to drop me a line when teaching abroad in Australia and Russia. Her elegant personality perfectly complements her fine managerial abilities.

In sum, I am eternally grateful to all three professors. Because of their faith and trust in encouraging me to engage in this study, I have maintained my passion for my research. I congratulate Cornell for these distinguished scholars; they are what makes this institution one of the world's finest.

I also would like to thank the devoted residents of the Mandarin House, for their two years of support, as well as my Taiwanese colleagues. They accompanied me through the lonely times, be it in sunny Taiwan or cloudy Ithaca. Most importantly and finally, I would like to give my deepest thanks to my parents, who never lost faith in me through the ups and downs of life.

TABLE OF CONTENTS

<u>CHAPTER</u>		<u>PAGE</u>
ONE	INTRODUCTION	1
	The Exploding Growth of Televised News Programming in Taiwan	1
	Justification for the Study	4
	Significance of the Study	5
	Purpose and Objectives of the Study	9
	Hypotheses	10
	Operational Definitions	11
	TWO	REVIEW OF THE LITERATURE
	The Structure of Media Organizations	13
	Organizational Behavior and Employee Attitudes	21
	The Root of Media Management: Leadership Behavior	23
THREE	METHODOLOGY	30
	Design of the Study	30
	Selection of Sample	34
	Construction of Instrument	35
	Data Collection	36
	Methods of Data Analysis	38
	Variables	38
FOUR	DISCUSSIONS	40
	Description of the Respondents	40
	Item Descriptive Statistics	52
	Significant Results obtained through the Surveys	60
	Analysis of Results	64
	Discussion of Open Ended Questions	72
	Summary	84
	FIVE	CONCLUSIONS AND SUGGESTIONS
	Background	92
	Conclusions	94
	Contribution and Implications of the Study	97
	Limitations and Suggestions for Future Research	99
	APPENDIX A QUESTIONNAIRE (ENGLISH VERSION)	102
	APPENDIX B QUESTIONNAIRE (CHINESE VERSION)	112

<u>CHAPTER</u>	<u>PAGE</u>
APPENDIX C MONTHLY AVERAGE OVERALL RATING CHART FOR ALL TAIWANESE TV NEWS STATIONS FROM NOVEMBER 1 TO NOVEMBER 30, 1998	117
APPENDIX D ANNUAL TAIWAN TV NEWS RATINGS PERFORMANCE CHARTS	119
BIBLIOGRAPHY	122

LIST OF TABLES

<u>TABLE</u>		<u>PAGE</u>
3.1	RATE OF QUESTIONNAIRE RETURN BY ORGANIZATIONS	37
4.1	SEX RATIO OF RESPONDENTS	42
4.2	AGE OF RESPONDENTS	45
4.3	EDUCATIONAL BACKGROUND OF RESPONDENTS	47
4.4	HIGHER EDUCATION MAJORS OF RESPONDENTS	49
4.5	LENGTH OF DAILY WORKING HOURS OF RESPONDENTS	51
4.6	MARITAL STATUS OF RESPONDENTS	45
4.7	LENGTH OF CURRENT EMPLOYMENT OF RESPONDENTS	47
4.8	INCOME INFORMATION OF RESPONDENTS	47
4.9	POLITICAL AFFILIATION OF RESPONDENTS	51
4.10	LENGTH OF DAILY SLEEPING HOURS OF RESPONDENTS	51
4.11	WORKPLACE PREFERENCE OF RESPONDENTS	51a
4.12	THE RESULTS OF THE "FIRST PART OF QUESTIONNAIRE"	54
4.13	THE RESULTS OF THE "SECOND PART OF QUESTIONNAIRE"	56
4.14	THE RESULTS OF THE "THIRD PART OF QUESTIONNAIRE"	59
4.15	THE RESULTS OF THE "FOURTH PART OF QUESTIONNAIRE"	61

<u>TABLE</u>		<u>PAGE</u>
4.16	THE RESULTS FOR Q116: “Characteristics of Good Reporter”	74
4.17	THE RESULTS FOR Q216: “Characteristics of Good Manager”	77
4.18	THE RESULTS FOR Q316: “Good Working Environment”	79
4.19	THE RESULTS FOR Q416: “Possible Improvement”	81
4.20	THE RESULT OF THE FOUR HYPOTHESES	85

LIST OF FIGURES

<u>FIGURE</u>		<u>PAGE</u>
5.1	LEVEL OF JOB SATISFACTION	92

CHAPTER ONE

INTRODUCTION

The Exploding Growth of Televised News Programming in Taiwan

In Taiwan, Republic of China (ROC), televised daily news coverage is an enormously competitive business. Although competition in television news broadcasting did not exist in Taiwan until 1994, Taiwan's television audience can now select Taiwanese daily news programming from 11 different television organizations, including 4 major networks and 7 cable companies. Of the 11 television organizations that present daily news to the Taiwanese public, 6 are devoted exclusively to 24-hour news coverage. By comparison, American television viewers can select daily news programming from five sources, which include four major networks and only one 24-hour cable news company (CNN). This comparison becomes more striking when one considers that Taiwan's population of 21 million is less than one-tenth the size of the U.S. population of over 267 million. In Taiwan, news is by far the most popular offering on television, and the evening news hour, from 7:00 p.m. to 8:00 p.m., is the most stable earning period for television advertising (An, 1999). Moreover, the position of television news reporter is the most coveted of all communication jobs among Taiwanese college seniors in communications and related fields (An, 1998). What accounts for Taiwan's wild enthusiasm for televised news?

The reasons for the popularity of televised news coverage in Taiwan are political, social, and economic. From 1949 to 1994, Taiwanese news media operated without private-sector competition under martial law as a monopoly of Taiwan's national political party, the Kuomintang (KMT). Taiwan's three television news agencies, Taiwan Television Enterprise (TTV), China Television Company (CTV), and

Chinese Television System (CTS), constituted major vehicles for the communication of governmental policy decisions. It was popular Taiwanese belief that the government maintained its power through the news media (Berman, 1995). When martial law was terminated in 1987 and legislation deregulating cable and satellite television was passed in 1993, many Taiwanese businessmen saw an opportunity to seize some of the power and advantages that they believed the government had relinquished, and they made haste to invest in cable television. Now, 6 years later, the first of these new cable enterprises, TVBS, CTN and Super TV, are still active, but not all the start-up companies survived. Those that managed to remain successful are seen by the Taiwanese public as vehicles of political power, an attribute which increases the attractiveness of their news programming to viewers (Chang, 1996).

According to the statistics, in 1994 (immediately after the deregulation of the cable laws), the channel share of cable television surpassed that of network television by a mere margin of 6%. However, by the end of 1996, Taiwan's cable channel share exceeded the network channel share by an overwhelming 22% (61% vs. 39%). The rapid growth of cable television has not only threatened the market of the traditional networks, but also revolutionized the viewing habits of the Taiwanese audience; this was the first wave of major changes brought about in the Taiwanese media industry in the past 30 years (Wang, 1998).

As elsewhere, television news announcers in Taiwan enjoy celebrity status, and positions within Taiwanese television news departments have always been highly coveted. Prior to the 1993 cable and satellite television deregulation, applicants for national network TV news positions were screened by a rigorous application process, and only one applicant in 1,000 was ultimately hired (CTN Poll Center, 1998). The recent exploding growth of television news, however, obviously has resulted in a correspondingly rapid growth in television news career opportunities. In this extremely

competitive market, news production quality has declined alarmingly in favor of salacious "news" programming designed to attract the coveted viewership. This marketing strategy has been extremely successful, as witnessed by an exponential rise in ratings (Lien Guang, 1998).

Although the ROC government has made it clear that it holds the principle of freedom of the press in high regard, it hopes the news media will police itself more strictly, and avoid reporting events from a sensationalistic point of view. On this point, the public was more direct. According to a Gallup poll survey of May, 1998, more than 87.7% of respondents felt that today's news reporting was "too inflammatory and that violence and crime were over-reported" (Tsai, 1998).

Another survey, this one conducted by Taipei City Councilor Chen Hsueh-Fen, showed that 42% of the public thought that TV news reporting was likely to lead to copycat crimes (Tsai, 1998). This survey also showed that more than 80% of the Taiwanese audience thought that TV programs should be rated. Meanwhile, in a survey by the United Daily News, 64% of the respondents thought that TV programs contained too much violence, and 38% named TV news as the worst offender (Chen, 1998).

What is the ultimate cause of increasing portrayal of sex and violence on television? This may be attributed to the escalating competition between the networks and cable television. Indeed, since the 1993 satellite and cable television deregulation, the total number of Taiwan's television journalists, including both news reporters and cameramen, has quadrupled, increasing from 170 in 1994 to 680 in 1998 (TV Yearbook, 1998). This enormous growth in the media work force raises a series of questions concerning its effect on the television journalists involved. This study was undertaken to provide insight into these issues in the hopes of providing information that will be helpful in improving the quality of television news programming in Taiwan.

How do the new journalists perceive their new and much sought-after job positions? Do their actual experiences live up to the very high expectations they held for their jobs? How are these relatively inexperienced journalists responding to the competition afforded them by their veteran counterparts, some of whom have 30 years experience in their field? How has the upheaval in television news in Taiwan changed their attitudes toward management, corporate owners, and their attitudes toward the art of journalism? What type of organizational structure is likely to produce the most suitable and positive influence on employees who are television journalists? These are the major questions that this study attempts to answer.

Justification for the Study

News coverage and topics inevitably are influenced by the resources, views, and ethics of those who search, write, and produce news stories. In television coverage of daily news in the West, news reporters generally determine the issues and topics covered, interpret the particular story, and explain the character of the coverage. Often accused of political biases, reporters exercise an amount of control over the tone of their reporting that some say has had an effect on the American political system—historical examples might include the comparatively positive portrayal of John Kennedy and Franklin Roosevelt versus the comparatively negative portrayal of Richard Nixon. Some have argued that these were depictions based as much on personal friendships or animosities as objective political reporting. These perceived biases are often directly at odds with the expectation for objectivity placed upon the news media by Western audiences (Ginsberg, Lowi & Weir, 1997). However, the expectations by Taiwanese people placed on television news reporters in Taiwan have historically been different from those placed on their Western counterparts. Until very recently, television news coverage in Taiwan was available only through three government-controlled national

television broadcast networks, and television journalists reflected only the government's voice. Objectivity was neither expected nor appreciated. In 1993, however, new legislation, the Cable Television Law, permitted the creation of a private-sector cable television industry in Taiwan. Largely as a result of reduced governmental control, this new industry has enjoyed great success, and the work environment of the new cable television journalists has influenced the entire Taiwanese television industry (TV Yearbook, 1998). Such a recent phenomenon is the main motivation of the current study, which seeks to compare the work behavior, attitudes toward management, and levels of job satisfaction of television journalists in Taiwan's national broadcast networks and private-sector cable companies.

With three years of experience as a Taiwanese television news journalist, the current investigator brought to this study a strong desire to understand and analyze what could be called television organizational behavior. In a strongly competitive environment, television journalists must act independently in their reportage and perform beyond their delineated responsibilities. On the organizational level, the success of television journalism requires an understanding of how the work behavior of television journalists differs from those of other employees of the television industry as well as an understanding of the nature of journalists' relationships with managers and employers. Throughout this investigation, attempts were made to identify the potentially most effective means of improving the internal workings of television news departments in Taiwan, and to arrive at recommendations for future organizational behavior research in the television news industry.

Significance of the Study

One result of Taiwan's rapid economic growth over the past two decades has been the proliferation of communication technology. Television sets, once considered

status symbols of the affluent, have almost become necessities, and most Taiwanese households own at least one or two (Ho, 1994). The growth of Taiwan's television viewership was given a significant boost by 1993 legislation permitting the creation of a private-sector cable television industry in Taiwan. Today, television is by far Taiwan's most preferred information source, and the Taiwanese viewing public have a wide range of broadcast and cable channel choices (TV Yearbook, 1998).

Technologies for delivery of television programming via satellite and cable have revolutionized the potential for television access, and television delivery has largely been transformed from a state of channel deficiency to a state of channel over-abundance. The relatively recent technological convergence of mass communication and telecommunication has provided social and economic benefits, but this convergence also has presented problems, such as media concentration and satellite spill-over. Policy makers are now facing the difficult task of devising useful policies to regulate increasingly concentrated communication technologies (Berman, 1995).

Throughout its brief history, the electronic medium of television has been used for political socialization and cultural development. Because of its power as an information source and the solitary nature of its use, television has been used by governments as policy instruments to draw attention to a variety of issues, such as national identity, economic development, social modernization, and political democracy (Ginsberg et al., 1996). Each government has handled its use of television media differently, depending on its objectives and preferences, but everywhere on the globe, the television industry is subject to some form of government control or management, whether through governmental decree, acts of legislation, or some other form of governmental force (Ginsberg et al, 1996).

To understand the current state of the television news industry in Taiwan, it is first necessary to understand its history. From its inception, Taiwan's television

communication system was controlled under martial law by the Taiwanese government. The people of Taiwan received their televised news from three major national broadcast networks: CTV, TTV, and CTS, also as known as the "Big Three," all of which were dominated by the Taiwanese government out of fear of the political and military threats posed by Mainland China. The largest of these networks, CTV, has been controlled since its 1967 inception by Taiwan's ruling political party, KMT. This political party appoints the station's general manager and, according to accounts by television journalists, its producers or managers often attempt to control or manipulate news content to favor certain political figures (Chang, 1996). Similarly, Taiwan's second largest but oldest television network, TTV, is managed by the Taiwanese provincial government; the youngest of the "Big Three," CTS, has been operated by Taiwan's Ministry of National Defense since its creation 25 years ago (Huang, 1996).

In 1987, martial law in Taiwan was lifted and, in 1993, legislation was passed permitting the creation of private-sector cable television companies. Since 1994, hundreds of cable companies invaded the media market, attempting to capture market share from the "Big Three." The new cable companies launched an "Anti-Big Three" campaign that successfully touched the hearts of the Taiwanese people, redirected viewer loyalties, and increased television viewing. As part of the Anti-Big Three effort, the new cable television companies were strong both in their criticism of KMT political candidates and in their support of candidates of the opposing political parties.

Media reform had been one of the strongest hopes and goals of political reformers, and the cable companies' appeal for freedom of the media captured the attention of the Taiwanese viewing public. Following Taiwan's first-ever presidential campaign in 1996, the Taiwanese public continued to express their desire for increased democracy. After years of struggle, Taiwan's biggest opposition party, the Democratic Progressive Party (DPP) finally persuaded the Taiwanese government to grant the DPP

management authority over a new national broadcast network, FTV (Formosa Television Company). FTV, Taiwan's fourth national broadcast network, aired its first program in June of 1997 ("TV Yearbook," 1998).

The Taiwanese people had waited 25 years for a fourth choice in national broadcast television, and the entrance of this new competitor marked the beginning of a new era in television in Taiwan. FTV's appeal has been a focus that extends beyond metropolitan Taipei to encompass the entire country. Another attraction of FTV is that, unlike its national network competitors, it does not always feature Taiwan's President Lee Teng Hui in its lead news story (Chang, 1996).

As Taiwan's cable television industry experienced sensational growth, an increasing number of Big Three news reporters migrated to cable television companies seeking higher pay and greater freedom in reporting, especially for news coverage involving political issues (Kwang, 1997). Television's immediate customers are its advertisers, not its audience, and the situation in the private-sector cable television industry of Taiwan is complicated by the need to produce advertising revenues and profits. Most cable company owners manage their companies as profit-making businesses (Salzman, 1998), and Taiwan is no exception. As media freedom and democratic reform have become more entrenched in Taiwan, cable company owners inevitably have chosen to become more politically neutral (Berman, 1995).

It is too soon to judge whether the key determinant of diversity in Taiwan's news coverage is ownership or management style. Generally, private ownership leads to a type of management that establishes responsibilities and a favorable working atmosphere. In such an environment, communication could be felt throughout the organization, which in turn have an impact on the behavior of organizational employees (Phillips, 1976). Because the owners and management of the news networks in Taiwan are predominantly politicians, the current study seeks to determine whether political

issues exert an influence on news department management style, journalist's work behavior and job satisfaction. If so, the study could serve as a source to help identify ways to enhance freedom and promote political neutrality in Taiwanese televised news coverage.

The recent appearance of cable news programming in Taiwan, together with its political appeal, have invigorated the desire of journalists to present news coverage from a much greater variety of diverse perspectives than the national networks have done in the past. However, whether Taiwan's new cable television journalists face restrictions in their coverage of sensitive news issues, such as news stories involving political figures, has been unexplored by researchers. Thus, the current study investigated items such as: in what ways, if any, do journalists at Taiwan's national networks and private-sector cable companies perceive that they have similar opportunities to express themselves? In what ways do journalists face similar restrictions in their news reporting?

Purpose and Objectives of the Study

The creation of a media management in Taiwan receptive to the contributions of the news reporters will require not only greater understanding of the work behavior of television journalists, but it also will require greater understanding of television management styles and ownership patterns in Taiwan. Such understandings also will be of prime importance in determining how best to reform other state-controlled media, principally newspapers and radio stations in Taiwan. Thus, the current study focused on relationships existing among owners, managers, and journalists in Taiwan.

The specific objectives of this study were:

1. To identify journalists' work behavior and attitudes in network and cable companies.

2. To identify how organizational affiliations (i.e., national networks or cable) and perceived management styles influence journalists' work behaviors and attitudes.
3. To investigate and examine additional variables (e.g., education, age, gender, or hours worked per day) that may play important roles in affecting journalists' work attitudes/behaviors or reporting styles.
4. To make specific recommendations for TV news media management concerning the expectations of television journalists.

Hypotheses

This study examined current trends in television news coverage in Taiwan by investigating work behavior, attitudes toward management, and job satisfaction of Taiwanese television journalists. The following four hypotheses served as bases for analyzing and explaining differences in the perceptions of Taiwanese national network news reporters and private-sector cable news reporters concerning their work behavior and the effects of this work behavior.

Hypothesis 1: In Taiwan, journalists employed by private-sector cable television companies will report greater commitment to their jobs, and be more willing to make additional efforts than journalists employed by national networks.

Hypothesis 2: In Taiwan, journalists employed by private-sector cable television companies will report more productive relationships with their managers and greater willingness to recognize their leadership abilities than journalists employed by national networks.

Hypothesis 3: In Taiwan, journalists employed by private-sector cable television companies will comment more favorably on their working environments than journalists employed by national networks.

Hypothesis 4: In Taiwan, journalists employed by private-sector cable television companies will report greater satisfaction with their working conditions than journalists employed by national networks.

Operational Definitions:

Below are definitions of terms used throughout this dissertation. The definitions are given not only to set the stage for what follows but also to make clear how the terms are used in this study. Needless to say, some of the terms used here may have different meanings in other contexts.

Work attitude—the outlook or opinions workers have toward their daily jobs and employers.

Work behavior—the actions taken by an individual in his/her daily work environment.

Job devotion—the level of loyalty an employee has toward his/her job, his/her employer, and/or toward his/her firm. The willingness of an employee to remain with the company even in difficult times.

Managerial ability—the effectiveness of a manager to lead his/her employees. His/her ability to create an environment conducive to effectively meeting the goals of the corporation.

Working environment—the factors that make up the work setting for employers and employees including the corporate ownership structure. The actual place where business is conducted.

Job satisfaction—whether or not an employee finds his/her job personally rewarding. Whether or not he/she feels that her/his work matters. Simply put, job satisfaction is the extent to which people like or dislike their jobs (Hersey, Blanchard & Johnson, 1996).

Tangible conditions—the material effects of working for a particular firm. These might include salary, vacations, bonuses as well as equipment, technology and other material facilities.

Intangible conditions—the effects of working at a particular firm that are not easily quantified. These might include things such as personal growth, potential for future development, recognition and praise.

National networks—the three major Taiwanese broadcasting television channels owned by various sectors of the national government. Until 1993, these were the only television stations in Taiwan.

Cable TV companies—after the deregulation of cable law in 1993, these stations were allowed to broadcast in Taiwan. They are independently operated in the private sector.

CHAPTER TWO

REVIEW OF THE LITERATURE

This review is presented in three sections. The first section presents a discussion of the literature concerning structure of media organizations. The second section provides a review of organizational behavior and employee attitudes, particularly as they relate to television news reporting. Since much prior investigation of employee behavior is rooted in studies of leadership behavior, the third section offers a review of media management strategies and techniques, together with their potential influences on the work behavior of television journalists.

The Structure of Media Organizations

An *organization* is a social collectivity comprised by two or more members engaged in activities requiring the cooperation, communication, and mutual adjustment of its members (Miller, 1998). Thus, the more members in an organization, the more complex the organizational situation.

Public media organizations, particularly television organizations, often include hundreds or even thousands of members, and these organizations certainly can be regarded as complex. Members of television news departments can be categorized at either the leadership level or the executive level (Breed, 1955). The *leadership level* includes the owner, the media editor, and the manager. The *executive level* is comprised of the journalists. Together, managers and journalists comprise the most important portion of the news department and, to achieve their organizational goals, must share a sense of cooperation and adjustment (Gieber, 1960).

Members of a TV media organization share three major goals: the professional goal of making quality newscasts; the economic goal of pursuing high ratings; and the situational goal of adapting to the ever-changing nature of the economy, societal laws, culture, and politics (Breed, 1955). These three goals are mutually connected in that they are constantly at odds with each other. For example, high-quality news may not necessarily attract high ratings.

Of course, individual members within the television news organization may not always be in pursuit of the same goal, and goals at leadership and executive levels often differ. Berkowitz (1993) observed that media organization members at the leadership level (management) exhibited a strongly commercial bent, whereas members at executive levels (journalists) were more concerned with critical news-casting. In short, management and journalists had opposing objectives.

In a media organization, the owner's objective is likely to become that of the entire organization and to influence the objectives of reporters. However, the journalist's behavior might reflect the organization's culture and also influence the organization toward future change. Generally speaking, the influence of the organization is more powerful than that of any one individual within it (Breed, 1955).

Some researchers have argued that the role of an organization's structure is unimportant as long as the organization's employees are well qualified (Lacy, Sohn & Wicks, 1993). However, others have argued that organizational structure helps an organization develop good employees (Weber, 1921/1947). These considerations were of interest to this investigation. With well-qualified and professional journalists, is the management still essential to a media organization? If the management is essential, to what extent should it control the work content and behavior of its journalists? These questions warrant further investigation.

According to Lacy, Sohn and Wicks (1993), a well-developed media organizational structure will promote the completion of the organizational task, good communication behavior, and a harmonious relationship between the executive and leadership levels of that organization. Nevertheless, like any other type of organization, a media organization will influence its employees through people and tasks in order to achieve its goal. One of the main questions of the current study was: What type of organizational structure is likely to produce the most suitable and positive influence on employees who are television journalists? Prior researchers have identified various approaches to organizational structure, and three of these approaches are discussed below.

The classical approach. This approach entails a series of well-planned and carefully developed chains of command with an effective formalized distribution structure (Taylor, 1947). Every position in the organization is clearly categorized, and individual characteristics do not distinguish employee roles. The classic approach has long been considered a means of improving organizational performance: both Weber's (1921) bureaucracy management theory and Taylor's (1947) scientific management theory stressed the importance of a clear, formal organizational structure. Weber held that a bureaucracy model is a rational, reasonable, and effective form of organization, and he developed the model as a normative setting where organizations attempt for one best way of administration. Taylor argued that it was possible to scientifically analyze tasks performed by workers and thereby ascertain procedures that would generate the maximum product with the minimum facts of resources.

Both of these theories have been subject to criticism. While Weber's (1921) bureaucracy theory might improve the efficiency of an organization, researchers argued, its extreme structural severity might ignore the importance of interpersonal relationships (Barnard, 1968). According to Lacy et al. (1993), Taylor and Weber

proposed principles that emphasized structural factors such as “unit of command, span of control, division of labor, and departmentation.” However, for the very specific nature of media organizations, these four structural factors are not completely appropriate. The concept of *unit of command* requires the employee to take orders from a single manager; however, contemporary television journalists may be responsible to a number of leaders, including news managers, supervising reporters, and news editors. The concept of *division of labor* also fails to completely fit the specific needs of newscasting because the journalist often is called upon to perform a variety of tasks, for instance, writing, reporting, editing and anchoring.

Critics of Taylor’s (1947) scientific management theory argued that this system can be expected as an unnecessary intervention, an attempt to standardize every aspect of an employee’s performance and finally to discourage employees from forming their own judgments. Employees will also fail to appreciate the incentive systems requiring them to achieve continuously at optimal levels, and be unable to sustain the organization’s constant pressure for maximum results (Bendix, 1996).

The humanistic approach. In this approach to organizational structure, work is completed by the organization’s employees; therefore management behavior should stress cooperation, participation, satisfaction, and interpersonal communication. Mayo (1945) believed that the employee is a complex individual within the organization and that organizational efficiency might be positively influenced by informal leadership styles that consider the humanity of the employee. McGregor (1960) identified two opposing views known as the X theory and the Y theory. All managers, he argued, follow one of these two approaches. McGregor described X-theory managers as assuming that people prefer to be directed, are not interested in assuming responsibility, desire safety above all, and are motivated by money, fringe benefits, and the threat of

punishment. He regarded this view as inexact and argued that it might fail to encourage many individuals to work toward organizational goals.

McGregor argued that management needed to follow practices based on a more accurate understanding of human nature and motivation. To guide leaders in maximizing the individual worker's potential, he developed an alternate theory of human behavior, the Y theory. This theory assumes that, if properly motivated, people could basically become self-directed and creative in their work. According to McGregor and his colleagues (McGregor, 1960), leaders can help individuals maximize their potential, and properly motivated people can best achieve their own goals by directing their efforts toward accomplishing organizational goals. Because work is as natural as play, McGregor (1960) argued, it can be equally satisfying.

The Z theory was developed by Ouchi (1981), who combined parts of the X and Y theories within the organizational structure to remind the manager of the importance of managing interpersonal relationships. A shortcoming of the Z theory is that it ignored the effects of organizational contingencies, for example, the influence of exterior surroundings.

The contingency approach. When analysts first began to examine formal and informal styles of management, they found that no one style fits all organizations. Because the fitness of an organizational structure depends on many factors, the contingency theory appeared. Tannenbaum and Schmidt (1973) stressed that different environments require different management behavior. They argued that organizational managers must consider three paramount factors when analyzing a situation: management, employees, and situations. Accordingly, the successful manager has a full understanding of all the participants in the organization as well as a thorough understanding of the society in which the organization is located. House and Dessler (1974) categorized management behavior into two sets of categories: relationship and

task-oriented. Relationship-oriented behavior fosters friendly relationships between manager and employees, whereas task-oriented behavior focuses on clear rewards and punishments. House and Dessler's theory exerted a major influence on future leadership theories because it posited that some situational factors and management behavior influence employees' work performance and satisfaction. In House and Dessler's view, situational factors include the self-satisfaction characteristics of employees, which may vary depending on the individual employee's background. House and Dessler observed that high-ability employees seemed unwilling to submit to authority relationships.

Hersey, Blanchard, and Johnson (1996) argued that effective leadership behavior depends on the characteristics of the employee. These researchers recommended that, as the employee's age, experience, and maturity increase, management should incline toward relationship-oriented, not task-oriented, behavior. Rosener (1990) discovered that gender exerts a strong influence on job performance and argued that males are more willing to accept task-management behavior whereas females prefer a relationship-oriented style. Although males clearly can prefer a relationship-oriented management style, Rosener's research highlights the fact that task-oriented behavior does not constitute the only effective management style. Because rapid economic development tends to weaken interpersonal relationships in organizations, a relationship-oriented style should remain a feasible option for leaders.

Research in the area of media organizational structure has been limited. Most such research has been devoted to analyzing the relationship between organizational communication and the size of the media organization. The findings of such investigations have indicated that the larger an organization, the less face-to-face communication occurs (Johnstone, 1976). Furthermore, even though the very existence of large media organizations is dependent on their communicating to a vast

commercial audience, such organizations are characterized by very little internal face-to-face communication (Howard, 1973).

In media enterprises it is often found that the owner sets the tone for the organizational system, which influences the management, whose behavior in turn shapes the development of the corporate structure. Phillips (1976), for instance, found the organizational structure of television companies reflects communication and management at lower levels of the organizational hierarchy. The system established by the owner, including communication channels, organizational discipline, and working environment, influences the entire organization. Phillips found that the owner will always influence the managers' behavior, and the behavior of owners are, in turn, determined by ratings of the television station. In addition, Phillips discovered, larger media organizations always had a formal communication structure between management and employees.

More and more researchers believe that media organizations are influenced not only by precise and formal organizational structure, but by informal factors such as employees' socialized behavior, managed behavior, and extent of professionalism (Lacy et al, 1993). Breed (1955) pointed out that an employee who is grateful to the manager for hiring him or her will work hard; an employee hoping to gain a promotion will avoid challenging authority. Journalist behavior tends to be more individualized and directed to self-interest, which has a large impact on the development of television organizations.

Direct control of the behavior of television journalists is difficult because they often work independently in locations outside the company. Thus, according to Breed (1955), a television news organization can save energy through reliance on less formal management and professionalism. However, Breed also noted that a professional

organization is a base for possible rebellion by news reporters against a television company's request.

One informal influence on a television organization is the relationship between managers and journalists. In general, television journalists have little opportunity to participate in decision-making within their news departments. Dracos (1989), a former television news reporter, argued that managers of television news departments should learn to manage their departments' functions and allow reporters to participate in the decision-making process. Ray (1988) conducted an empirical observation of the operations of a television news department and discovered that employees inside the department were dissatisfied due to problems in communicating their ambitions. Ray attributed these problems to lack of formal leadership training on the part of the news manager. Following his empirical study, Ray designed three special television-news philosophies. The *X culture* describes a philosophy in which the manager uses his or her own value system to control the environment. In the *Y culture*, the manager permits the allocation of tasks to different departments that together shape the direction of the company. In the *Z culture*, the manager realizes the objectives of the company and directs everyone to follow. Adams and Fish (1987) discovered that participative and democratic management leadership behavior inside television media results in employee satisfaction. When a media organization is more scientifically layered and provides for low employee autonomy, employee satisfaction will be low (Polansky & Hughes, 1986).

These investigations indicated that, when television journalists are given sufficient autonomy or are involved in their department's decision-making processes, their level of satisfaction should increase. According to Lacy et al. (1993), other factors useful in increasing the job satisfaction of television journalists are additional feedback from managers and advancement opportunities.

In sum then, researchers have discovered that different organizations in different environments require different structures. Organizations are structured differently because they grow differently. The structures of media organizations are influenced by organizational objectives, organizational size, organizational culture, management style, and employee characteristics. These influences will be further examined elsewhere in this dissertation.

Organizational Behavior and Employee Attitudes

The study of organizational behavior represents more than mere common sense or the simple collecting of separate theories and models; this field of inquiry examines the actions and attitudes of people in organizations and the relationships of those people (Gordon, 1991). In the past two decades, researchers investigating organizational behavior in general, have strived to understand the factors that affect the functioning of organizations and life in formal groups, in hopes of finding ways of developing more effective, beneficial, and enlightened organizations in society (Roberts & Hunt, 1991). Recent research has indicated that working conditions can influence processes fundamental to organizational functioning, from decision-making and innovation to group cohesiveness and interpersonal processes, and thus can play an important role in many aspects of organizational life (Buchanan, 1985).

Organizational behavior is important to all workers in all organizations, and television news reporters are no exception. The study of organizational behavior offers a chance to understand an organization's intricacies, dilemmas and situations, and the causes of its problems (Gordon, 1991). Television journalists who wish to optimize their own performance and satisfaction can benefit from an understanding of organizational behavior, because knowing the effects of changes in their work situations allows them to alter their responses to new inputs and transformational

processes. Such an enhanced understanding also allows them to offer better suggestions for improving their working environment.

Because media organizations have an important responsibility to pursue social democracy and public change, they should pay more attention to organizational behavior. As competition intensifies, media companies increasingly view their employees as resources for completing a job. In Taiwan, as was noted by Katz and Kahn (1978), managers assume that television journalists will pick up unplanned responsibilities as they occur, even though such duties are not part of the individual's in-role job requirements.

Most studies of extra-role behavior have been based on a conceptualization by Organ and his colleagues known as the phenomenon of organizational citizenship behavior (OCB) (Bateman & Organ, 1983). This theory has provided a useful framework for investigations of media organizational behavior. Organ defined *organizational citizenship behavior* as discretionary, non-prescribed employee actions that are not formally recognized or rewarded but, in total, benefit the organization (Organ, 1988). Such voluntary employee behavior for the benefit of the organization generally is viewed as important to a company's success (Katz & Kahn, 1978). Researchers attempting to determine why individuals voluntarily perform activities above and beyond their prescribed work roles have most often investigated employee personality traits and job attitudes. To date, however, investigators have made little progress in explaining why employees engage in OCB (Organ & Ryan, 1995). The current study included an inquiry into OCB among television journalists in Taiwan.

Although numerous researchers have suggested the importance of the influence of social contexts on work behavior, Katz and Kahn (1978) argued that the major determinant of extra-role behavior most likely is the environment. Taiwan's new cable television companies, in fierce competition with each other and with Taiwan's

established national networks, expect all their new employees to make innovative suggestions for improving the workplace. Cable television companies also anticipate that their news reporters will be altruistic personalities who will have a passion for their work and freely contribute extra time to it (Chang, 1996). These cable companies have not been disappointed in their expectations: according to Chang, despite the high expectations of employers in Taiwan's cable-news industry, reporters have actually contributed beyond management expectations.

To date, as mentioned above, no strong theoretical framework exists to explain why extra-role behavior occurs. If rewards are attached to these expectations, however, the degree to which extra-role activities are expected by the particular organization, or the culture promoted by the organization, may dictate whether or not the behavior is viewed as an in-role or extra-role behavior (Organ & Ryan, 1995). To advance understanding of extra-role behavior in the context of television news coverage in Taiwan, it is important to analyze the differences in the work environments of television journalists.

The Root of Media Management: Leadership Behavior

Leadership theory originated in the 1950s and became one of the most popular theories attempting to explain organizational management. Generally speaking, certain assumptions about human nature and human motivation have resulted in traditional organizations characterized by centralized decision making, a superior-subordinate pyramid, and external control of work (Hersey, Blanchard & Johnson, 1996). In view of McGregor's formulation of the X and Y theories, the X theory is that punishment is the best way to stimulate high efficiency. The Y theory is that, if employees have good relationships with the manager, they can take responsibility for being more creative and will automatically promote efficiency (McGregor, 1960). McGregor believed these

two separate views can mesh to form a unified leadership style, appropriate for all situations.

White, Hodgson and Crainer (1996) pointed out that modern managers should accept the concept that work does not have to be considered a necessary evil, especially in organizations where cohesive work groups have been developed, and where their goals match organizational goals. Such organizations are highly efficient, and people come to work because their work is inherently satisfying (White, Hodgson & Crainer, 1996).

Interesting early research in the field of leadership behavior included the Michigan leadership studies (Likert, 1961), which involved interviews with managers and subordinates to determine effective management behavior. These studies isolated and identified at least two major supervisory orientations: (a) job-centered or task-oriented management behavior and (b) employee-centered or relations-based management behavior. Researchers assumed that these two managerial orientations were exclusive of each other and represented opposite ends of a continuum.

Recently, other researchers have arrived at a similar conclusion. Much thought on the interpersonal aspects of leadership has identified two important factors in leadership behavior: consideration (emphasizing relationships) and initiating structures (emphasizing tasks) (Fleishman & Harris, 1962). These two leadership styles have placed consideration and initiating structures on opposite ends of the same continuum (Hersey, Blanchard & Johnson, 1996). Some researchers have found relationship-oriented leaders to be better than task-oriented ones, and believe that interpersonal relations such as human feelings and attitudes are the real power centers in organizations (Mayo, 1933). Argyris (1957) assumed that work that is too directive and task-oriented will restrict the initiative and creativity of employees. Ryan and

Oestreich (1991) argued that the quality of the relationship a person has with his or her direct supervisor is a key determinant of a worker's fear--or lack of fear--on the job.

However, while finding consistent relationships between management styles and work productivity proved difficult, researchers made attempts to determine the leadership styles that best fit specific organizations and that enhanced the leader's functioning in given situations (Bateman, 1990). According to Bateman, an *effective manager* is "an active leader who creates a positive work environment in which the organization and its employees have the opportunity and incentive to achieve high performance." In general, to be successful, managers must be leaders in their organizations. According to Bennis and Nanus (1985), a manager must possess a broad and deep understanding of the tasks he or she allows others to handle and must be intimately involved in key decisions and activities. Bennis and Nanus argued that great leaders make wise use of power to make their ideas a reality and know how to communicate their vision to their employees.

With the passage of time, an increasing number of researchers have turned to contingency theories of leadership, which attempt to systematically account for situational factors and leadership effectiveness and also attempt to specify how leader or manager behavior is related to effectiveness in different situational circumstances. The main proposition underlying contingency theories is that appropriate management style depends upon the circumstances. Luthans and Stewart (1977) introduced a general contingency theory of management that presented hundreds of likely variables influencing organizational accomplishment. According to Luthans and Stewart's theory, the pressure of environmental constraints causes managers to seek to identify the contingencies under which the organization can best succeed. The management process also is influenced by many constraints provided by the organization and its subsystems. For example, organizational options and the effectiveness of management

may be constrained by cultural background, subordinates' educational level and job maturity, professionalism, layers of management, and organizational climate.

The present study is concerned with management or leadership styles most appropriate for television news organizations. Bedeian (1989) defined *management* as "the process of achieving desired results through efficient utilization of human and material resources." According to Bedeian, the five major functions of management are planning, organizing, staffing, leading, and controlling.

Manager's use of high levels of fear, a major X-theory tool, would seem to be particularly inappropriate for media management. As pointed out by DeBono (1972), competencies (knowledge, skills, and attitudes) are important for mastering specific methods or techniques for creative problem solving, but are useless when high levels of fear and low levels of trust exist. If organizations do in fact have control over the factors of fear and trust, then why do managers so often allow fear to become a dominant component in the environment? If, as DeBono reported, as much as 70% of the employees in a given organization may experience fear in some form or another, can we assume that productivity is greatly affected? What would be the impact on productivity if management addressed organizational fear as a top-priority "people problem"? Current research is beginning to attempt to answer these questions.

The current study was concerned, in part, with how management styles affect work behavior, which could, in turn, affect work productivity. An early investigation of this question was conducted in 1939 by Lewin, Lippitt, and White. Lewin and associates conducted an experiment that observed the production behavior of adult leaders of boys clubs, and assigned these leaders to management-style categories labeled authoritarian, democratic, or laissez-faire. In this experiment, authoritarian leaders gave orders, democratic leaders developed goals together with the boys as well as the means for attaining these goals, and laissez faire leaders gave out information

only on request and did not enter into the spirit of the task. The results showed that satisfaction among the boys was high in the democratic groups and low in the other groups. Although production was highest in the authoritarian groups, it fell off when the leaders departed. In the democratic groups, production was sustained when their leaders left. Production in the laissez-faire groups was the lowest of the three.

Research on inter-group relations has shown that environmental or institutional factors affect inter-group processes. Two major environmental factors are mentioned in the literature: (a) authority relations among the group and (b) definition and organization of the group's tasks (McCollom, 1990). According to this "open-systems" view of groups immersed in a larger context, success results from group leaders' interactions with the system and a clear process of group goal-setting that matches organizational expectations.

Like other organizations, media organizations will face profound workplace challenges in the next 10 years. Companies in the television news industry will be focused on profit margins, competition, and employee needs (Salzman, 1998). In the upcoming decade of media management in Taiwan, ten ground rules for more effective media management presented by Zeltner in 1995 are potentially useful. These ground rules are: (a) always work within a strategic plan; (b) pay attention to competitive activity; (c) tighten up on demographics; (d) keep up with the media marketplace; (e) get into the marketplace early; (f) balance efficiency with effectiveness; (g) hold changes to a minimum; (h) pay more attention to monitoring; (i) safeguard the money; and (j) get involved (Zeltner, 1995). The media companies which will survive and prosper during the coming decade are likely to be those with leaders who are discerning in their accommodation of the tensions that exist among these factors, and they are likely to be the leaders who make best use of their resources, the most valuable of which are their journalists.

In the upcoming decade, lack of employee satisfaction is expected to be a major concern. As reported by Blonston (1991), a Roper Organization poll revealed that the proportion of non-managerial white-collar workers who found their workplace very "humane and fair," "open and frank," "enjoyable," and "progressive," fell from approximately 45% in 1980 to approximately 35% in 1991 (p. 81). In Taiwan's television news industry, according to Wang (1997), the reporters who transferred from national networks to private-sector cable companies since 1994 were motivated by feelings that reflected this downward trend. These journalists' disappointments translated into reduced devotion to their work and reduced loyalty to their immediate managers and national networks. In Tu's recent study, most transferring reporters reported little personal commitment to their managers or networks because of corporate problems (Tu, 1997).

A reality of the television news industry in the next decade is likely to be that individual reporters will retain belief in their product and loyalty to their profession, but individuals probably will not give loyalty to any one company (Lacy et al., 1993). Managers will be supervising reporters who are committed to the company for a limited time period, not an entire career. The notion of company loyalty is untenable when economics seem to dictate regular turnover in companies and employees. Media managers, who believe in the importance of commitment and loyalty to the group, if not the company, will need to develop specific strategies to introduce and foster these qualities among their reporters.

Many media employees are college-educated individuals whose first loyalty is not to the organization that pays their salaries but to professional or creative standards (Lacy et al., 1993). This sense of autonomy can result in episodes of individualized decision-making that are not understandable from a traditional managerial perspective but are reasonable if examined within the framework of professional codes. News

department managers know that it is not unusual for a journalist to continue to work on a story until his or her opportunity to do so is terminated by a deadline or a dead end. What drives the journalist to work unpaid overtime is not a tough or inhumane boss but commitment to a professional code of responsibility (Salzman, 1998).

Managers in media organizations tend to apply techniques of situational management, in which, as Fiedler (1974) argued, "the performance of a group is contingent upon both the motivational system of the leader and the degree to which the leader has control and influence in a particular situation" (p. 73). In such a case, different managerial techniques may be appropriate for different journalists at different times. Management and motivational theories are intended as guides, not mandatory directives, and management requires the cooperation of both the manager and the subordinate. A news department manager can motivate and lead only to the extent that journalists in that department want to be managed and led. The best manager with the best intentions cannot motivate a journalist who does not care.

CHAPTER THREE

METHODOLOGY

Design of the Study

In this study, data were obtained via a survey questionnaire format. Members of professional journalists (news reporters and photographic reporters) in Taiwan were questioned on issues of workplace organization and news selection. To maximize the range of characteristics investigated, the sample pool was drawn from all media organizations in Taiwan which produced at least one daily news program. These 11 organizations included 4 national broadcasting networks and 7 cable television companies. The national broadcasting networks were Taiwan Television Enterprise, Ltd. (TTV); China Television Company (CTV); Chinese Television System (CTS); and Formosa Television (FTV). The cable television companies included in the sample were Liann Yee Production Co., Ltd. (TVBS); Eastern Television (ETTV); Sanlih Television (SET TV); Chinese Television Network (CTN); Super Communication Inc. (Super TV); Global Broadcasting Company, Ltd. (Global TV); and Tzu Chi Television (Tzu Chi TV).

Questionnaire translation and pilot testing were performed by a committee of ten knowledgeable bilingual media workers, which included four news journalists (two from network and two from cable), three photographic reporters (one from network and two from cable), one news producer (from network), one news director (from network) and one news editor (from cable), to minimize possible misunderstandings when the questions were viewed by the subjects. After the pilot testing, a number of revisions were made to the study design and to the survey instrument.

In the current study, photographic reporters are included as subjects of the survey. This probably serves to reflect one of the major differences between the television news industry in Taiwan and the United States. According to this investigation's current understanding, U.S. personnel in charge of image recording are known as cameramen, whose work includes operating equipment and recording images according to the request of the news journalist. The recorded footage is then edited in the news room by professional editors who are responsible for the final product. The difference between the industry in the U.S. and that in Taiwan is underscored by the fact that there are no such editors in the latter. The "cameramen" as termed in the U.S. are titled *photographic reporters* in Taiwan, and are given substantial recognition as indispensable parts of the reporting team. These photographic reporters are equal partners with the news journalists in a reporting team, hence they not only respond to the requests of news journalists, but they often make independent decisions of specific images to include in their photography; and in fact, request the news journalist to adjust their angle of reporting to suit the images recorded. These photographic reporters are solely in charge of both shooting and editing, which makes them wholly responsible for the final product. In other words, the success of the presentation of a news story hinges very much on the competence of these photographic reporters.

One other major reason that might have accorded the photographic reporters a higher status than the cameramen in the U.S. is also the fact that the former are usually senior to the news journalists (Chang, 1996). The seniority usually translates into many more years of experience, which earns them corresponding respect. This respect for seniors is especially highlighted in the Chinese culture, in which elders are accorded substantial recognition. In Taiwan such photographic reporters are even often called "Master of Photography" by news reporters, in respect and acknowledgment of their seniority. This, together with the symbiotic nature of the news reporting and news

photographing professions in the context of Taiwan, serves as an impetus for the inclusion of the photographic reporters in the current survey. Photographic reporters are included in the prospective sample pool of the current study in an attempt to increase the accuracy of the results and possible conclusions derived, as well as form a sample more representative of the industry.

With respect to the design of the questionnaire, three elements, namely, the significance of political affiliation of reporters, negative questions and open-ended questions were added, according to the suggestion of the panel of ten bilingual media workers who assisted the current investigator in the pilot testing of the survey. This was done in an attempt to measure possible political biases, as well as provide a forum for a more developed response in the open ended questions. The negative questions were asked to discourage superficial, “knee-jerk” responses, and to perhaps increase the accuracy of the findings.

Two questions concerning political affiliation and professional expertise were included, to explore whether political issues exert the influence on journalists’ work behavior change. They are Q503 “The category of news for which you are responsible?” and Q508 “What is your political position?”

The current investigator also sought to improve the validity of the whole questionnaire, especially that of Part II, the relationship with the manager and the perception of leadership skills, and that of Part III, the company’s restrictions and working environment, by employing some negative questions such as: Q210 “My manager always denies my opinions”; Q211 “My manager pays too much attention to small/unimportant things”; Q212 “My manager is very strict about my performance”; Q213 “I often have different views from my manager on the content and restrictions placed on the news”; Q214 “It is not important whether I have a manager or not”; and Q215 “I am afraid of my manager.” In Part III, those designed negative questions

were: Q308 “My company sets restrictions on the content of the news”; Q309 “There is a high turnover rate within my company”; Q310 “My colleagues complain about company’s working environment”; Q311 “Communication problems exist between the executives and employees in my company”; Q312 “My company interferes with the reporters writing direction and emphasis of news”; Q313 “My company’s political position has imperceptibly influenced the reporters’ news content”; Q314 “The owner of the company influences the content of the news behind the scenes”; and Q315 “I have to obey all the requirements of the company or I would have to go through an uneasy time at the office.”

Four open-ended questions were also added to Parts I through IV of the survey instrument for qualitative analysis. These were: Q116 “What are the characteristics or qualifications of a good television reporter?”; Q216 “What roles do you think a good manager should play in a news reporter’s career?”; Q316 “What are the conditions of a good working environment for the news reporters?”; Q416 “Which part of the company needs the most improvement right now?” The following three questions were added to Part V of the survey instrument so that the investigator would explore more about Taiwanese journalists’ perception of loyalty and satisfaction toward their companies. These questions were: Q514 “Have you ever changed your working environment from a network television to a cable television or vice versa? Please tell us your reasons”; Q515 “If there is an opportunity for you to start a new job in a cable (or network) television station, would you do so? Please tell us your reasons”; Q516 “What do you think is the biggest difference between a cable television station and a network television station?” By asking these questions, the current investigator sought to find out if these journalists from networks and cable companies perceive they have similar opportunities to express themselves, or do they face similar restrictions in their

news reporting? And, are these transferred journalists satisfied with their jobs and working conditions now?

Selection of Sample

Survey questionnaires were consecutively numbered from 1 to 580 and sent to all news journalists (both news and photographic reporters) working for Taiwan national networks or cable television companies, all of which are currently stationed in their headquarters in Taipei, the capital of the Republic of China. These 580 journalists constitute the majority in Taiwan, and the remainder are a negligible number for the purpose of the current survey, because each company stations only 2 persons, on average, in each major city (with the exception of Taipei) within the country. Questionnaires were sent to 42 members of the reporting crew (21 reporters, 21 photographic reporters) at TTV, 56 (28 reporters, 28 photographic reporters) at CTV, 45 (22 reporters, 23 photographic reporters) at CTS, 72 (36 reporters, 36 photographic reporters) at FTV, 79 (38 reporters, 41 photographic reporters) at TVBS, 68 (34 reporters, 34 photographic reporters) at ETTV, 20 (10 reporters, 10 photographic reporters) at SET TV, 45 (21 reporters, 24 photographic reporters) at CTN, 49 (25 reporters, 24 photographic reporters) at Super TV, 67 (33 reporters, 34 photographic reporters) at Global TV, and 27 (15 reporters, 12 photographic reporters) at Tzu-Chi TV. In other words, every television journalist in Taipei, including news and photographic reporters, made up the sample for this study. The breakdown was 283 news reporters and 297 photographic reporters operating for an overall total of 580. These numbers are consistent with the conditions of the T-test, which states that to obtain results with a sampling error of $\pm 5\%$ at a 95% confidence level in a population of 500 and above, the size of the sample should be at least 217 (Salant & Dillman, 1994). The 580 names of reporters and photographic reporters

contacted for this study were gathered from the *Taiwan Network and Cable TV Reporter Directory, 1997-98* (TV Yearbook, 1998).

Construction of Instrument

The survey instrument was designed to gather respondents' demographic information and obtain quantitative and qualitative data on the major variables needed to test the hypotheses—job commitment, management styles, working environment, and job satisfaction. To encourage those questioned to return the surveys at a high enough rate to meet the demands of statistical significance (Fowler, 1993), survey questions were limited to a focus on journalists' perceptions of themselves, their managers, and their organizations. The survey questions assessed respondents' perceptions of a number of dimensions of organizational effectiveness, management, commitment, and satisfaction, and all questions were carefully selected on the basis of theoretical justification.

A seven-point Likert scale measure is considered appropriate for assessing questions related to perceptions and attitudes, such as the importance of certain factors, beliefs, and willingness to work (Fowler, 1993). The questionnaire consisted of 60 questions probing respondents' perceptions of their jobs (15 questions), leaders (15 questions), companies (15 questions), and job satisfaction (15 questions). For the questions probing respondents' perceptions of their jobs, high scores would indicate a respondent's belief that his job is worthwhile of his efforts, which in turn could mean a positive job attitude. For the questions probing respondents' perceptions of their leaders, high scores would indicate that journalists perceive their management as effective, which would probably encourage their cooperation in working with their leaders. For the questions regarding respondents' perceptions of their companies, high scores would indicate that they hold their own company in high regard, which could

inspire personal loyalty to the company. Some questions are also aimed at obtaining indications of whether journalists perceive themselves as having independence in presenting their news stories; positive feedback would indicate fewer restrictions imposed by their respective employers. For questions probing job satisfaction, high scores would indicate the respondents' belief that their efforts would yield tangible or intangible rewards that parallel or exceed their input. Demographic information related to the reporters' backgrounds was collected by the questionnaires as well. Copies of the questionnaire both in English and Chinese are included in Appendices A and B.

Data Collection

This research was based on using self-report questionnaires. To avoid unnecessary misinterpretation of the survey questions by Taiwanese television journalists, the questionnaire was translated from English to Chinese. Next, a panel of ten selected Taiwanese media workers, fluent in both Mandarin and English, were asked to comment on the content and comprehensibility of the questions. Careful final checking on the wording of the questionnaire was done to assure that the original intention and meaning of the questions were preserved. Similar steps were repeated after the first revision was made, until the panel judged the questionnaire to be satisfactory in content and form. The study was conducted between December 8th, 1998 and January 8th, 1999 in Taipei, Taiwan, ROC.

To ensure privacy and to minimize sampling error at a relatively low cost, the questionnaire was mailed to the 580 television journalists at their company's address. An introductory cover letter and a stamped self-addressed return envelope were included with the questionnaire. Prospective respondents were encouraged to return the questionnaire, by fax if possible, as soon as they completed it. Prospective respondents were assured of privacy, anonymity, and confidentiality.

One week after the first mailing, reminder postcards were sent to non-respondents to encourage return of the completed questionnaire. Two weeks after the first postcard follow-up, the researcher telephoned non-respondents to encourage them to return the completed questionnaire by mail or fax.

Of the 580 questionnaires distributed, 306 (networks 121, cable 185) were returned validly completed, including 173 news journalists and 133 photographic reporters, resulting in response rates of 61.13% for news journalists and 41.41% for photographic reporters. Among them, 121 from networks and 185 from the cable companies. Overall, the response rate was 52.75%. Table 3.1 shows the rate of questionnaire return by different organizations.

TABLE 3.1: RATE OF QUESTIONNAIRE RETURN BY ORGANIZATIONS

<i>Organization</i>	<i>Questionnaires Distributed</i>	<i>Questionnaires Returned</i>	<i>Percent of Return</i>
<i>Network</i>	218	121	55.5%
<i>Cable</i>	362	185	51.1%
<i>TTV</i>	42	28	66.6%
<i>CTV</i>	56	42	75%
<i>CTS</i>	45	17	37.7%
<i>FTV</i>	72	34	47.2%
<i>TVBS</i>	79	29	36.7%
<i>Global TV</i>	67	36	53.7%
<i>SET TV</i>	20	16	80%
<i>ETTV</i>	68	30	44.1%
<i>Tzu-Chi TV</i>	27	21	77.7%
<i>Super TV</i>	49	29	59.1%
<i>CTN</i>	45	24	53.3%
<i>Total</i>	580	306	52.75%

Methods of Data Analysis

Data generated from the 306 completed questionnaires were used to measure the relationships among variables identified in the hypotheses (work behavior, journalist-manager relationship, working environment, and job satisfaction). Because the hypotheses of this study involve comparisons of differences between the perceptions of network and cable TV reporters, T-tests were employed. Multiple regression and correlation were also employed to examine the major factors that could influence Taiwanese journalists' work behavior. The multiple correlation coefficient R indicated the strength of the linear relationship between variables. The coefficient of determination, R^2 , gave the proportion of variation in five dependent variables (work behavior, work environment, job satisfaction, journalist-manager relationship, demographic background) by the independent variables (network news, cable news). T-test statistics for the total model were completed to determine whether to accept or reject the hypotheses. Finally, the two data sets (national network vs. cable television) were compared.

Variables

Independent variables to be examined in the study were classified by two company types: national network television and private-sector cable television. Five general dependent variables were examined by the hypotheses advanced in this research study: (a) work behavior in terms of effort and commitment, as perceived by the journalists; (b) journalist-manager relationship resulting from manager's leadership skills, as perceived by journalists; (c) working environment and independence in news gathering as associated with the inclinations of company ownership, as perceived by journalists, and; (d) level of work satisfaction with current job, as perceived by

journalists. The background and experience of the journalists is also taken into account to observe any effects on the comments and conclusions.

CHAPTER FOUR

DISCUSSIONS

This chapter presents the results of the data collected using the survey instruments developed for this study and tests of the hypotheses described in Chapter One.

Data analysis for this study essentially consisted of scale development and analysis procedures. An T-test was performed on respondents' perceptions of their work environment's management and ownership, their job commitment and job satisfaction. To establish the relationships existing between the two groups, Taiwanese national network journalists and Taiwanese cable television journalists, correlation were calculated for all variables. The Statistical Package for the Social Sciences (SPSS/WIN) was used for this analysis.

The purpose of this analysis was to create four sets of variables for examination: (a) job commitment variables, (b) management variables, (c) work environment variables, and (d) job satisfaction variables, taking into account the underlying demographic factors which could influence the above variables. Specifically of interest were the effects of management on television journalists' work behavior.

Description of the Respondents

Sex. The study group included 196 males (64.1%) and 110 females (35.9%). Among network journalists 75 were male (62%) and 46 were female (38%). For cable companies, 120 were male (64.8%) and 65 were female (35.2%). Of the respondents, 100% of the photographic reporters are male, and as for the news journalists only 30% of them are male. A major reason for the predominance of males among photographic

reporters is that females are perceived to be less able to carry the heavy camera. As for news journalists, females comprise a majority. This is mainly caused by the mandatory military service for Taiwanese males upon completion of the bachelor degree, which leaves a two year gap between that and the commencement of vocation for the male; whereas the female proceed onto their careers directly after graduation. As acceptance into the career of television news journalism required rigorous examinations and interviews, females usually stand a better chance of being accepted, while the materials they studied in college were still fresh in their minds (TV Yearbook, 1997). Thus the females usually have a higher probability of passing the examinations than the males, resulting in a higher proportion of females in television news journalism. Table 4.1 shows the sex ratio of respondents.

Age. Most national network journalists ranged in age from 30 to 39 years (66.10%), while most cable journalists ranged in age from 20 to 29 years (65.9%). Such a significant age difference could affect the mindset of the subjects, resulting in different responses to the current survey. Of national networks, FTV had the youngest journalist group, with more journalists aged 20 to 29 years than the other three networks. It probably was because it is the youngest network and seeks to be different from the traditional "Big Three." One striking difference between the network and cable television companies is that all network companies comprise reporters of the age group 40 to 49 years, whereas six of the seven cable companies have no reporters above age 40. Among cable companies, Super TV and CTN employed the oldest group of journalists, with more journalists aged 30 to 39 years than the remaining five cable companies. Both of them are the oldest cable companies in Taiwan. Table 4.2 shows age distribution of respondents.

Educational background. As a group, the surveyed television journalists were well educated. Most of the respondents, both from network and cable reporters

TABLE 4.1 SEX RATIO OF RESPONDENTS

	Total	Network	Cable	TTV	CTV	CTS	FTV	TVBS	Global	SET	ETTV	Tzu-Chi	Super	CTN
Sex	306	121	185	28	42	17	34	29	36	29	30	21	16	24
Male	64.1%	62.0%	65.4%	67.9%	66.7%	41.2%	61.8%	72.4%	52.8%	72.4%	63.7%	61.9%	68.8%	79.2%
Female	35.9%	38.0%	34.6%	32.1%	33.3%	58.8%	38.2%	27.6%	47.2%	27.6%	36.3%	38.1%	31.2%	20.8%

TABLE 4.2 AGE OF RESPONDENTS

	Total	Network	Cable	TTV	CTV	CTS	FTV	TVBS	Global	SET	ETTV	Tzu-Chi	Super	CTN
Age Group	306	121	185	28	42	17	34	29	36	29	30	21	16	24
20-29	49.7%	22.3%	67.6%	14.3%	21.4%		41.2%	69.0%	77.8%	79.3%	66.7%	76.2%	43.8%	45.8%
30-39	44.1%	66.1%	29.7%	64.3%	71.4%	82.4%	52.9%	31.0%	19.4%	20.7%	30.0%	19.0%	56.3%	45.8%
40-49	2.9%	6.6%	0.5%	10.7%	4.8%	5.9%	5.9%		0%					4.2%
Decline to Answer	3.3%	5.0%	2.2%	10.7%	2.4%	11.8%			2.8%		3.3%	4.8%		4.2%

surveyed (73.3%) reported having either a bachelor's or a post-graduate degree. More than half (58.4%) of cable news reporters hold bachelor's degrees, and 11.4% hold master's degrees. As for the network reporters, 28.9% hold master's degrees and almost half (49.6%) have received education at the college or university level. This is probably because the national networks put more emphasis on their employees' higher education background, for example according to the current investigator's stay at CTV in 1993-96, it is observed that the company had not hired any journalist who has less than a master's degree. Of Taiwan's four national networks, CTV showed the highest percentage of journalists with graduate degrees, while CTS was second highest in percentage of journalists with graduate degrees. Table 4.3 shows the education background of respondents.

Major. Most of the journalists surveyed had earned degrees in a media-related field (network journalists, 67.8%; cable journalists, 62.2%). However, both networks and cable companies are still willing to hire 30% of the journalists who do not hold journalism or communication degrees. It might be an indication of the growing popularity of journalism as a career, attracting graduates with no related background but with the potential qualities of a competent news worker to obtain the job. The high success rates (more than 30%) of non-majors could also be an indication that employers are more willing to accept newcomers with a myriad of experiences and expertise in different fields, so as to increase the depth of different types of news material. For example, among the four national networks, the youngest station, FTV, showed the lowest representation of journalists with degrees in media fields. Among cable companies, CTN, TVBS and Super TV showed the lowest representation of journalists with degrees in media-related fields with CTN at 50.0%. Interestingly, these three cable companies are the oldest cable companies in Taiwan and have more experience running their business than others, experience that perhaps is reflected by

recent annual TV ratings (from 1996 to 1998), as shown in TV Ratings 1996-1998 (Appendix D). In future research it might be interesting to explore in detail whether journalists with media-related background perform better than those without. Table 4.4 shows the proportion of respondents who majored in media-related fields in their higher education.

Hours worked per day. The surveyed journalists tended to work more than 10 hours per day. Network reporters tended to work the least, with 61.2% reporting that they work about 10 to 11 hours per day and 27.3% reporting that they worked 12 to 13 hours per day. Of cable reporters, only 41.6% reported working 10 to 11 hours per day and 47.0% reported working 12 to 13 hours per day. Because the standard workday for Taiwanese television journalists (both network and cable) is 10 hours per day (9:00 a.m. to 7:00 p.m.), this finding indicates that cable television journalists performed more extra-role work than their national network counterparts. Among national networks, CTS journalists worked the most hours per day, with an average of 12.5 hours per day, while FTV reporters worked the fewest and 73.5% of the FTV reporters only work 10.5 hours per day on average. Among cable stations, TVBS, SET TV, and Tzu-Chi TV journalists worked the most hours. Almost half of them work 13 hours per day. On the contrary, Super TV reporters worked the fewest hours, averaging 10.5 hours per day. Table 4.5 shows the average daily working hours of respondents.

Marital status. More of the surveyed cable journalists were single (86.5%) than married (11.4%), probably indicating their recent entry into the workforce. The remaining 2.1% declined to answer. Among network reporters however, the distribution of single and married journalists was more equal, with 46.3% married and 49.6% single. The remaining 4.1% declined to answer.

TABLE 4.3 EDUCATIONAL BACKGROUND OF RESPONDENTS

	Total	Network	Cable	TTV	CTV	CTS	FTV	TVBS	Global	SET	ETTV	Tzu-Chi	Super	CTN
Education	306	121	185	28	42	17	34	29	36	29	30	21	16	24
High School or Below	4.2%	0.8%	6.5%				2.9%		5.6%	17.2%	3.3%	4.8%	12.5%	4.2%
Jr. College Degree	20.3%	19.0%	21.1%	10.7%	19.0%	5.9%	32.4%	27.6%	13.9%	27.6%	23.3%	9.5%	25.0%	20.8%
Bachelor's Degree	54.9%	49.6%	58.4%	57.1%	38.1%	58.8%	52.9%	58.6%	69.4%	41.4%	63.3%	66.7%	50.0%	54.2%
Master's Degree or Above	18.3%	28.9%	11.4%	25.0%	42.9%	35.3%	11.8%	13.8%	8.3%	13.8%	6.7%	14.3%	12.5%	12.5%
Declined to Answer	2.3%	1.7%	7.1%						2.8%		3.3%	4.8%		

TABLE 4.4 HIGHER EDUCATION MAJORS OF RESPONDENTS

	Total	Network	Cable	TTV	CTV	CTS	FTV	TVBS	Global	SET	ETTV	Tzu-Chi	Super	CTN
Major	306	121	185	28	42	17	34	29	36	29	30	21	16	24
Journalism/communication	64.4%	67.8%	62.2%	64.3%	73.8%	76.5%	58.8%	55.2%	61.1%	69.0%	63.3%	81.0%	56.3%	50.0%
Others	35.6%	32.3%	37.8%	35.7%	26.2%	23.5%	41.2%	44.8%	38.9%	31.0%	36.7%	19.0%	43.8%	50.0%

Among national networks, CTS showed the highest percentage of married journalists (70.6%), as compared to TTV (50%) and CTV (42.9%). The youngest network, FTV, has only 35.3% of journalists married. For cable companies, CTN, the oldest cable company, had the highest percentage of married journalists (20.8%). By contrast, fewer than 10% of ETTV and SET TV journalists were married. Both ETTV and SET TV are the youngest among cable companies. This could indicate that the younger television stations are more willing to hire unmarried journalists in order to ensure greater devotion toward their jobs. However it could also be that the younger stations on average hire younger journalists, who are yet unmarried. Table 4.6 shows the marital status of respondents.

Length of current employment. While most network journalists remained in their current employment for more than two years, most of the cable journalists did not. A great majority (84.9%) of the cable journalists stayed on their current job for less than two years. Also, only 2.7% of them stayed on their current job for more than four years. This could be due to the young age of the stations. On the contrary, Taiwanese national networks seem to have a wider distribution of journalists of different seniority. Of the four national networks, TTV and CTS journalists remained in the network's employment for more than five years, whereas most CTV reporters remained in the network for less than five years. About 94% of FTV reporters had been hired in the past two years. Of reporters working for one of the seven cable companies, most had worked two years or less for their current employer. TVBS and CTN, two of the oldest Taiwanese cable companies, had slightly higher percentages of reporters who had been in the company for longer than two years. Table 4.7 shows the length of current employment of respondents.

Income. Network journalists had higher average incomes than cable television journalists. About 47% of network journalists earned annual incomes over

TABLE 4.5 LENGTH OF DAILY WORKING HOURS OF RESPONDENTS

	Total	Network	Cable	TTV	CTV	CTS	FTV	TVBS	Global	SET	ETTV	Tzu-Chi	Super	CTN
Hours	306	121	185	28	42	17	34	29	36	29	30	21	16	24
<8	0.3%	0.8%				5.9%								
8-9	5.2%	5.8%	4.9%		7.1%		11.8%		5.6%		3.3%	4.8%	25.0%	4.2%
10-11	49.3%	61.2%	41.6%	67.9%	61.9%	23.5%	73.5%	34.5%	44.4%	27.6%	40.0%	33.3%	56.3%	62.5%
12-13	39.2%	27.3%	47.0%	28.6%	23.8%	58.8%	14.7%	58.6%	41.7%	65.5%	46.7%	52.4%	18.8%	33.3%
>13	4.6%	3.3%	5.4%	3.6%	2.4%	11.8%		6.9%	8.3%	6.9%	6.7%	4.8%		
Declined to Answer	1.3%	1.7%	1.1%		4.8%						3.3%	4.8%		

TABLE 4.6 MARITAL STATUS OF RESPONDENTS

	Total	Network	Cable	TTV	CTV	CTS	FTV	TVBS	Global	SET	ETTV	Tzu-Chi	Super	CTN
Status	306	121	185	28	42	17	34	29	36	29	30	21	16	24
Married	25.2%	46.3%	11.4%	50.0%	42.9%	70.6%	35.3%	13.8%	8.3%	6.9%	3.3%	14.3%	18.8%	20.8%
Single	71.9%	49.6%	86.5%	42.9%	50.0%	29.4%	64.7%	86.2%	88.9%	93.1%	93.3%	81.0%	81.3%	75.0%
Declined to Answer	2.9%	4.1%	2.2%	7.1%	7.1%				2.8%		3.3%	4.8%		4.2%

NT\$900,000 (US\$30,000), while about 40% of the network journalists earned annual incomes ranging from NT\$500,00 to NT\$899,999 (US\$17,000 to US\$30,000). In contrast, only 1.6% of cable journalists earned annual incomes of over NT\$900,000 (US\$30,000). Most of them (47.6%) had annual incomes ranging from NT\$300,000 to NT\$499,999 (US\$10,000 to US\$17,000) and about 37% earned annual incomes from NT\$500,000 to NT\$699,999 (US\$17,000 to US\$23,000). This significant gap between the salaries of journalists in network and cable companies is rather surprising. Questions may then be raised as to whether a correlation exists between the higher salaries and higher station ratings, or levels of job satisfaction of network journalists, as compared to cable journalists.

Among the national networks, TTV offered the highest salaries, with CTV offering the next highest salaries, and the youngest FTV offering the lowest salaries. Among cable TV reporters, Super TV offered the highest salaries, TVBS and ETTV offered the next highest salaries, and Global TV offered the lowest salaries. Table 4.8 shows the income information of respondents.

Political affiliation. Among the Taiwanese television journalists surveyed, 51.6% reported being politically independent, including 36.4% from networks and 61.6% from cable. Also 39.7% of national network journalists reported being members of the KMT, but 20.7% declined to answer this question. On the contrary, a great deal of cable journalists (61.6%) reported being independent and 23.3% of all cable respondents declined to answer this question. One interesting point in the results obtained was that the above question regarding political affiliation is the only one that yielded a decline rate of more than 20% from both network and cable journalists. The next highest decline rate was a mere 5.9% on the question regarding income.

Of the national networks, CTV had the highest percentage of KMT-affiliated journalists (78%), but over half of the TTV and FTV journalists reported being

TABLE 4.7 LENGTH OF CURRENT EMPLOYMENT OF RESPONDENTS

	Total	Network	Cable	TTV	CTV	CTS	FTV	TVBS	Global	SET	ETTV	Tzu-Chi	Super	CTN
Years	306	121	185	28	42	17	34	29	36	29	30	21	16	24
<2	67.3%	40.5%	84.9%	21.4%	14.3%	29.4%	94.1%	72.4%	97.2%	100%	83.3%	85.7%	81.3%	66.7%
2-3	15.0%	19.0%	12.4%	10.7%	40.5%	5.9%	5.9%	24.1%			13.3%	9.5%	18.8%	29.2%
4-5	2.9%	5.0%	2.7%		11.9%	5.9%		3.4%	2.8%					4.2%
6-7	5.6%	14.0%		25.0%	16.7%	17.6%								
8-9	4.9%	12.4%		25.0%	16.7%	17.6%								
>10	3.3%	10.1%		10.7%	9.5%	17.6%								

TABLE 4.8 INCOME INFORMATION OF RESPONDENTS

	Total	Network	Cable	TTV	CTV	CTS	FTV	TVBS	Global	SET	ETTV	Tzu-Chi	Super	CTN
Annual Income NT\$	306	121	185	28	42	17	34	29	36	29	30	21	16	24
<300,000	2.6%	3.3%	2.2%		9.5%			3.4%	2.8%	6.9%				
300-499,999	31.0%	5.8%	47.6%		2.4%	5.9%	14.7%	48.3%	58.3%	51.8%	43.3%	61.9%	18.8%	37.5%
500-699,999	32.4%	25.6%	36.8%	10.7%	11.9%	23.5%	55.9%	31.0%	30.6%	31.0%	36.7%	28.5%	68.8%	45.8%
700-899,999	8.5%	14.9%	4.3%	10.7%	11.9%	23.5%	17.6%	10.4%		3.4%	6.7%		12.5%	
>900,000	19.6%	47.1%	1.6%	71.4%	64.3%	47.1%	5.9%							8.3%
Declined to Answer	5.9%	3.4%	7.6%				5.9%	6.9%	8.3%	6.9%	13.3%	4.8%		8.3%

independent of political affiliation. The overwhelming majority of cable television reporters stated that they were independent, particularly those employed by Tzu-Chi TV and Super TV, with only a small percent favoring any political party. Table 4.9 shows the political affiliation of respondents.

Length of daily sleeping hours. Almost half (44.8%) of the Taiwanese reporters sleep, on average, 6 hours a day. The average number of sleeping hours is similar for both network and cable reporters and 23.2% of the cable reporters claimed that they sleep less than 6 hours a day. Among them, Global TV, SET TV, and ETTV reporters sleep the fewest hours. As for the network reporters, most of them sleep a daily average of between 6 to 7 hours. While some of the CTS and FTV reporters (5.9% and 2.9%) claimed that they sleep over 8 hours a day, all respondents from TTV and CTV claimed to have less than 8 hours of sleep a day. In fact, around 30% of the TTV and CTS reporters claimed that they sleep less than 6 hours a day. Table 4.10 shows the daily average sleeping hours of respondents.

Preference of workplace. When asked "Where would you prefer working?" Most of the network reporters (66.1%) expressed continued preference to stay with network, and only 2.5% of them stated preference of working at a cable company. Among network reporters, none of those from CTS and FTV preferred working with cable. As for the cable respondents, only 14.6% of them preferred staying with cable, while 24.9% of them would rather be employed at network. Over half (52.4%) of cable respondents expressed no particular preference for either network or cable. Interestingly however, 9.9% of network respondents and 5.9% cable respondents stated that they had no preference of working for either network or cable. The current investigator is extremely intrigued by the reasons the reporters dislike working for neither network nor cable, and yet choosing to stay on in their current jobs. Overall, network reporters seemed to have a greater preference to stay on with network, while

TABLE 4.9 POLITICAL AFFILIATION OF RESPONDENTS

	Total	Network	Cable	TTV	CTV	CTS	FTV	TVBS	Global	SET	ETTV	Tzu-Chi	Super	CTN
Political Affiliation	306	121	185	28	42	17	34	29	36	29	30	21	16	24
KMT	19.9%	39.7%	7.0%	10.7%	78.6%	52.9%	8.8%		5.6%	13.8%	6.7%	4.8%	12.5%	8.3%
DPP	4.2%	3.3%	4.9%		2.4%		8.8%	3.4%	5.6%		6.7%	4.8%		12.5%
New Party	2.0%		3.2%					6.9%	5.6%	3.4%	3.3%			
Independent	51.6%	36.4%	61.6%	53.6%	11.9%	23.5%	58.8%	55.2%	67.7%	58.6%	56.7%	81.0%	75.0%	45.8%
Declined to Answer	22.2%	20.7%	23.2%	35.7%	7.1%	23.5%	23.5%	34.5%	16.7%	24.1%	26.7%	9.5%	12.5%	33.3%

TABLE 4.10 LENGTH OF DAILY SLEEPING HOURS OF RESPONDENTS

	Total	Network	Cable	TTV	CTV	CTS	FTV	TVBS	Global	SET	ETTV	Tzu-Chi	Super	CTN
	306	121	185	28	42	17	34	29	36	29	30	21	16	24
>8 Hours	1.0%	1.7%	0.5%			5.9%	2.9%	3.4%						
8 Hours	5.6%	9.9%	2.7%	10.7%	9.5%	29.4%	26.5%	24.1%	25.0%	17.2%	16.7%	19.0%	25.0%	50.0%
7 Hours	26.8%	29.8%	24.9%	25.0%	35.7%	29.4%	26.5%	24.1%	25.0%	17.2%	16.7%	19.0%	25.0%	50.0%
6 Hours	44.8%	40.5%	47.6%	35.7%	45.2%	23.5%	47.1%	55.2%	38.9%	51.7%	36.7%	61.9%	56.3%	41.7%
>6 Hours	20.9%	17.4%	23.2%	28.6%	9.5%	29.4%	11.8%	17.2%	33.3%	31.0%	30.0%	14.3%	18.8%	8.3%
Declined to Answer	1.0%	0.8%	1.1%			5.9%								

TABLE 4.11 WORKPLACE PREFERENCE OF RESPONDENTS

	Total	Network	Cable	TTV	CTV	CTS	FTV	TVBS	Global	SET	ETTV	Tzu-Chi	Super	CTN
Workplace	306	121	185	28	42	17	34	29	36	29	30	21	16	24
Cable	9.8%	2.5%	14.6%	7.1%	2.4%			24.1%	13.9%	10.3%	20.0%	2.8%	6.3%	16.7%
Network	41.2%	66.1%	24.9%	67.9%	73.8%	64.7%	55.9%	13.8%	22.2%	37.9%	23.3%	38.1%	25.0%	16.7%
Both	38.9%	18.2%	52.4%	10.7%	14.3%	11.8%	32.4%	55.2%	55.6%	44.8%	43.3%	47.6%	56.4%	66.7%
Neither	7.5%	9.9%	5.9%	10.7%	4.8%	23.5%	8.8%	6.9%	5.6%	6.9%	6.7%	4.8%	12.5%	

cable reporters expressed no particular preference between the two. Only TVBS reporters stated that they would rather work with cable than with network (24.1% vs. 13.8%). It could be an indication that the reporters of TVBS are more loyal to their company. Table 4.11 shows the workplace preference of respondents.

Item Descriptive Statistics

Mean, standard deviations, and P values were calculated for all items on the 60-question survey instrument, including 15 items probing job devotion, 15 items probing management, 15 items probing work environment, and 15 items probing job satisfaction. The results were ranked according to their means within each scale. The descriptive statistics for these items are presented in Tables 4.12 through 4.15. Table 4.12 presents the results of T-test on each single question in the first part of the questionnaire.

Table 4.12 shows the results of T-test in the first part of the questionnaire. In answering those 15 questions related to journalists' work behavior, both network and cable reporters have a high point performance on Q108 "I am willing to sacrifice my personal time for the news" and Q109 "I am willing to risk my life to cover great news stories." This indicates that most reporters in Taiwan are willing to commit additional effort to their job. Interestingly however, reporters from networks and cable disagree on Q111 "I will stoop to any means to obtain quality news," and Q114 "Reporters should use the news as a medium to express personal opinions and views." This seems to indicate that reporters in Taiwan, under the pressure of popular opinion and fierce competition, might place less apparent emphasis on expressing their personal standpoints. But surprisingly, many reporters gave a positive answer on Q110 "Reporters should use the news as a medium to express dissatisfaction with their

government.” This shows that Taiwanese reporters, whether from cable or network, seem to regard the responsibility to supervise their government as part of their job. Table 4.13 shows the results of the T-test of the second part of the questionnaire. In terms of relationships with their managers, most journalists in Taiwan do not agree that their managers’ leadership skills help them to reach their working goals (cable mean 3.6865, network mean 3.6777). On the other hand, they do think that it is important to have a manager. In fact, among the negative questions, both network and cable reporters replied with positive answers. Examples of this are: Q210 “My manager always denies my opinions,” Q211 “My manager pays too much attention to small/unimportant things,” Q212 “My manager is very strict about my performance,” and Q214 “It is not important whether or not I have a manager.” Also, in the category of Q215 “I am afraid of my manager,” the network reporters give the least positive responses. It might be that their seniority is roughly equivalent to their managers. On the other hand, cable reporters often have different views than their managers. This could perhaps indicate that network reporters already know the bottom line of their restrictions, and do not feel the need to argue.

Table 4.14 shows the results of the T-test of the third part of the questionnaire. In terms of the perception of the company’s working environment, the network reporters answer to Q305 “The interviewees accept my interview because of my company’s reputation,” was positive. This is probably due to the networks’ long history of broadcasting and established reputation. They also do not think that there is a high turnover rate in the company. On the contrary, the cable reporters admit that the turnover rate in their company is very high (mean 4.9297). However, their answers to Q308 “My company sets restrictions on the content of its news,” Q312 “My company interferes with the reporters writing direction and emphasis of news,” Q313 “My company’s political position has imperceptibly influenced the reporters’ news

TABLE 4.12 THE RESULTS OF THE "FIRST PART OF QUESTIONNAIRE"

Variable	No. of Respondents	Mean	SD	SE of Mean	T-test
Q101 I have a passion for my job					
Network	121	5.5372	1.385	0.126	p = 0.298
Cable	185	5.6973	1.191	0.088	
Q102 My job as a reporter has allowed me to think more highly of myself					
Network	121	5.3554	1.328	0.121	p = 0.319
Cable	185	5.5027	1.216	0.089	
Q103 My creativity has been fully utilized because of my job as a reporter					
Network	121	4.6116	1.562	0.142	p = 0.038 *
Cable	185	4.9730	1.427	0.105	
Q104 My company has high expectations of me					
Network	121	4.2645	1.580	0.144	p = 0.046 *
Cable	185	4.6108	1.298	0.095	
Q105 My performance on the news has increased the company's ratings					
Network	121	4.6694	1.350	0.123	p = 0.334
Cable	185	4.5189	1.315	0.097	
Q106 Being a reporter is the kind of job in which all hard work will pay off					
Network	121	4.3306	1.809	0.164	p = 0.031 *
Cable	185	4.7730	1.701	0.125	
Q107 My job can make this society better					
Network	121	4.0744	1.545	0.140	p = 0.829
Cable	185	4.1135	1.547	0.114	
Q108 I am willing to sacrifice my personal time for the news					
Network	121	4.8264	1.647	0.150	p = 0.221
Cable	185	5.0486	1.384	0.102	
Q109 I am willing to risk my life to cover great news stories					
Network	121	4.5372	1.784	0.162	p = 0.779
Cable	185	4.5946	1.730	0.127	

TABLE 4.12 (Continued)

Variable	No. of Respondents	Mean	SD	SE of Mean	T-test
Q110 Reporters should use news as a medium to express dissatisfaction with their government					
Network	121	4.6033	1.705	0.155	p = 0.536
Cable	185	4.7297	1.770	0.130	
Q111 I will stoop to any means to obtain quality news					
Network	121	2.9504	1.527	0.139	p = 0.769
Cable	185	3.0054	1.643	0.121	
Q112 The truth behind the news should be exposed under any circumstances					
Network	121	4.0083	1.681	0.153	p = 0.905
Cable	185	3.9838	1.813	0.133	
Q113 Pressure from work influences my news performance					
Network	121	4.7769	1.541	0.140	p = 0.944
Cable	185	4.7892	1.480	0.109	
Q114 Reporters should use news as a medium to express personal opinions and views					
Network	121	3.3636	1.756	0.160	p = 0.681
Cable	185	3.4486	1.778	0.131	
Q115 I am willing to devote a lifetime to my job as a television reporter					
Network	121	4.1983	1.965	0.179	p = 0.747
Cable	185	4.1297	1.555	0.114	

TABLE 4.13 THE RESULTS OF THE “SECOND PART OF QUESTIONNAIRE”

Variable	No. of Respondents	Mean	SD	SE of Mean	T-test
Q201 My manager treats me as a friend, and not a subordinate					
Network	121	4.0826	1.869	0.170	p = 0.858
Cable	185	4.1189	1.495	0.110	
Q202 My manager encourages and provides help on the increase of my growth					
Network	121	3.8843	1.674	0.152	p = 0.267
Cable	185	4.0919	1.542	0.113	
Q203 My manager understands and knows how to utilize my strengths					
Network	121	4.0000	1.628	0.148	p = 0.462
Cable	185	3.8649	1.528	0.112	
Q204 My manager's leadership skills help me to reach my working goals					
Network	121	3.6777	1.534	0.139	p = 0.961
Cable	185	3.6865	1.521	0.112	
Q205 I am fully empowered to handle the news					
Network	121	4.2397	1.555	0.141	p = 0.798
Cable	185	4.1946	1.431	0.105	
Q206 My manager informs me clearly of what he or she wants					
Network	121	3.8843	1.439	0.131	p = 0.180
Cable	185	4.1135	1.472	0.108	
Q207 My manager has more expertise than I do					
Network	121	4.4380	1.712	0.156	p = 0.156
Cable	185	4.7297	1.782	0.131	
Q208 My company's reporters are willing and happy to cooperate with their manager					
Network	121	4.0661	1.365	0.124	p = 0.735
Cable	185	4.0108	1.418	0.104	

TABLE 4.13 (Continued)

Variable	No. of Respondents	Mean	SD	SE of Mean	T-test
Q209 Obeying my manager is very important					
Network	121	4.4545	1.408	0.128	p = 0.302
Cable	185	4.6324	1.513	0.111	
Q210 My manager always denies my opinions					
Network	121	3.4050	1.400	0.127	p = 0.311
Cable	185	3.5676	1.350	0.099	
Q211 My manager pays too much attention to small/unimportant things					
Network	121	3.8512	1.569	0.143	p = 0.753
Cable	185	3.9081	1.528	0.112	
Q212 My manager is very strict about my performance					
Network	121	3.2645	1.321	0.120	p = 0.268
Cable	185	3.4432	1.414	0.104	
Q213 I often have different views from my manager on the content and restrictions placed on the news					
Network	121	3.9752	1.357	0.123	p = 0.483
Cable	185	4.0865	1.353	0.099	
Q214 It is not important whether I have a manager or not					
Network	121	3.5124	1.566	0.142	p = 0.341
Cable	185	3.6973	1.715	0.126	
Q215 I am afraid of my manager					
Network	121	2.7769	1.326	0.121	p = 0.205
Cable	185	3.0000	1.605	0.118	

content,” and Q314 “The owner of the company influences the content of the news behind the scenes” were less positive than the network reporters. Interestingly though, both network and cable reporters answered Q315 “I have to obey all the requirements of the company or I would have to go through an uneasy time at the office,” in a

positive way. This might mean that they all clearly understand the company's management policy, but might not necessarily agree with the company's principles.

Table 4.15 shows the results of the T-test of the fourth part in the questionnaire. In terms of their satisfaction of being reporters, both network and cable reporters state that executives in the company are not of a uniform quality. They also do not think that their jobs and their companies provide them with ample promotional opportunities. Although there is a significant difference between network and cable workers in the responses for Q407 "My company provides its reporters a good environment for education/training," network and cable reporters all have a strong negative response to this category (network mean 2.5124, cable mean 3.1027). In addition, both cable and network reporters are not satisfied with their company's equipment/facilities and the length of vacation. They also believe that a reporter's job decreases his/her quality of lifestyle, especially in reducing the amount of spare time. Also, in Q414 "My company encourages and provides its reporters study opportunities to strengthen expertise in the field," the reporters from networks and cable both have a negative answer (network mean 2.7190, cable mean 3.0595). This might indicate that although the media in Taiwan face fierce competition, there is no proportionate level of emphasis placed on the value of continuing education for employees. Moreover, although most reporters recognize that their jobs made their continual personal growth possible, that their special skills have been fully utilized, and that they can now enjoy a high status in society, all of which have satisfied their expectations of their career; interestingly, however, most do not recommend that their best friend should apply for the same job. Such an attitude seems to contradict the high levels of satisfaction reported, and would probably make an interesting topic for future investigations.

TABLE 4.14 THE RESULTS OF THE "THIRD PART OF QUESTIONNAIRE"

Variable	No. of Respondents	Mean	SD	SE of Mean	T-test
Q301 I am proud of my company					
Network	121	4.7190	1.550	0.141	p = 0.269
Cable	185	4.5297	1.403	0.103	
Q302 My company encourages its reporters to learn from mistakes					
Network	121	4.0413	1.680	0.153	p = 0.002**
Cable	185	4.5946	1.453	0.107	
Q303 My company encourages creativity on the news					
Network	121	4.5372	1.549	0.141	p = 0.037 *
Cable	185	4.9027	1.460	0.107	
Q304 My company respects professionalism practiced by its reporters					
Network	121	3.9835	1.511	0.137	p = 0.004**
Cable	185	4.4865	1.497	0.110	
Q305 The interviewees accept my interview because of company's reputation					
Network	121	5.2066	1.231	0.112	p = 0.000***
Cable	185	4.5459	1.474	0.108	
Q306 My company encourages its reporters to propose suggestions in order to enhance the company's growth					
Network	121	4.0579	1.468	0.133	p = 0.794
Cable	185	4.1027	1.465	0.108	
Q307 My company has many demands on its reporters					
Network	121	4.6942	1.284	0.117	p = 0.170
Cable	185	4.9081	1.358	0.100	
Q308 My company sets restrictions on the content of its news					
Network	121	4.0248	1.434	0.130	p = 0.960
Cable	185	4.0162	1.472	0.108	
Q309 There is a high turnover rate of reporters in my company					
Network	121	3.5289	1.373	0.125	p = 0.000***
Cable	185	4.9297	1.411	0.104	

TABLE 4.14 (Continued)

Variable	No. of Respondents	Mean	SD	SE of Mean	T-test
Q310 My colleagues complain about company's working environment					
Network	121	5.3306	1.241	0.113	p = 0.736
Cable	185	5.2811	1.267	0.093	
Q311 Communication problems exist between the executives and employees in the company					
Network	121	5.1983	1.256	0.114	p = 0.426
Cable	185	5.3243	1.411	0.104	
Q312 My company interferes with the reporters' writing direction and emphasis of news					
Network	121	4.0165	1.366	0.124	p = 0.363
Cable	185	3.8649	1.459	0.107	
Q313 My company's political position has imperceptibly influenced the reporters' news content					
Network	121	5.2975	1.249	0.114	p = 0.000***
Cable	185	4.0216	1.622	0.119	
Q314 The owner of the company influences the content of the news behind the scenes					
Network	121	4.7355	1.504	0.137	p = 0.000***
Cable	185	3.6919	1.601	0.118	
Q315 I have to obey all the requirements of the company or I would have to go through an uneasy time at the office					
Network	121	4.2231	1.563	0.142	p = 0.831
Cable	185	4.2649	1.732	0.127	

TABLE 4.15 THE RESULTS OF THE "FOURTH PART OF QUESTIONNAIRE"

Variable	No. of Respondents	Mean	SD	SE of Mean	T-test
Q401 My job has made continual personal growth possible					
Network	121	4.9256	1.484	0.135	p = 0.104
Cable	185	5.1946	1.357	0.100	
Q402 My company provides its reporters excellent bonus/profits					
Network	121	4.0165	1.713	0.156	p = 0.000***
Cable	185	3.1027	1.538	0.113	
Q403 My company provides its reporters excellent pay					
Network	121	4.1240	1.429	0.130	p = 0.000***
Cable	185	3.2108	1.454	0.107	
Q404 The special skills of the reporters are fully utilized in my company					
Network	121	4.1983	1.370	0.125	p = 0.252
Cable	185	4.0216	1.281	0.094	
Q405 The executives in my company are of a uniform quality					
Network	121	3.5124	1.427	0.130	p = 0.310
Cable	185	3.3351	1.531	0.113	
Q406 My company provides ample promotional opportunities					
Network	121	2.6116	1.274	0.116	p = 0.231
Cable	185	2.7892	1.261	0.093	
Q407 My company provides its reporters a good environment for education/training					
Network	121	2.5124	1.311	0.119	p = 0.000***
Cable	185	3.1027	1.401	0.103	
Q408 My company provides its reporters ample hardware facilities/equipment					
Network	121	3.6777	1.619	0.147	p = 0.422
Cable	185	3.5297	1.543	0.113	
Q409 My company provides its reporters a reasonable vacation time					
Network	121	3.5620	1.736	0.158	p = 0.698
Cable	185	3.6378	1.623	0.119	

TABLE 4.15 (Continued)

Variable	No. of Respondents	Mean	SD	SE of Mean	T-test
Q410 My expectations for the job as a reporter have been met					
Network	121	4.1322	1.489	0.135	p = 0.812
Cable	185	4.1730	1.446	0.106	
Q411 I have enjoyed a higher status and have become more well-known in the society because of my job as a reporter					
Network	121	4.3554	1.341	0.122	p = 0.617
Cable	185	4.2757	1.377	0.101	
Q412 My living quality has been improved because of my job as a reporter					
Network	121	3.2397	1.597	0.145	p = 0.421
Cable	185	3.3892	1.581	0.116	
Q413 My spare time has increased since I started working as a reporter					
Network	121	1.9917	1.129	0.103	p = 0.464
Cable	185	2.0973	1.372	0.101	
Q414 My company encourages and provides its reporters study opportunities to strengthen expertise in the field					
Network	121	2.7190	1.593	0.145	p = 0.056
Cable	185	3.0595	1.464	0.108	
Q415 I would recommend to my best friend to become a reporter in my company					
Network	121	3.4215	1.677	0.152	p = 0.202
Cable	185	3.1838	1.532	0.113	

Significant Results obtained through the Surveys

In the data analysis, $\alpha=0.05$ was used as the standard of significance. Upon reviewing all 60 items of the questionnaires from Part I to Part IV, and after correlating the significant difference between the network and cable groups, the questions with the most significant difference (***) $p<0.001$ between the two groups are: Q305 "The interviewees accept my interview based on my company's reputation," Q309 "There is a high turnover rate among reporters in my company," Q313 "My company's political

position has imperceptibly influenced the reporters' news content," Q314 "The owner of the company influences the content of the news," Q402 "My company provides its reporters excellent bonus/profits." Q403 "My company provides its reporters excellent pay," and Q407 "My company provides its reporters a good environment for education/training. "

The questions with less significant difference (** $p < 0.01$) are: Q304 "My company respects professionalism practiced by its reporters," and Q302 "My company encourages its reporters to learn from their mistakes." There are also four questions with the least amount of significant difference (* $p < 0.05$), they are: Q103 "My creativity has been fully utilized as a reporter." Q104 "My company has high expectations of me." Q106 "Being a reporter is the kind of job in which all hard work will pay off" and Q303 "My company encourages creativity on the news." In all four questions, cable journalists responded more positively than network journalists, which could indicate that network companies have not fully utilized the potentials of their journalists, and have expectations lower than what could be achieved as perceived by their journalists. Cable journalists might also be more willing to put in additional efforts than network journalists because of their belief that all work would yield gains.

In addition, there are some questions that deserve to be further investigated, because some of respondents' answers are beyond current investigator's expectations. For example, both network and cable reporters gave strongly positive answers for questions Q101 "I have a passion for my job," and Q102 "My job as a reporter has allowed me to think more highly of myself," Q310 "My colleagues complain about company's working environment" and Q301 "Communication problems exist between the executives and employees." The mean of all of these questions is more than five for both groups of reporters. The above results indicate that Taiwanese journalists have high regard for their jobs as news workers, but acknowledge that problems exist within

the companies' executive structures. Therefore, how to improve the management of the company to effectively utilize this passion will be an urgent goal for media management in the near future, especially when more than half the Taiwanese journalists surveyed agree on Q115 "I am willing to devote a lifetime to my job as a reporter."

Analysis of Results

The objective of the current investigation was to compare any differences in the levels of job devotion, managerial ability, working environment, and job satisfaction as perceived by journalists, both news reporters and photographic reporters, from the national network and cable TV. Accordingly, four hypotheses were tested by means of 60 survey questions, which aimed at obtaining information regarding such differences. Any differences that exist would then serve as a useful source in finding ways to improve the management styles of media enterprises, which could in turn optimize the performance of their employees.

Hypothesis One. In Taiwan, news reporters employed by private-sector cable television companies will report greater commitment to their jobs, and be more willing to make additional efforts than journalists employed by national networks.

Statistical tabulation of the results obtained from questions 101-115 (see app. A) yielded a mean of 4.4468 for the national networks and 4.5337 for cable TV. The standard deviations were 0.685 and 0.638 respectively. This results probably could indicate that the cable TV journalists perceive a greater commitment to their job than those of network journalists, but the difference is not significant ($p=0.259$).

The overall results show that cable television journalists were more positive in their responses toward these first 15 questions than national network journalists, suggesting that cable journalists were more enthusiastic about their jobs than their national network counterparts. The positive responses of the cable journalists, however, may in fact demonstrate the active enthusiasm in new organizations that diminishes over time in established organizations like the three national networks of Taiwan (Chang, 1996). According to Chang, workers in the cable channels TVBS and ETTV among others, were shown to be statistically more enthusiastic than their "Big-Three" network counterparts.

The responses of the journalists employed by the national network, CTV, about their job commitment and devotion were all relatively neutral. The cable journalists of TVBS showed an above-average level of positive responses, suggesting that TVBS journalists regard themselves as highly devoted to their jobs. The cable journalists of Global TV also showed positive responses in this job devotion category, similarly indicating relatively high levels of devotion to their jobs.

As for their willingness to contribute additional effort to their career, cable reporters are more willing than network reporters to make additional efforts and act on their judgment. In addition, they believe that they have more freedom to express personal opinion while reporting.

National network journalists and their cable news counterparts seemed quite similar in their willingness to put extra work into their jobs. However, cable journalists agreed more strongly that the job of a journalist is one that can guarantee rewards if the journalist is willing to put in the time. In terms of willingness to contribute extra time and effort, the responses of national network CTV journalists were very close to the overall average. Reporters for the national network FTV and the cable company Global TV ranked highest in their perceived willingness to sacrifice personal time and

energy for their jobs, indicating a high level of agreement in the work attitudes of Taiwanese television journalists in both national networks and cable companies.

Journalists of the cable company SET TV reported the strongest belief that personal performance is directly proportional to a company's success, perhaps indicating a high level of self-esteem among SET TV journalists.

The opinions of SET TV are indicative of a larger trend of general confidence and freedom perceived by the cable reporters—positive attitudes not found in such abundance among national network reporters. Though the differences between network and cable news staffs are not significant, (both TVBS and CTV had the highest level responses among cable and networks respectively) there are certainly trends of discrepancies between the two entities in the areas of job devotion. These trends, though not significant, indicate support for hypothesis one.

Hypothesis Two: In Taiwan, journalists employed by private-sector cable television companies will report more productive relationships with their managers and greater willingness to recognize their leadership abilities than journalists employed by national networks.

Statistical tabulation of the results obtained from questions 201-215 (see app. A) yielded a mean of 4.2428 for the national networks and 4.2494 for cable companies. The standard deviations were 0.990 and 0.920 respectively. This could indicate that cable TV employees' perception of their manager's leadership skills is more favorable than that of the network reporters, and there is the possibility that this would make them more willing to cooperate with their managers, but the difference is not significant ($p=0.904$).

As a whole, journalists in both national networks and private-sector cable companies showed no significant differences in their recognition of management abilities, with the single exception of a slightly higher rating by cable news journalists for the statement, "My manager has more expertise than I do."

Overall, journalists of the national network CTV gave higher than average ratings in recognition of management abilities. However, for Q204: "My manager's executive and leadership skills help me to reach my working goals," CTV scored lowest among all four national networks. This finding may point to a need in the CTV news department for improved leadership and management skills.

National network CTS received below average ratings for indications of leadership from its journalists, and most other ratings were lower than those of all national networks and cable companies represented in this study. This suggests that CTS journalists have less faith than other journalists in the management skills of their organizations. This finding requires further investigation and could serve as a cautionary signal for other media organizations.

Cable company TVBS ranked higher than average in every category, suggesting a high appreciation by its journalists of the TVBS management abilities.

As for the relationship with their managers, responses to questions 201-215 showed that reporters who work in cable have a better relationship with their manager than the network reporters. However, as a whole, no significant differences were found for reporter-manager relationships between national networks and private-sector cable companies. National network CTV journalists gave low scores to Q201 "My manager treats me as a friend" and Q202 "My manager encourages and provides help on my growth." Cable company Tzu-Chi TV reporters gave more positive rankings to their managers than reporters of any other news department included in the survey. These high scores may be related to the lower competition faced by this company and

the higher motivation for cooperation among its employees, as will be discussed later in the chapter. Most responses associated with cable company TVBS were the most positive among all cable companies surveyed, even when compared to FTV, suggesting strongly amiable relationships between managers and journalists as well as a high degree of organization and teamwork within TVBS.

Although there might be signs to the contrary, there is no statistical significant difference between the level of harmony between managers and employees at national networks, and the level at cable stations. These differences are in the specific qualities of each entity: cable channels tend to have more friendly relationships between labor and management. Whereas network reporters tend to affirm the quality of “leadership” at their companies. Though there is this slight distinction between the two, the overall level of difference is not statistically significant.

***Hypothesis Three:** In Taiwan, journalists employed by private-sector cable television companies will comment more favorably on their own working environments than journalists employed by national networks.*

Statistical tabulation of the results obtained from grouping questions about the restrictions of the news content, yielded a mean of 3.7839 for the national network, and 4.3413 for cable TV. The standard deviations were 1.023 and 1.009 respectively. This indicates that clearly, cable reporters face fewer restrictions and perceive themselves to be more independent in their news stories than network reporters, and the difference is significant (**p=0.000).

Overall, cable journalists indicated more freedom and opportunities in their work than did their national network counterparts. A majority (76%) of the networks reporters admitted their companies’ political position influenced reporters’ news

content. Comparatively, only 37.3% of those in cable companies indicated the same. Also, compared to cable, a significant number of network reporters (55.4% as compared to 29.2% for cable) stated that the owner of the company influenced their content of the news.

The scores associated with the national network CTV were all below average, suggesting that reporters at this network are not able to process news freely, perhaps indicating the existence of conflicts between management and journalists. Conversely, the scores associated with cable company TVBS were all above average, suggesting that its news department and journalists respect creativity and authenticity in news reporting. Scores associated with Global TV were also positive, similarly indicating management and reporter support for creativity and news authenticity.

However, on the other hand, when grouping the questions regarding journalists' perceptions of their working environments, the statistical tabulation of the results obtained from the questions in the same group yielded a mean of 3.8760 for the national network and 3.5588 for cable TV. The standard deviations were 0.815 and 0.822 respectively. This indicates that network reporters' evaluations of their working environments were more favorable than those of the cable reporters, and the differences are significant (**p=0.001).

Generally speaking, national network journalists were in more agreement with the decisions of their corporate owners than cable journalists, suggesting that national network journalists still have a stronger appreciation for their work environments than their cable television counterparts. In fact, more than half of the cable reporters admitted that there is a high turnover rate in their companies. With the exception of journalists in the cable company Tzu-Chi TV, journalists from both network and cable companies were in strong consensus that their colleagues frequently complained about their work environment and that problems existed in communications between

management and employees. This finding suggests that most Taiwanese television journalists share similar concerns about their ability to communicate with managers at their stations.

National network CTV journalists showed higher-than-average recognition of their work environment in most categories. CTV journalists gave higher rankings than those of any national network for Q301: "I am proud of my company," second only to the rankings given by journalists of cable companies Tzu-Chi TV and TVBS. Conversely, journalists at SET TV gave the highest rankings of journalists at all other organizations for Q307: "My company has many demands of its reporters" and Q309: "There is a high turnover rate of reporters in my company."

Hypothesis three was clearly refuted by the mathematical data. In fact, the network reporters were far more enthusiastic about their working environment than cable reporters. Where network reporters did find fault with their environments was in what they perceived as an extraordinarily high level of restrictions on their occupational decisions.

***Hypothesis Four:** In Taiwan, journalists employed by private-sector cable television companies will report greater satisfaction with their companies' working conditions than journalists employed by national networks.*

When grouping the questions regarding journalists' perceptions of their companies' tangible conditions, statistical tabulation of the results obtained from this group of survey questions yielded a mean of 3.2290 for the national network and 3.1058 for cable TV. The standard deviations were 0.957 and 1.031 respectively. This also could indicate that the journalists who work for networks perceive greater satisfaction with the tangible conditions, such as salary, bonus, equipment, and vacation

periods provided by their company than do reporters in cable companies. However, the difference is not significant ($p=0.294$).

As a whole, national networks paid their journalists higher salaries and bonuses than cable television companies. In general, national network CTV was reported to provide above-average treatment of its reporters, but TTV was reported to provide the highest salaries and bonuses, with CTV ranking second. New national network FTV scored well in terms of equipment supply and days-off. In terms of company encouragement of additional study opportunities, only cable company Tzu-Chi TV ranked high, and all other national networks and cable companies ranked low.

On the contrary, when asked the journalists' perceptions about their companies' intangible conditions, such as personal growth or potential for promotion, the statistical tabulation of the results obtained from this group of survey questions yielded a mean of 3.7996 for the national network and 3.7953 for cable TV. The standard deviations were 1.028 and 0.967 respectively. This indicates there is not much significant difference between cable and network reporters' perceptions of intangible conditions provided by the company ($p=0.970$).

TVBS journalists indicated a high level of satisfaction with the intangible welfare provided by their cable company. This finding, which suggests that TVBS has successfully utilized encouragement through intangible benefits to stimulate worker morale, deserves further study because it was the sole cable company, in addition to Tzu-Chi TV, which received such highly favorable ratings by its employees.

Overall, no significant differences were detected in questions 401-415 between national networks and private-sector cable television companies. National network CTV was ranked above average, with a high level of positive response from its journalists concerning management quality. In contrast, the intangible conditions provided by national network CTS were almost all ranked below average by its

journalists, indicating the internal functioning of CTS is far from ideal. This is a departure from the general trend for the larger networks to report greater satisfaction with tangible qualities, and cable channels to report satisfaction with intangible qualities. Taking into account both the tangible and the intangible qualities, the overall difference between cable and networks is insignificant.

Discussion of Open Ended Questions

Apart from quantitative results, the current investigator also sought to obtain more qualitative responses from the respondents to obtain a more valid analysis. Accordingly, seven different open-end questions were posed in the questionnaire. They are: Q116 "In your opinion, what are the characteristics or qualifications of a good television reporter?" Q216 "In your opinion, what role(s) do you think a good leader should play in a news reporter's career?" Q316 "In your opinion, what are the conditions of a good working environment for the news reporters?" Q416 "In your opinion, which part of the company do you think needs the most improvement right now?" Q514 "Have you ever changed your working environment from a network television to a cable television or vice versa? Please tell us your reason." Q515 "If there is an opportunity for you to start a new job in a cable (or network) television station, would you do so? Please tell us your reasons." Q516 "What do you think is the biggest difference between a cable television station and a network television station?" Below is the analysis of responses obtained.

Characteristics of a good reporter. In order to further understand Taiwanese reporters' job attitude toward their jobs, and understand in greater depth regarding their expectations and criteria of a good reporter, the question "What are the characteristics or qualifications of a good television reporter?" was designed. Due to the inherent nature of open-ended questions, random responses were obtained from

respondents, most of whom gave more than one answer to describe the desired characteristics or qualifications of a good reporter. After viewing all of the 306 respondents' answers, the current investigator selected the top three priorities, which could be different in wording but similar in meaning and content, that are stated by journalists from each television station. These results were then sorted and laid out in a table. Table 4.16 shows the sorted responses to Q116.

According to the above results, the reporters in different television stations seemed to report diverse answers. Reporters from CTV, CTS, and Global TV placed "professionalism and news intuition" as their top priority. Those from TTV, TVBS, and ETTV instead placed top emphasis on "calm and fast reactions." Reporters from three other companies, FTV, Tzu-Chi TV and Super TV, placed utmost importance in "able to make sharp observations." Overall, the Taiwanese reporters included in the survey expressed the belief that a good reporter should possess professional news intuition; while sharp observations and fast reactions are also necessary survival skills needed in the competitive industry.

Characteristics of a good manager. Q216 was aimed to gain an understanding of the role a good leader played in guiding reporters' careers, and also to learn the reporters' expectation of what a good manager in a newsroom should be. After sorting the 306 questionnaires, the 11 different television stations reporters' top three choices are show at Table 4.17.

According to the results, eight of eleven stations' reporters placed "guidance and support" as the most important role played by managers. It indicates that the Taiwanese reporters desire a more helpful leader to guide them when they face the competitive work. Moreover, in addition to the guidance and support, Taiwanese reporters tend to think their role should be empowered and not interfered with. It probably indicates that in Taiwan, there is a perceived lack of freedom in the

TABLE 4.16 THE RESULTS FOR Q116: "Characteristics of Good Reporter"

Network	Percent
TTV reporters' responses are as follows:	
calm and fast reactions	10.7
diligent and hard working	10.7
curiosity, love to learn	10.7
CTV reporters' responses are as follows:	
professionalism and news intuition	21.4
calm and fast reactions	14.3
curiosity, love to learn	14.3
CTS reporters' responses are as follows:	
professionalism, news intuition	17.6
calm and fast reactions	17.6
diligent and hard working	17.6
FTV reporters' responses are as follows:	
able to make sharp observations	20.6
diligent and hard working	11.8
professionalism and news intuition	11.8
Cable	Percent
TVBS reporters' responses are as follows:	
calm and fast reactions	27.6
energy and enthusiasm	24.1
diligent and hard working	20.7
Global TV reporters' responses are as follows:	
professionalism and news intuition	16.7
calm and fast reactions	16.7
able to make sharp observations	16.7
SET TV reporters' responses are as follows:	
professionalism and news intuition	20.7
able to make sharp observations	13.8
diligent and hard working	13.8

TABLE 4.16 (Continued)

Cable	Percent
ETTV reporters' responses are as follows:	
calm and fast reactions	23.3
diligent and hard working	13.8
able to make sharp observations	13.8
Tzu-Chi TV reporters' responses are as follows:	
able to make sharp observations	19.0
curiosity	19.0
energy and enthusiasm	14.3
SUPER TV reporters' responses are as follows:	
able to make sharp observations	37.5
calm and fast reactions	31.3
objectivity	18.8
CTN reporters' responses are as follows:	
diligent and hard working	29.2
calm and fast reactions	25.0
able to make sharp observations	12.5

television media, and reporters yearn for less restrictions and independence in covering news stories. Taiwanese reporters here formulate a good leader as having more communication skills in problem solving, and the ability to compromise in cases of miscommunication within the company.

Conditions of a good working environment. In order to explore in more depth Taiwanese reporters' expectations of the conditions of a good working environment, Q316 was asked. After sorting all 306 questionnaires, the top three priorities selected from the responses of reporters from 11 different television stations are shown in Table 4.18.

According to the results, eight of eleven television stations reporters place top priority in “freedom to express ideas and make decisions”. Also, most of them put “respect professionalism and liberty” among their top three choices. It probably indicates that in Taiwan’s television media, freedom is perceived as limited as the company seems to dictate the reporters’ work behavior. Under this kind of pressure, reporters cannot express their ideas freely and often feel that their professionalism is not being respected. Also, the subjects express a desire for a more liberal environment, updated equipment and computers. Initiative of the media owner to improve the work environment would probably help in boosting the reporters’ work morale and improve productivity.

Possible improvements. In order to clarify the most urgent and necessary improvement of television media, Q416 was asked to explore in detail which part of the company was perceived to be in need of the most improvement. The answer to this question would also indicate the reporters’ ideals of a good working environment. The sorted results of top three priorities selected by the Taiwanese reporters, as collected from all 306 questionnaires, are shown in Table 4.19.

According to the results, the network and cable reporters certainly have different ideas of how to improve their company’s current conditions. Among the traditional “Big Three,” professional training and hardware equipment are the most important areas that need improvement. Interestingly, only CTS reporters put “more freedom to express ideas and make decisions” and “more respect for professionalism and liberty” as their top two priorities. Since the reporters from TTV and CTV had expressed the importance of freedom in expressing their own ideas in Q316, and yet are less concerned about the issue as in need of improvement, it might be an indication that these television stations are more successful in letting their reporters feel respected for their professionalism. As a result, perhaps, these reporters tended to pay more

TABLE 4.17 THE RESULTS FOR Q216: "Characteristics of Good Manager"

Network	Percent
TTV reporters' responses are as follows:	
guidance and support	17.9
empower subordinates	17.9
offer minimal interference	10.7
CTV reporters' responses are as follows:	
empower subordinates	31.0
communicate and compromise	23.8
guidance and support	23.8
CTS reporters' responses are as follows:	
guidance and support	41.2
communicate and compromise	17.6
offer understanding and encouragement	11.8
FTV reporters' responses are as follows:	
offer minimal interference	32.4
effectively utilize human resources	14.7
empower subordinates	11.8
Cable	Percent
TVBS reporters' responses are as follows:	
guidance and support	24.1
empower subordinates	20.7
be friendly and helpful	13.8
Global TV reporters' responses are as follows:	
guidance and support	16.7
have professionalism and news intuition	16.7
be friendly and helpful	13.8
SET TV reporters' responses are as follows:	
guidance and support	31.0
be willing to take risks	17.2
be decisive	17.2

TABLE 4.17 (Continued)

Cable	Percent
ETTV reporters' responses are as follows:	
guidance and support	26.7
be responsible and reliable	20.0
communicate and compromise	16.7
Tzu-Chi TV reporters' responses are as follows:	
guidance and support	33.3
communicate and compromise	19.0
be friendly and helpful	14.3
SUPER TV reporters' responses are as follows:	
guidance and support	25.0
communicate and compromise	18.8
empower subordinates	18.8
CTN reporters' responses are as follows:	
communicate and compromise	29.2
support cooperative efforts and conflict resolution	20.8
empower subordinates	16.7

TABLE 4.18 THE RESULTS FOR Q316: "Good Working Environment"

Network	Percent
TTV reporters' responses are as follows:	
freedom to express ideas and make decisions	25.0
political objectivity	7.1
absolute equality	7.1
CTV reporters' responses are as follows:	
freedom to express ideas and make decisions	26.2
respect professionalism and liberty	14.3
updated equipment and computers	11.9
CTS reporters' responses are as follows:	
freedom to express ideas and make decisions	23.5
respect professionalism and liberty	17.6
updated equipment and computers	11.8
FTV reporters' responses are as follows:	
objectivity	32.4
freedom to express ideas and make decisions	20.6
respect professionalism and liberty	20.6

Cable	Percent
TVBS reporters' responses are as follows:	
freedom to express ideas and make decisions	17.2
respect professionalism and liberty	13.8
potential for growth	13.8
Global TV reporters' responses are as follows:	
freedom to express ideas and make decisions	22.2
updated equipment and computers	11.1
respect professionalism and liberty	8.3
SET TV reporters' responses are as follows:	
freedom to express ideas and make decisions	20.7
updated equipment and computers	20.7
absolute equality	13.8

TABLE 4.18 (Continued)

Cable	Percent
ETTV reporters' responses are as follows:	
freedom to express ideas and make decisions	16.7
respect professionalism and liberty	16.7
allowance for creativity	10.0
Tzu-Chi TV reporters' responses are as follows:	
freedom to express ideas and make decisions	19.0
abundant resources	14.3
not worried about consequences	14.3
SUPER TV reporters' responses are as follows:	
respect for civil rights and humanity	18.8
respect professionalism and liberty	18.8
freedom to express ideas and make decisions	12.5
CTN reporters' responses are as follows:	
respect professionalism and liberty	20.8
freedom to express ideas and make decisions	16.7
allowance for creativity	16.7

TABLE 4.19 THE RESULTS FOR Q416 "Possible Improvement"

Network	Percent
TTV reporters' responses are as follows:	
hardware and computer equipment	10.7
professional training opportunities	10.7
acceptance of employee suggestions	7.1
CTV reporters' responses are as follows:	
professional training opportunities	21.4
improved conditions for promotion	14.3
improved hardware and computer equipment	14.3
CTS reporters' responses are as follows:	
more freedom to express ideas and make decisions	23.5
more respect for professionalism and liberty	17.6
improved hardware and computer equipment	11.8
FTV reporters' responses are as follows:	
increased vacation time and benefits	14.7
salary increased and bonuses	11.8
improved conditions for promotion	5.9
Cable	Percent
TVBS reporters' responses are as follows:	
salary increase and bonuses	24.1
improved vacations	13.8
improved hardware and computer equipment	10.3
Global TV reporters' responses are as follows:	
salary increases and bonuses	13.9
increased vacation time and benefits	12.8
better quality of management	11.1
SET TV reporters' responses are as follows:	
improved personnel management	20.7
improved hardware and computer equipment	17.2
better quality of management	17.2

TABLE 4.19 (Continued)

Cable	Percent
ETTV reporters' responses are as follows:	
salary increases and bonuses	23.3
better quality of management	16.7
improved personnel management	16.7
Tzu-Chi TV reporters' responses are as follows:	
increased vacation time and benefits	19.0
improved hardware and computer equipment	9.5
more resources	9.5
SUPER TV reporters' responses are as follows:	
improved hardware and computer equipment	25.0
increased vacation time and benefits	12.5
improved conditions for promotion	12.5
CTN reporters' responses are as follows:	
salary increases and bonuses	12.5
better quality of management	12.5
improved professional training opportunities	12.5

attention in asking their companies to update their equipment and offer more training. The answers given by reporters from FTV diverged greatly from that of TTV, CTV, and CTS. FTV reporters' desires are similar as cable reporters; they put salary, vacation, and promotion opportunities as their top three choices. Apart from desiring higher salaries or longer vacations, many cable reporters also expressed the opinion that their companies' management needs to be more qualified. It might indicate the need of current cable companies in Taiwan to place more emphasis on the improvement of human resources management, in order to work more closely with their reporters.

Change company. Upon asking the question: "Have you ever changed your working environment from a network television to a cable television or vice versa"? 60 respondents indicated they had switched, and 237 had not, and 9 respondents declined

to answer this question. Among those 60 reporters who had switched, 42 did so from cable to network, and 18 vice versa. The major reasons of those 42 who switched from cable to network were “good working environment,” “good pay,” and “more opportunities to learn.” On the contrary, the 18 reporters who switched from network to cable believed that “benefits,” “similarity in company and personal goals,” and “ratings” were the three major reasons that encouraged them to switch. The results indicate that in Taiwan, it was more popular to switch from cable to network, as a total of 42 reporters placed great emphasis on having a more stable working environment where they could acquire more knowledge. Among the 18 reporters who switched from a network to cable, most were employed because their prior network experience would help improve the new cable company. They, in turn, were rewarded by offers of higher pay. Moreover, some of them expressed the opinion that the cable companies’ objectives corresponded to their own goals, which could indicate that their goals differed from that of network companies. Although not all clearly defined their goals, some respondents specified that these goals pertained to political affiliation. While it is hard to predict whether there will be more such switches, the data nevertheless could serve as a source for analyzing the reasons and reducing the turnover rates of media companies.

Willing to switch company. In answering the question: “If there is an opportunity for you to start a new job in a cable (or network) television station, would you do so? And why?” Of 182 respondents (59.5%) answered yes, 88 (28.8%) said no and 36 declined to answer this question. Of the 182 who favored a switch, 141 were cable reporters, and only 41 were network reporters. Most of the cable reporters (77.3%) who favored a switch gave reasons such as salary, vacation, management system, and bonus. The network reporters who favored a switch gave reasons such as a lack of “development space” in their current companies. The majority of network

reporters (47.9%) who were unwilling to switch to cable were of the opinion that cable companies were overly concerned about profits and ratings. The cable reporters who preferred to stay within cable opined that network companies bear a heavier burden in dealing with political issues.

Biggest difference between network and cable. Q516: "What do you think is the biggest difference between a cable television and a network television station?" The results to this question show that the main differences expressed by network reporters are "political burden," (that is, the conflict of interest created by connections of higher management to the ruling political party) "human resource quality" and "stability." The cable reporters' top three answers are "salary," "ratings" and "reputation." These results again point to the popular opinion among reporters that network bears more burden of political affiliations. On the other hand, the long history of the network companies political affiliations might have contributed to the stability they enjoy. Cable reporters are of the opinion that their network counterparts gain higher salaries in companies that enjoy higher ratings and stronger reputation. Network reporters also seem to have high regard of their own companies' human resource quality, probably a reflection of the numerous and rigorous entrance exams required of newcomers of network journalists.

Summary

After testing the significant differences between the network and cable groups, and after reviewing all four hypotheses, only hypothesis three was refuted. In this research, it was originally hypothesized that in Taiwan, journalists employed by private-sector cable television companies would comment more favorably on their own working environments than journalists employed by national networks. The data received from questions 301-315 indicate cable reporters perceive themselves to have

fewer restrictions in covering the news stories, and that their companies respect their professional expertise. However, the data does not necessarily mean that cable reporters have a higher opinion of their companies' working environment. On the contrary, network reporters reported that their companies have a higher reputation, which would facilitate obtaining an interview opportunity, and that there is a lower turnover rate in their companies because they are proud of their respective companies. Table 4.20 shows the result of correlation under eight different categories from the hypotheses.

TABLE 4.20 THE RESULT OF THE FOUR HYPOTHESES

		Network Mean	SD	Cable Mean	SD	T-test
1	Greater job commitment	4.4664	1.043	4.6054	0.839	p = 0.220
	Feel free to act on own judgment	4.4298	0.631	4.4708	0.716	p = 0.607
2	More willing to cooperate	4.1251	1.167	4.1405	1.141	p = 0.909
	Manager-journalist relationship	4.3833	0.911	4.3446	0.842	p = 0.704
3	More independence	3.7839	1.023	4.3413	1.009	p = 0.000***
	Work environment	3.8760	0.815	3.558	0.822	p = 0.001***
4	Tangible benefits	3.2290	0.957	3.1058	1.031	p = 0.294
	Intangible benefits	3.7996	1.028	3.7953	0.967	p = 0.970

Among all of the network and cable companies, Tzu-Chi TV is a recently established religious cable company, employees of which are all Buddhists, working with the objective to “purify society” (p. 3) (Tzu-Chi Television, 1998). The overall ratings of this company were relatively higher than those of both national networks and other cable companies. This probably stemmed from the basic Buddhist principles of “living in peace with all others without competition, deceit, and fear” (p. 5) (Tzu-Chi Television, 1998), which could have lowered the potential for conflicts and dissatisfaction among employees. On the other hand, at FTV, the fourth and most recent network, reporters also indicate a different work behavior than the traditional “Big Threes.” For example, a significant proportion (76.5%) of the FTV reporters displayed an outstanding degree of willingness to sacrifice their personal time for work, and 67.6% of them are also willing to risk their lives for the news. The traditional “Big Three” pale in comparison, as a relatively smaller group of their journalists are more willing to do so (54.0% willing to sacrifice personal time and 45.0% willing to risk their lives).

A point to note would be that FTV is significantly different from other typical network companies. Apart from being much younger than the other network companies, FTV also attempts to appeal to the audience with the slogan of no political affiliation, as stated in the company objective of being the “first commercial network station without political burden and owned by all Taiwanese” (p. 3) (Formosa Television Company, 1996).

Therefore in principle, FTV and Tzu-Chi should be excluded in the tabulations, because their special characteristics such as age, political affiliation, and company objectives set them apart from the average companies classified under network and cable. An attempt, however, was made to include them in preliminary tabulations, and yet the results yielded did not differ significantly as compared to when they were

excluded. Nonetheless, due to the special characteristics that set them apart from the average network or cable companies, FTV and Tzu-Chi are excluded in the following discussion.

Willingness to sacrifice personal time for work. There is a linear relationship between the journalists' passion, relationship with their managers, company's working environment, satisfaction level and the willingness of journalists to sacrifice their personal time. As for their demographic background, journalists who cover the societal news are more willing to sacrifice their personal time to work. Also, after the results were regressed, it was found that the important factors which influence journalists' willingness to sacrifice their personal time are: Q101 "I have a passion for my job"; Q107 "My job can make the society better"; and Q304 "My company respects professionalism practiced by the reporters." Overall, in Taiwan, both network (62.8%) and cable (67%) journalists seem to have high willingness to sacrifice their time for work.

Among national network journalists, those who work for the two major competitors, TTV and CTV, all displayed a reasonably high degree of willingness to sacrifice their personal time for the news. However, CTS reporters' answers on this issue were ambivalent. As for cable companies, Global TV had the highest proportions of journalists willing to sacrifice personal time for the news. However an interesting point to note might be that, despite this expressed willingness of reporters to sacrifice personal time, Global TV has some of the lowest ratings among all network or cable companies (position 10 out of 11) (Appendix C).

Lifetime devotion. Among all the respondents, an average of 37.3% (network 39.7%, cable 35.7%) of Taiwanese journalists were willing to devote a lifetime to their job as a television reporter. There is a linear relationship between journalists' passion, relationship with the manager, working environment, satisfaction level and journalists'

willingness to devote a lifetime to the job. Also, it was found that journalists with educational backgrounds in communication or related field majors will have a higher willingness to devote a lifetime for their current job. After the results were regressed, it was found that Q101 “I have a passion for my job,” and Q107 “My job can make the society better” are the two most significant factors to influence the journalists’ willingness to devote a life time to their jobs.

In Taiwan, more than half (55.9%) of the journalists gave a positive answer that they are willing to risk their life to cover great news stories. Among them, 59.2% are males and 50.5% are females, 52.9% are from networks and 57.8% are from cable. This high rate could be an indication of Taiwanese journalists’ strong willingness to give all they have in order to succeed in their highly competitive careers. Single journalists who cover societal news seem to have the greatest willingness to risk their life for good news stories. After the results were regressed, it was found that the important factors which will influence journalists’ willingness to risk their life for great news stories are: Q101 “I have a passion for my job”; Q107: “My job can make the society better”; Q302 “My company encourages reporters to learn from mistakes”; Q403 “My company provides its reporters excellent pay”; and Q406 “My company provides ample promotion opportunities.”

Recognition of management ability. As revealed by this study, cable television journalists reported greater appreciation of the abilities of their management than national network journalists. In general, network journalists have more experience than their cable news counterparts, and thus may tend to have less appreciation of management abilities. In addition, because managers often are selected from the ranks of experienced journalists and because cable television journalists tend to lack work experience, inexperienced cable journalists may tend to show greater obedience to, and have higher recognition of, the manager’s authority and ability.

Journalists at national network CTV indicated that they viewed the distribution of authority at CTV as better than that of other national networks. However, compared to journalists of other national networks, CTV journalists also showed the lowest appreciation of the ability of their managers to execute responsibilities. Compared to other cable television journalists, TVBS cable journalists gave their company the highest recognition for management ability.

Relationships with management. Very little difference was detected between network and cable companies in terms of journalists' relationships with their management. Among the network companies, TTV journalists reported the worst employee-management relationships in their answers to: "My manager treats me as a friend" and "I am afraid of my manager." CTS reporters gave the least recognition to company management's ability when they answered the question, "My company's reporters are willing to cooperate with their managers." Among cable television companies, the most friendly relationships between employee and management were reported by journalists at Global TV, with Super TV ranking second in this category.

Company restrictions. National networks were reported to be more restrictive of journalists than private-sector cable companies. Across the board, cable television journalists were more satisfied with the support they received from their employers. This finding can be attributed to the fact that these journalists work in a less restrictive atmosphere than their national network counterparts. The cable companies included in this study were not controlled by the Taiwanese government and were new companies. Perhaps for these reasons, the styles of these cable television companies tend to be more open. Also, because cable television offers more frequent news coverage, cable television journalists have more opportunities to perform and enjoy more freedom in their work. CTV is the only national network owned by a political party, and its image tends to be more political, perhaps accounting for the greater sense of restriction on

news processing reported by journalists from this organization. Among cable television journalists, those employed by Global TV and CTN were most positive in their reporting of availability of resources and job freedom.

Work environment. Journalists at national networks reported more positive feelings concerning their work environments than their cable television counterparts, perhaps because the national networks have longer histories, better reputations, and more well established systems. CTV enjoyed the highest popular ratings in 1998 among the national networks, and its journalists may have given higher recognition to its working environment because the network just surpassed TTV as the top news media company in Taiwan in almost 30 years. Among cable companies, TVBS was given the highest ratings by journalists in the current study of work environment. Such high ratings could also be attributed to its winning TV ratings in the past two years (An, 1998), in which it had to compete with all other cable companies in Taiwan. Achieving the highest TV ratings probably contributed to the self esteem of employees, which in turn encouraged them to form more favorable opinions of their own work environment.

Tangible/intangible benefits. The network companies provided higher salaries and better equipment than the cable companies included in this study. These higher salaries and better equipment reflected the more established position of Taiwan's national networks. As a result, network journalists reported higher satisfaction with their salaries and equipment than cable television journalists. Among network journalists, CTV journalists reported the most satisfaction with their equipment and on job training system. While network journalists tended to be more satisfied with the tangible benefits they received, cable journalists reported highest satisfaction with their intangible benefits, such as opportunities for personal growth and further studies.

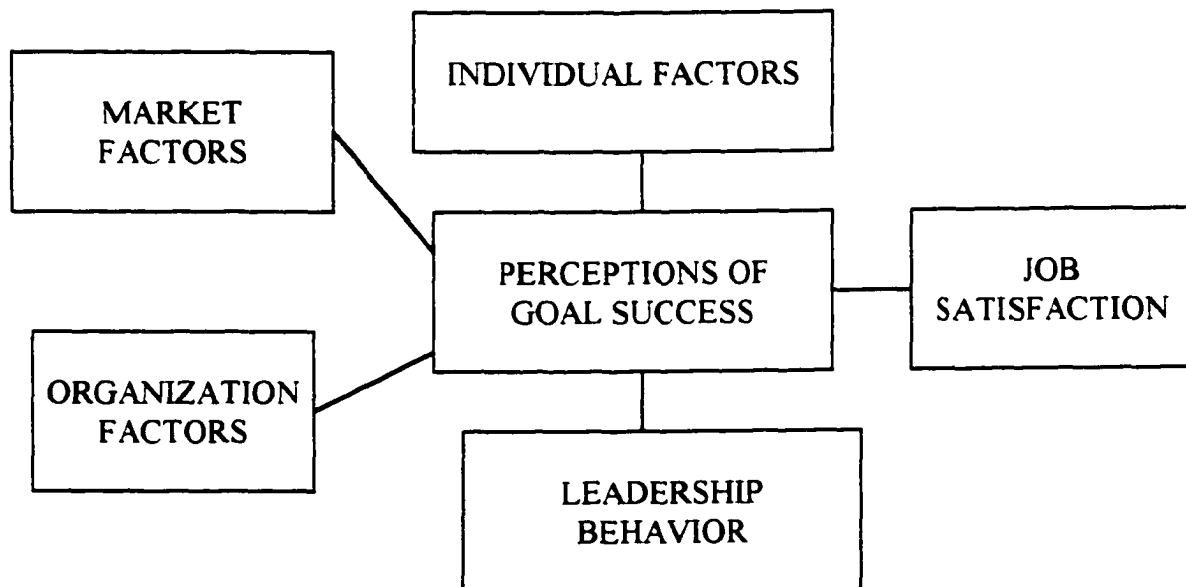
Enthusiasm. Among all the respondents, 81% of Taiwanese journalists gave positive answers to Q101 “I have a passion for my job.” Through multiple regression, in view of all respondents, there are a few demographic factors that would influence the Taiwanese journalists' passion toward their job. They are age, daily working hours, major in related field, educational level, and income. It indicates that the Taiwanese journalists who are younger, have longer daily working hours, higher educational levels, higher income, and majored in related fields will have more commitment and passion toward their current job. However, journalists at both network and cable companies reported equivalent degrees of enthusiasm for their work. On the other hand, cable television journalists reported greater independence in carrying out their work. CTV journalists indicated the highest degree of enthusiasm for their work among journalists of the other national networks. TVBS, ETTV, and Global TV journalists indicated the highest degrees of enthusiasm for work among the other cable companies represented in this study.

CHAPTER FIVE

CONCLUSIONS AND SUGGESTIONS

Background

In 1992, after observing the daily function of an American television company for a few weeks, Powers and Lacy (1992) presented a model of television newsroom management which modifies the situational path-goal setting. The model divides factors affecting job satisfaction into four groups: leadership, organizational factors, individual factors, and market factors. According to this study, these four types of factors inspire journalists and their perceptions of how successful their organizations are at achieving goals; such as good human relations, quality news, and profit. If journalists believe that their companies are in attaining these goals, their levels of job satisfaction will be extended (Lacy et al, 1993)(see Figure 5.1).



(Source: Lacy et al., Media Management: A Casebook Approach, 1993, P50)

FIGURE 5.1 LEVEL OF JOB SATISFACTION

Results of the Powers and Lacy study indicated that numerous factors are related to employees' perceptions of how successful their news departments were in attaining certain goals. Similar to the Powers and Lacy research, the current study sought to answer several questions about how Taiwanese television journalists (news reporters and photographic reporters) perceive their job satisfaction and their companies' leadership styles and management abilities. A questionnaire probing the perceptions of Taiwanese television journalists was developed as part of this study and distributed to a sample of journalists representing all four of Taiwan's government-controlled national networks and the seven private-sector Taiwanese cable television companies that provide daily news programming.

The characteristics of journalists employed by the established national networks were expected to be different from their counterparts in the newly formed cable companies. The national network journalists were known to have much more experience than their private-sector counterparts and also could be expected to be better paid or more well equipped. On the other hand, the cable journalists have successfully grabbed the attention of the 21 million people in Taiwan since 1994, and they seemed to be more independent with less fear in handling sensitive news content. However, the differences between the organizational behavior of the news departments in the two groups was unclear and worth investigating. This is particularly so, because such organizational behavior could have a significant impact on television journalists' commitment to their profession and work.

Many prior studies concerning the work behavior of television reporters were based on limited theories and resources, therefore, were narrow in scope. Although all these prior studies contributed to the understanding of work behavior of television journalists, they employed a variety of different approaches. Very little attention was given to investigations of Taiwanese television reporters, despite the growing

importance of their significant roles in the development of culture, politics, and democracy in Taiwan.

Because of the scarcity of applicable studies and data concerning Taiwanese television reporters, the data on which the current study was based was obtained from responses to a questionnaire developed for this study. These data were obtained from 306 of the current 580 television journalists (news reporters and photographic reporters) employed by Taiwanese national networks or cable companies. The questionnaire was developed to collect data relative to the stated hypotheses. Once data were collected, various descriptive analyses and statistical tests of significance were employed to either accept or reject the hypotheses.

Conclusions

The objectives of the current study were to identify journalists' work behavior and attitudes associated with particular management styles and techniques; to identify how organization types (i.e., network or cable) and management styles relate to journalists' work behavior; to investigate and examine additional variables (e.g., education, age, gender, or hours worked per day) that may play important roles in determining journalists' work behavior and reporting styles; and to make specific recommendations concerning the expectations of television journalists through organizational development and personnel management. The current study, through collection of data via questionnaires, and analysis of statistics obtained, derived results which will be stated later in this chapter.

The study objectives were closely related to multiple factors, including demographic, organizational and managerial variables, as revealed by the data obtained. Both national network and cable television journalists were found to have a passion for their work and a commitment to their jobs. Although journalists of both national

networks and private-sector cable companies appeared willing to cooperate with their employers, national network journalists perceived themselves to work under the shadow of restrictions on their ability to report news, particularly news relating to the Taiwanese government or ruling party. These journalists indicated a desire to be less restricted in their coverage of news. Reporters of political news appeared to feel most strongly restricted, whether they were employed by government-controlled national networks or private-sector cable companies.

With regard to job-related benefits, cable television journalists seemed to enjoy better intangible working conditions, such as promotion opportunities, empowerment, and personal growth. Network journalists seemed more satisfied with the tangible conditions offered by their employers, such as salary and bonuses, vacations, social status, and equipment. Cable television journalists seemed to enjoy better working relationships with their managers than their counterparts in national networks, who expressed more negative attitudes concerning management.

Three conditions enhanced these television journalists' willingness to sacrifice their personal time to perform extra-role work: passion for the job, the job's contribution to the well-being of society, and a high degree of respect for the journalist's professional practices and decisions. Regardless of their affiliation with either network or cable organizations, journalists appeared to feel restricted by management when covering political news events. Of all the respondents, 22.2% declined to answer questions concerning political affiliation. A majority of cable television journalists (51.6%) reported themselves to be independent of any political affiliation. A substantial percentage of national network reporters (39%) identified themselves as affiliated with Taiwan's ruling political party, the KMT. Of journalists employed by the national network, CTV, 78.6% identified themselves as KMT members.

Cable television journalists perceived their companies' working environments to be less attractive as compared to that of the network companies, therefore a substantial number of cable television journalists (77.3%) are willing to switch their job to networks. On the contrary, there are only 32.3% of network journalists who are willing to switch, and 47.9% said they are not willing to start a new job in cable. Cable television journalists seemed willing to switch due to the stronger and more stable resources provided by major national networks, while network journalists appeared to be enticed by the greater degree of professional freedom afforded to cable television journalists. National network and cable journalists who are unwilling to switch cited the burden of political affiliation associated with the national networks and the low journalistic standards associated with the cable companies as their reasons to remain in their current companies.

An extremely large discrepancy was found between the salaries of the network respondents and the cable respondents. Almost half (47.1%) of the network employees made over \$900,000NT (US\$30,000) in contrast to only 1.6% of cable employees. Most cable respondents (84.4%) earned salaries between \$300,000NT and \$600,000NT (US\$10,000 to US\$20,000). These lower salaries were accompanied by heavier workloads. Almost half of the cable respondents (47%) worked over 12 hours a day, whereas about one-fourth of the network employees (27.3%) worked that amount. Nevertheless, the highest priority for the surveyed television journalists appeared to be professional freedom. Journalists from nine of the television organizations that offer news programming in Taiwan responded that professional freedom was their top priority in choosing the working environment. For journalists in the two remaining television organizations, professional freedom was their second priority. For cable television journalists, salary was the area most in need of

improvement, whereas, for national network journalists, equipment and training were most in need of improvement.

Contribution and Implications of the Study

The results reported in this study contribute to an understanding of the self-perceived work behavior of television journalists in Taiwan. These results, although based on self-reports, may be generalized to television journalists of other countries, based on the assumption that the work behavior of television journalists in various organizational settings would follow similar patterns. For example, according to the findings of this study, Taiwanese television journalists tended to be more active and have more commitment when their managers or employers respected and expected journalistic professionalism. Therefore, it seems reasonable to argue that television journalists are different from ordinary corporate employees in that they place high emphasis on recognition of their professionalism. That is, if television journalists think they have been treated respectfully and are expected to perform in a professional manner, they will be more willing to put in extra time and effort in their coverage of news and to be more devoted to their jobs.

The structure of media organizations is affected by a broad variety of variables. Formal approaches to the structure of media organizations are influenced by how the parts of the organization fit together in terms of unity of command, span of control, division of labor, and departmentation (Lacy et al, 1993). Informal approaches to the structure of media organizations are influenced by human relations and the supposition that work is completed by people.

Owners and managers of today's television organizations base the structure of their organizations on many internal and external factors. Internal factors of consequence include the functions of managers, the size of the organization, the

available resources and technology, and the mission of the organization (Peters & Waterman, 1993). Organizations also are concerned with the effects of socialization, professionalism, and behavior of managers and subordinates (Soloski, 1989). The current study similarly shows that factors such as the mission of the organization, as often determined by political or religious affiliation, influences the mindset and work behavior of reporters. The strong desire of journalists to maintain respect of their professionalism could also result in less respect for their managers when the managers are perceived to disrespect their professionalism.

External factors of consequence include advertisers, the government, the competition, the business community, and the public (Powers & Lacy, 1992). With the rapid development of cable television, the television market has become more competitive. For television stations one of the most important issues of concern is the television ratings. In Taiwan, while the television market has rapidly expanded with the addition of cable companies, the market from which advertisements are secured has not increased in proportion (Chang, 1996). As such, the competition to obtain advertisement profits is stronger than ever, and efficiency of television companies has become increasingly important in attaining this goal. Accordingly research on organizational behavior in television companies could have greater significance as it serves as a source to help improve their efficiency.

According to the contingency theory, managers of television news departments should analyze the pertinent variables then choose the most appropriate structure to manage their journalists. Because these variables are constantly changing, to be effective, managers must periodically evaluate and analyze these variables. In Taiwan for example, the significant change within the media market with the inclusion of cable television, has increased the number of television stations that air daily news, from three to eleven. With fiercer competition within the market, and more avenues for

potential job switches of journalists, companies have to make more efforts to effectively combine the passion of journalists with management skills, in order to optimize available resources and attain maximum productivity.

Limitations and Suggestions for Future Research

This study, perhaps inevitably, faced the limitation that respondents would fail to answer all survey questions. Although the survey instrument was designed to reveal the respondents' perceptions, self-reports are likely to be biased. In this study, journalists may have been reluctant to compromise their privacy or reveal details of their work and work assignments. Reporters of political news may have been more reluctant to answer questions than reporters who covered less sensitive news, such as medical news. In this case, the distribution method of sending the survey to respondents' places of work might also have influenced journalists' willingness to answer the questions.

In addition, because journalists typically face time constraints, many respondents may not have had the time and concentration needed to answer all the questions in the instrument. Because differences in organization and ownership patterns produce differences in management styles, ownership attitudes about the study might also have influenced the return rate of the questionnaire. Some leaders may have asked journalists not to answer questions because they would reveal opinions of leaders; other leaders may have pressured reporters during the act of completing questionnaires. To reduce these limitations, the types and numbers of questions asked were limited and assurances of confidentiality were made.

The results of this investigation indicated that numerous factors related to the television journalists' perceptions of the extent of success of leadership and management influenced their objectives in attaining certain goals. In terms of

predicting work behavior and job satisfaction among Taiwanese television journalists, the most important finding of this study was the relationship between journalists and their managers. Journalists who participated in this study were more satisfied with democratic-oriented management than with management that was autocratic in nature. This finding does not necessarily imply that news managers cannot make their own decisions, but rather that many, if not most, decisions made by news department managers should include input from journalists.

People in every corner of the world increasingly desire democratic news coverage. As the global wave of media deregulation progresses, people want more news coverage, a broader range of news coverage, and more depth in news coverage. The Taiwanese people are no exception. Since cable television became established in Taiwan in 1994, Taiwan's cable television market has grown to include almost 80% of the country's population, nearly the highest rate in the world (Ho, 1994). In comparison with the U.S., which only has 65% after 30 years of cable history, Taiwan has clearly achieved the fastest growing cable market. News coverage captured the public's attention. As cable news companies, in competition with national networks, claimed that they were more fair and open, television journalists and their managers are attracted to join the cable companies. They, in turn, are the ones who played the key role in helping cable win this competition (Chao, 1997).

This study provides an in-depth analysis of the work behavior of Taiwanese television journalists. This behavior will influence future development of democratic media reform in Taiwan and, possibly, the future development of democratic media reform in other countries. This project began as an exploration of strategies in media management and contingency theories as they relate to television organizations in Taiwan. While this study cannot be dependably generalized to journalists in other

countries, the findings nevertheless could justify pilot tests of similar studies in other countries in transition towards more freedom in broadcasting.

This study's sample included only Taiwanese journalists working in Taiwan's television industry. Future studies should include Taiwanese journalists in other communications media, such as newspaper publishing and radio broadcasting, as well as journalists in the television industries of other countries. This study did not provide an investigation of cultural differences as they relate to journalists work behavior and perceptions or television media management. However, future efforts should be given to cross-cultural comparisons of the work behavior and perceptions of journalists working in the television industries of different countries as they relate to media management.

APPENDIX A
QUESTIONNAIRE (ENGLISH VERSION)

TV Reporter Work Behavior Research Survey

This survey is designed by a Cornell Ph.D. candidate in order to try to gain an understanding about your work as a reporter and how you view your work, occupation, and profession. The information derived from this study will help in generating a better sense of media workers' on-the-job behavior and perceptions, and will provide information for future models of the work environment.

Only a small number of individuals have been selected for this study. Therefore, your response is extremely important. It is crucial to answer all the questions in each part of the questionnaire. Please be assured that your responses will be kept strictly confidential and anonymous. It should take no more than 10 minutes to answer all the questions.

Please try to answer all of the questions and return the questionnaire using the attached self-addressed stamped envelope today. You may also fax the questionnaire back to the researcher's home at 02-22365203 upon your convenience. All of the surveys will be destroyed immediately after computer data entry. If you have questions about this survey, please don't hesitate to call Justin Chou at 02-22366700.

The number at the top of this questionnaire has been placed there for follow-up and record keeping purposes only. As questionnaires are returned, these numbers will be checked off the mailing list. Results of this survey will be published in statistical form and no one will be able to identify your answers.

Thank you for your time and contribution to this research.

Best Wishes,

Justin Chou
Ph.D. Candidate
Cornell University

Part I. About Being a Reporter

The following are statements describing how you feel about your current job as a reporter in your company. Please indicate the extent of your agreement with each statement.

1= Strongly Disagree 2= Disagree 3= Mildly Disagree
4= Ambivalent 5= Mildly Agree 6= Agree 7= Strongly Agree

Amount of Agreement
(CIRCLE one number only)

- 101. I have a positive passion for my job.....1 2 3 4 5 6 7
- 102. My job as a reporter has allowed me to think more highly of myself.1 2 3 4 5 6 7
- 103. My creativity has been fully utilized because of my job as a reporter1 2 3 4 5 6 7
- 104. My company has high expectations of me.....1 2 3 4 5 6 7
- 105. My performance on the news has increased the company's ratings1 2 3 4 5 6 7
- 106. Being a reporter is the kind of job in which all hard work will pay off.1 2 3 4 5 6 7
- 107. My job can make this society better1 2 3 4 5 6 7
- 108. I am willing to sacrifice my personal time for the news1 2 3 4 5 6 7
- 109. I am willing to risk my life to cover great news stories..... 1 2 3 4 5 6 7
- 110. Reporters should use the news as a medium to express dissatisfaction with their
government1 2 3 4 5 6 7
- 111. I will stoop to any means to obtain quality news1 2 3 4 5 6 7
- 112. The truth behind the news should be exposed under any
circumstances.....1 2 3 4 5 6 7
- 113. Pressure from the work influences my news performance1 2 3 4 5 6 7
- 114. Reporters should use the news as a medium to express personal opinions and views
.....1 2 3 4 5 6 7
- 115. I am willing to devote a lifetime to my job as a television reporter...1 2 3 4 5 6 7

116. In your opinion, what are the characteristics or qualifications of a good television reporter?

Part II. About Working Under Your Manager

The following are statements describing how you feel about your working environment and your company's management system. Please indicate the extent of your agreement with each statement.

1= Strongly Disagree 2= Disagree 3= Mildly Disagree
 4= Ambivalent 5= Mildly Agree 6= Agree 7= Strongly Agree

Amount of Agreement
 (CIRCLE one number only)

- 201. My manager treats me as a friend, and not a subordinate..... 1 2 3 4 5 6 7
- 202. My manager encourages and provides help on the increase of my growth..... 1 2 3 4 5 6 7
- 203. My manager understands and knows how to utilize my strengths ... 1 2 3 4 5 6 7
- 204. My manager's leadership skills help me to reach my working goals... 1 2 3 4 5 6 7
- 205. I am fully empowered to handle the news 1 2 3 4 5 6 7
- 206. My manager informs me clearly of what he or she wants 1 2 3 4 5 6 7
- 207. My manager has more expertise than I do..... 1 2 3 4 5 6 7
- 208. My company's reporters are willing and happy to cooperate with their manager... .. 1 2 3 4 5 6 7
- 209. Obeying my manager is very important 1 2 3 4 5 6 7
- 210. My manager always denies my opinions..... 1 2 3 4 5 6 7
- 211. My manager pays too much attention to small/unimportant things.. 1 2 3 4 5 6 7
- 212. My manager is very strict about my performance 1 2 3 4 5 6 7
- 213. I often have different views from my manager on the content and restrictions placed on the news.... 1 2 3 4 5 6 7

214. It is not important whether I have a manager or not 1 2 3 4 5 6 7
215. I am afraid of my manager..... 1 2 3 4 5 6 7
216. In your opinion, what role(s) do you think a good leader should play in a news reporter's career?
-

Part III. About Working in Your Company

The following are statements which describe how you feel about your company. Please indicate the extent of your agreement with each statement.

1= Strongly Disagree 2= Disagree 3= Mildly Disagree
4= Ambivalent 5= Mildly Agree 6= Agree 7= Strongly Agree

Amount of Agreement
(CIRCLE one number only)

301. I am proud of my company 1 2 3 4 5 6 7
302. My company encourages its reporters to learn from their mistakes .. 1 2 3 4 5 6 7
303. My company encourages creativity on the news 1 2 3 4 5 6 7
304. My company respects professionalism practiced by its
reporters..... 1 2 3 4 5 6 7
305. The interviewees accept my interview because of my company's
reputation.... 1 2 3 4 5 6 7
306. My company encourages its employees to propose suggestions in order to enhance
the company's growth..... 1 2 3 4 5 6 7
307. My company has many demands of its reporters..... 1 2 3 4 5 6 7
308. My company sets restrictions on the content of its news 1 2 3 4 5 6 7
309. There is a high turnover rate of reporters in my company 1 2 3 4 5 6 7
310. My colleagues complain about company's working environment ... 1 2 3 4 5 6 7

311. Communication problems exist between the executives and the employees in the company..... 1 2 3 4 5 6 7
312. My company interferes with the reporters' writing direction and emphasis of news.. 1 2 3 4 5 6 7
313. My company's political position has imperceptibly influenced the reporters' news content.. 1 2 3 4 5 6 7
314. The owner of the company influences the content of the news behind the scenes 1 2 3 4 5 6 7
315. I have to obey all the requirements of the company or I would have to go through an uneasy time at the office..... 1 2 3 4 5 6 7
316. In your opinion, what are the conditions of a good working environment for the news reporters?
-

Part IV. About Your Work Satisfaction

The following are statements that describe your satisfaction with your current job as a reporter. Please indicate the extent of your agreement with each statement.

1= Strongly Disagree 2= Disagree 3= Mildly Disagree
4= Ambivalent 5= Mildly Agree 6= Agree 7= Strongly Agree

Amount of Agreement
(CIRCLE one number only)

401. My job has made continual personal growth possible ... 1 2 3 4 5 6 7
402. My company provides its reporters excellent bonus/profits 1 2 3 4 5 6 7
403. My company provides its reporters excellent pay 1 2 3 4 5 6 7
404. The special skills of the reporters are fully utilized in my company .. 1 2 3 4 5 6 7
405. The executives in my company are of a uniform quality 1 2 3 4 5 6 7

- 406. My company provides ample promotional opportunities.....1 2 3 4 5 6 7
- 407. My company provides its reporters a good environment for education and training
.....1 2 3 4 5 6 7
- 408. My company provides its reporters ample hardware facilities/equipment
.....1 2 3 4 5 6 7
- 409. My company provides its reporters a reasonable vacation time... 1 2 3 4 5 6 7
- 410. My expectations for the job as a reporter have been met 1 2 3 4 5 6 7
- 411. I have enjoyed a higher status and have become more well-known in the society
because of my job as a reporter..... 1 2 3 4 5 6 7
- 412. My living quality has been improved because of my job as a reporter .1 2 3 4 5 6 7
- 413. My spare time has increased since I started working as a reporter ... 1 2 3 4 5 6 7
- 414. My company encourages and provides its reporters study opportunities to
strengthen expertise in the field..... 1 2 3 4 5 6 7
- 415. I would recommend to my best friend to become a reporter in my company
..... 1 2 3 4 5 6 7
- 416. In your opinion, which part of the company do you think needs the most
improvement right now?

Part V. Personal Information

Finally, we need to know a little about you. Please circle the selection that best represents you. Please circle ONE number only.

501. Are you a 1) News Journalist 2) Photographic Reporter

502. Sex:
 1)Male
 2)Female

503. The category of news for which you are responsible:

- 1)Political news
- 2)Societal news
- 3)Consumers news
- 4)Financial news
- 5)Others _____

504. Average working time per day:

- 1)Less than 8 hours
- 2)8 to 9 hours
- 3)10 to 11 hours
- 4)12 to 13 hours
- 5)More than 13 hours

505. Average sleeping time per day:

- 1)More than 8 hours
- 2)8 hours
- 3)7 hours
- 4)6 hours
- 5)less than 6 hours

506. Marriage status

- 1)Married
- 2)Single
- 3)Others _____

507. Age: _____

508. Your political position:

- 1)The Kuomintang (KMT)
- 2)The Democratic Progressive Party (DPP)
- 3)The New Party
- 4)Independent
- 5)Decline to answer

509. Your education level:

- 1)High school degree or below
- 2)Junior college degree
- 3)Bachelor's degree
- 4)Master's degree or above

510. If you have an education background from a college or university, what was your major?

- 1)Journalism/Communication or related majors
- 2)Others _____

511. Your yearly salary at the company this past year was:

- 1)Below NT\$300,000
- 2)NT\$300,000 to NT\$499,999
- 3)NT\$500,000 to NT\$699,999
- 4)NT\$700,000 to NT\$899,999
- 5)Above NT\$900,000

512. A. How long have you been a reporter?

- 1)Less than 2 years
- 2)2 to 3 years
- 3)4 to 5 years
- 4)6 to 7 years
- 5)8 to 9 years
- 6)10 years or more

B. How long have you been a reporter at your current company?

- 1)Less than 2 years
- 2)2 to 3 years
- 3)4 to 5 years
- 4)6 to 7 years
- 5)8 to 9 years
- 6)10 years or more

513. Where would you prefer working?

- 1)A cable television station
- 2)A network broadcasting television station
- 3)Both
- 4)Neither

514. Have you ever changed your working environment from a network television to a cable television or vice versa? Please tell us your reasons.

- 1)No.
 - 2)Yes. Why?
-

515. If there is an opportunity for you to start a new job in a cable (or network) television station, would you do so? Please tell us your reasons.

- 1)Yes. Why?
 - 2)No. Why?
-
-

516. What do you think is the biggest difference between a cable television station and a network television station?

Please use the self-addressed stamped envelope to mail or fax the survey back to the researcher today

THANK YOU FOR YOUR COOPERATION

APPENDIX B
QUESTIONNAIRE (CHINESE VERSION)

【台灣地區有線/無線電視記者工作行為及滿意度問卷研究】

親愛的記者朋友們您好：

這是一份為深入瞭解電視記者工作行為所設計的學術研究問卷。本研究的結果，將有助於研究者更加瞭解媒體組織行為，並為往後媒體記者之工作模式研究提供訊息。本研究分析結果將會公佈在本中心，歡迎您屆時來電或來函索取。由於本研究是隨機抽樣，只有少數電子媒體記者得以參與這項研究，因此您的意見對我們是非常寶貴的！

這份問卷是採不記名方式填寫，且所有個人資料都是保密的，因此請您放心的回答本問卷。您的回答對本研究是非常重要的，所以請您儘可能回答每一項問題，同時請確定您是在不為人影響的狀況下完成這份問卷。

在您協助我們填寫本問卷時，若有任何問題請與本中心聯繫，本中心電話 02-22366700。填寫本問卷大概需時 10-15 分鐘，完成後請將本問卷交給您的同事許麗瓊小姐，或請工讀生幫忙傳真或郵寄回本中心，本中心的傳真號碼是 02-2236-5203，地址為木柵路一段 17 巷 1 號。

最後，再次謝謝您撥冗完成這項研究問卷，並祝您事業順心、萬事如意！

康乃爾大學博士候選人
周守訓 敬上

請針對下列描述，表示您的意見。請從一分到七分，越多分表示您越同意這個敘述，一分表示非常不同意，七分表示非常同意，請圈選出您同意的程度。

〈第一部份〉請您就您的身份來談談對電視記者這份工作的看法。

	非 常 不 同 意	1	2	3	4	5	6	7	非 常 同 意
1. 我熱愛我的工作。	1	2	3	4	5	6	7		
2. 記者工作，幫助我更加肯定自我。	1	2	3	4	5	6	7		
3. 我的創意因記者工作，而得以充分發揮。	1	2	3	4	5	6	7		
4. 公司對我的期望很高。	1	2	3	4	5	6	7		
5. 我在新聞上的表現提昇了公司的收視率。	1	2	3	4	5	6	7		
6. 記者是一份只要努力就會有收穫的工作。	1	2	3	4	5	6	7		
7. 我的工作使這個社會更美好。	1	2	3	4	5	6	7		
8. 爲了新聞，犧牲私人時間在所不惜。	1	2	3	4	5	6	7		
9. 我願冒生命危險採訪新聞。	1	2	3	4	5	6	7		
10. 記者應藉新聞表達對政府施政的不滿。	1	2	3	4	5	6	7		
11. 爲了一則好新聞，我可以不擇手段。	1	2	3	4	5	6	7		
12. 新聞背後真相應全部揭發，不該視情況而有所保留。	1	2	3	4	5	6	7		
13. 工作壓力會影響我的新聞表現。	1	2	3	4	5	6	7		
14. 記者可藉新聞處理表達個人的觀點及看法。	1	2	3	4	5	6	7		
15. 我這輩子都願意從事電視新聞記者的工作。	1	2	3	4	5	6	7		
16. 可否請您談談：「一個好的電視新聞記者應至少具有什麼樣的特質或條件？」									

〈第二部份〉請您談談您對公司的管理階層，尤其是在新聞處理上直屬長官的看法。

	非 常 不 同 意	1	2	3	4	5	6	7	非 常 同 意
1. 我的主管待我就像朋友一樣。	1	2	3	4	5	6	7		
2. 主管鼓勵並幫助我成長。	1	2	3	4	5	6	7		
3. 我的主管了解並懂得利用我的長處。	1	2	3	4	5	6	7		
4. 主管的行政能力及領導技巧幫助我達成工作目標。	1	2	3	4	5	6	7		
5. 在新聞工作上，我感到充份地被授權。	1	2	3	4	5	6	7		
6. 我主管清楚的告訴我他要什麼。	1	2	3	4	5	6	7		
7. 我主管的新聞專業能力高於我。	1	2	3	4	5	6	7		
8. 公司記者樂於和主管作配合。	1	2	3	4	5	6	7		
9. 服從我的主管非常重要。	1	2	3	4	5	6	7		
10. 主管總是否定我的意見，加深我的挫折感。	1	2	3	4	5	6	7		
11. 我的主管太計較小事或不重要的事情。	1	2	3	4	5	6	7		
12. 主管每天盯我盯的很緊。	1	2	3	4	5	6	7		
13. 我和我的主管經常對新聞內容及尺度有不一樣的看法。	1	2	3	4	5	6	7		
14. 主管對我來說，有或沒有都一樣。	1	2	3	4	5	6	7		
15. 我害怕我的主管。	1	2	3	4	5	6	7		
16. 能否請您談談：「一個好的主管應該在記者的新聞事業上扮演什麼樣的角色？」									

〈第三部份〉請您談談您目前工作的公司及整體的工作環境。

	非 常 不 同 意						非 常 同 意
1. 我以公司為榮。	1	2	3	4	5	6	7
2. 公司鼓勵記者勇於突破，並從錯誤中學習成長。	1	2	3	4	5	6	7
3. 公司鼓勵新聞創意。	1	2	3	4	5	6	7
4. 公司尊重新聞專業。	1	2	3	4	5	6	7
5. 受訪者會因為公司的名聲而接受我的訪問。	1	2	3	4	5	6	7
6. 公司鼓勵員工多提建議以利成長。	1	2	3	4	5	6	7
7. 公司對記者的要求很多。	1	2	3	4	5	6	7
8. 公司會限制記者的採訪內容。	1	2	3	4	5	6	7
9. 公司內記者的流動率很高。	1	2	3	4	5	6	7
10. 同事們常抱怨公司的工作環境。	1	2	3	4	5	6	7
11. 公司內部的上下溝通有問題。	1	2	3	4	5	6	7
12. 公司干涉記者的新聞寫作方向及重點。	1	2	3	4	5	6	7
13. 公司的政治立場，無形中影響了記者的新聞內容。	1	2	3	4	5	6	7
14. 公司的老闆在幕後影響新聞的內容。	1	2	3	4	5	6	7
15. 公司的一切要求我必須照辦，否則日子難過。	1	2	3	4	5	6	7
16. 請問您覺得一個良好的新聞工作環境應該具有怎樣的必要條件？							

〈第四部份〉請您談一談您對目前這份工作的滿意程度。

	非 常 不 同 意						非 常 同 意
1. 這份工作幫助我不斷成長。	1	2	3	4	5	6	7
2. 公司提供記者很好的紅利(如年終獎金、績效獎金)。	1	2	3	4	5	6	7
3. 公司提供記者很好的薪資待遇。	1	2	3	4	5	6	7
4. 在公司內，記者的專長得以適度發揮。	1	2	3	4	5	6	7
5. 公司領導階層素質整齊。	1	2	3	4	5	6	7
6. 公司內記者升遷機會多。	1	2	3	4	5	6	7
7. 公司提供記者良好的教育訓練環境。	1	2	3	4	5	6	7
8. 公司提供記者良好的硬體設備(如網路、電腦資料庫等)。	1	2	3	4	5	6	7
9. 公司提供良好的休假制度及假期長度。	1	2	3	4	5	6	7
10. 這份工作滿足了我對記者工作的期望。	1	2	3	4	5	6	7
11. 記者工作讓我享有較高的社會地位及知名度。	1	2	3	4	5	6	7
12. 記者工作提升了我的生活品質。	1	2	3	4	5	6	7
13. 我因記者工作而增加了更多的個人時間。	1	2	3	4	5	6	7
14. 公司鼓勵並提供記者再進修機會，以充實專業素養。	1	2	3	4	5	6	7
15. 我會希望並推薦我最好的朋友來公司當記者。	1	2	3	4	5	6	7
16. 整體而言，您覺得目前公司內最需要改進的地方是什麼？							

〈第五部份〉最後請您談一談您自己。

- 一、請問您是： (1)文字記者 (2)攝影記者 (3)其他_____
- 二、您的性別： (1)男 (2)女
- 三、您目前所跑的新聞組別： (1)黨政 (2)社會 (3)民生 (4)財經 (5)其他_____
- 四、您每天平均的工作時間：
 (1)低於8小時 (2)8-9小時 (3)10-11小時 (4)12-13小時 (5)高於13小時
- 五、您每天平均的睡眠時間：
 (1)8小時以上 (2)8小時 (3)7小時 (4)6小時 (5)低於6小時
- 六、您目前的婚姻狀況： (1)已婚 (2)單身
- 七、您目前的年齡：_____歲
- 八、請問您的政黨屬性是： (1)國民黨 (2)民進黨 (3)新黨 (4)其他_____ (5)拒答
- 九、您的教育程度： (1)高中或以下 (2)專科 (3)大學 (4)研究所以上
- 十、您若有大專或以上學歷，請問您主修為： (1)新聞及相關傳播科系 (2)其他_____
- 十一、您去年在公司的年收入約為：
 (1)NT\$300,000以下 (2)NT\$300,000~499,999元 (3)NT\$500,000~699,999
 (4)NT\$700,000~899,999 (5)NT\$900,000以上
- 十二A、請問您擔任記者工作有多久的時間：
 (1)少於2年 (2)2~3年 (3)4~5年 (4)6~7年 (5)8~9年 (6)10年或以上
- 十二B、請問您在現任的公司，擔任記者工作有多久的時間：
 (1)少於2年 (2)2~3年 (3)4~5年 (4)6~7年 (5)8~9年 (6)10年或以上
- 十三、請問您比較喜歡在那裡工作：
 (1)有線媒體 (2)無線媒體 (3)兩者都喜歡 (4)兩者都不喜歡
- 十四、請問您是否曾經從無線轉有線媒體，或從有線轉無線？ (1)沒有 (2)有，為什麼
-
- 十五、如果有機會，您是否願意跳槽到有(無)線電視台？ (1)願意 (2)不願意
 為什麼_____
-
- 十六、最後，請您談談您覺得有線媒體與無線媒體最大的差異是什麼？
-

非常謝謝您的協助與合作！

敬請將完成的問卷傳真回世新民調中心，號碼為 02-2236-5203。

APPENDIX C
MONTHLY AVERAGE OVERALL RATINGS CHART
FOR ALL TAIWANESE TV NEWS STATIONS
FROM NOVEMBER 1 TO NOVEMBER 30, 1998

**MONTHLY AVERAGE OVERALL RATINGS CHART
FOR ALL TAIWANESE TV NEWS STATIONS
FROM NOVEMBER 1 TO NOVEMBER 30, 1998**

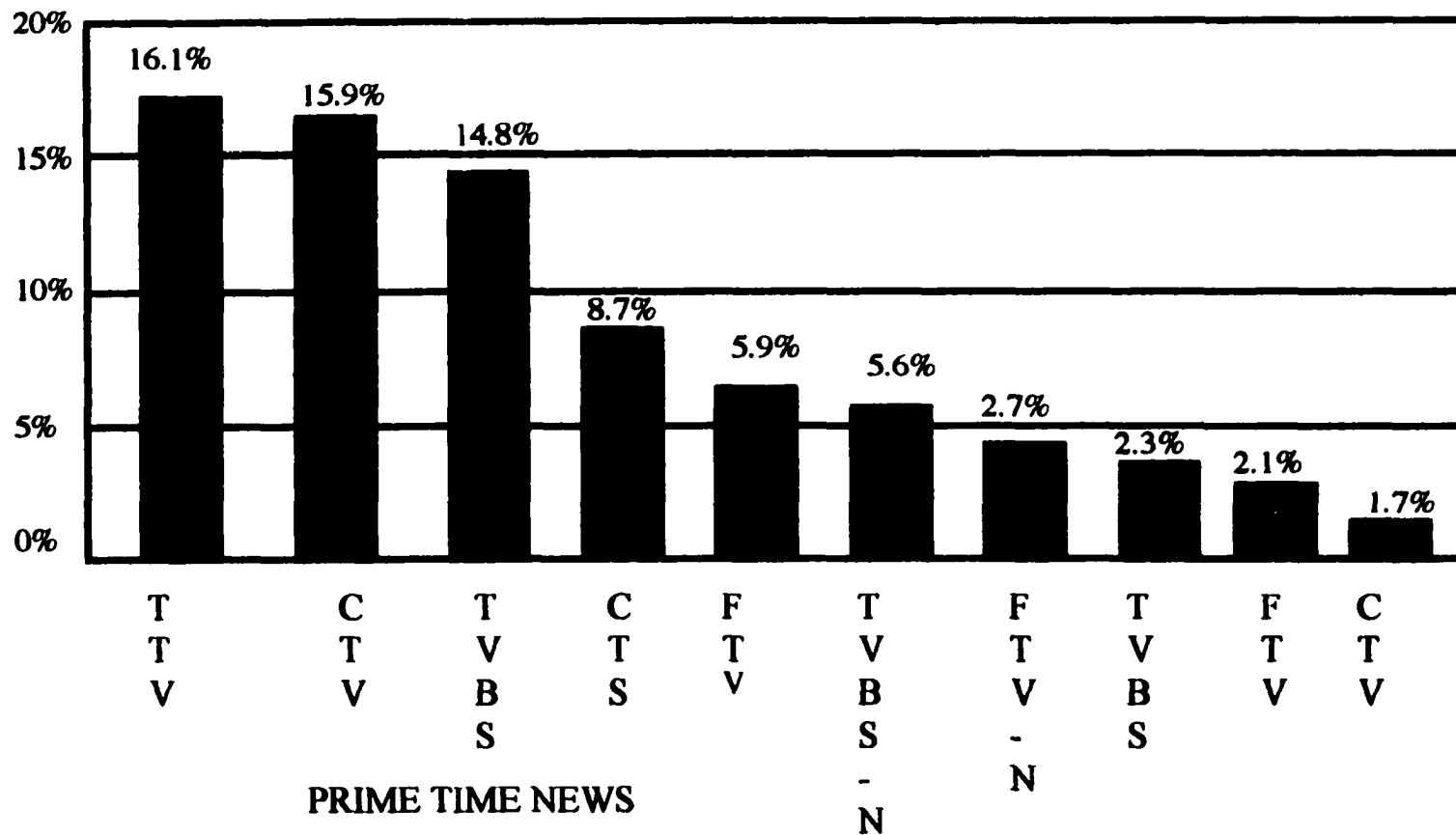
Rank	Channel*	Average Ratings**
1	CTV	6.88
2	TTV	6.26
3	CTS	5.33
4	TVBS	4.71
5	FTV	3.34
6	SUPER TV	0.88
7	SET TV	0.51
8	FTTV	0.27
9	CTN	0.24
10	GLOBAL TV	0.17
11	Tzu-Chi TV	0.03

****Average ratings refers to the daily number of audience as a percentage of Taiwanese population for each TV station.**

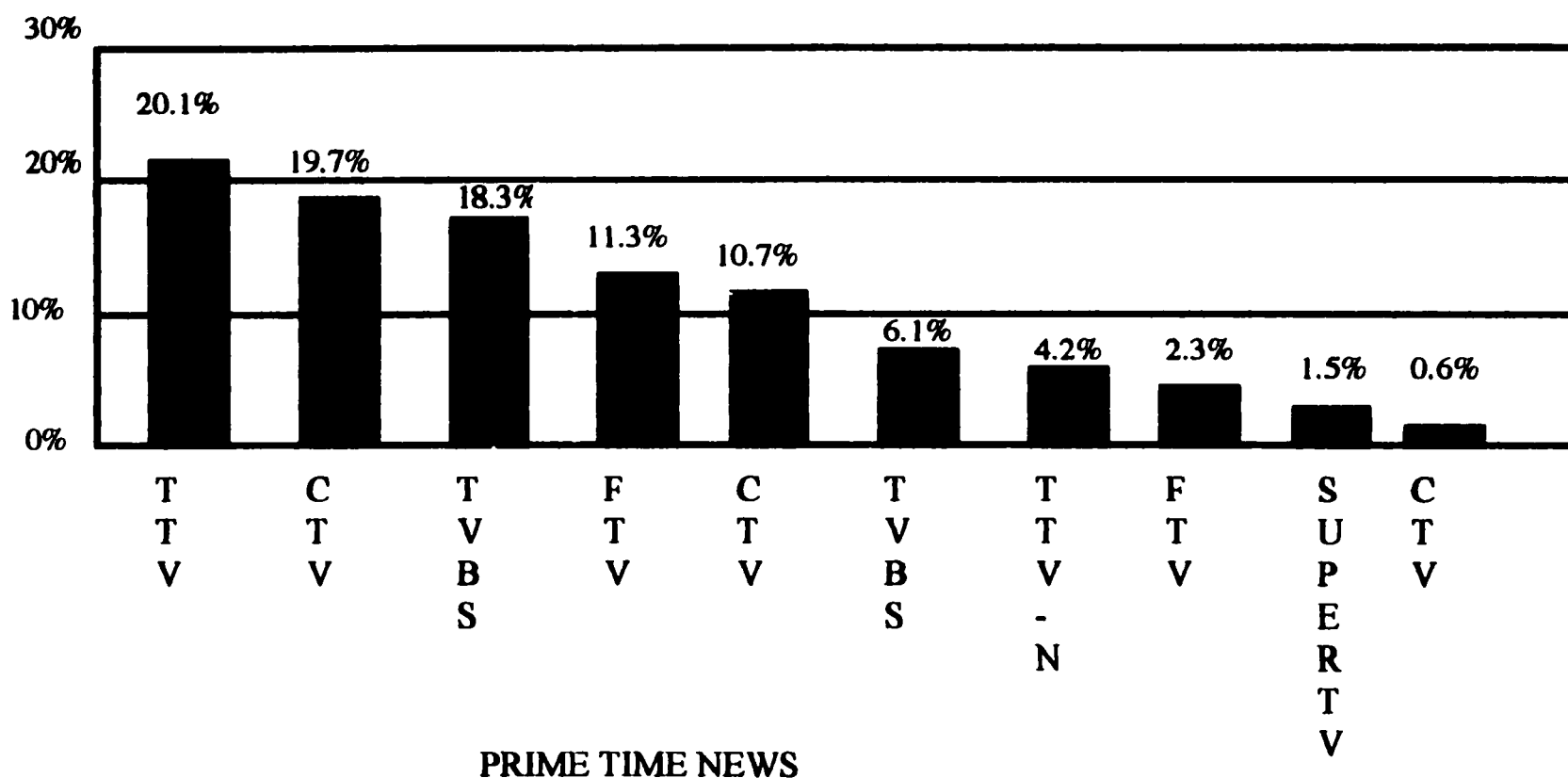
***Only TV stations that broadcast news are included in the chart.**

Resource: Advertising and Marketing Monthly (Taiwan), December 1998.

APPENDIX D
ANNUAL TAIWAN TV NEWS RATINGS
PERFORMANCE CHARTS



ANNUAL TAIWAN TV NEWS RATINGS PERFORMANCE (JANUARY 1998-DECEMBER 1998)



Resources from Advertising & Marketing Monthly, 17 December 1998. Taiwan

TAIWAN TV NEWS OVERALL RATINGS (1996-1998)

BIBLIOGRAPHY

- Adams, R. C. and Fish, M. J. (1987). "TV News Directors' Perception of Station Management Style" Journalism Quarterly, 64:154-163, 276.
- An, Louise (1999). "Breaking the News" Advertising Monthly (Taiwan), 1: 25-38.
- An, Louise (1998). "Rainmaker Report" Advertising Monthly (Taiwan), 12: 64-68.
- Argyris, C. (1957). Personality and Organization. New York: McGraw-Hill.
- Barnard, C. I. (1968). The Executive Functions. Cambridge, MA: Harvard University Press.
- Baron, R. (1984). "Conflict: Its Nature, Causes, and Management." Behavior in Organization: Group Processes. Boston, MA: Allyn and Bacon.
- Bateman, T. S., and Organ, D. W. (1983). "Job satisfaction and the good soldier: The relationship between affect and employee 'citizenship'." Academy of Management Journal, 24(4): 587-595.
- Bateman, T., and Zeithaml, C. (1990). Management: Function and Strategy. Homewood, IL: Irwin.
- Bedeian, A. (1989). Management. 2nd Edition. Chicago, IL: The Dryden Press.
- Bendix, R. (1956). Work and Authority in Industry. New York, NY: John Wiley.
- Bennis, W., and Nanus, B. (1985). Leaders. New York, NY: Harper and Row.
- Berkowitz, D. (1993). "Work Rules and News Selection in Local TV: Examining the Business-Journalism Dialectic" Journalism Quarterly, 37: 67-81.
- Berman, D. (1995). Words Like Colored Glass--The Role of the Media in Taiwan's Democratization Process. Taiwan: China Times Publishing Company.
- Blonston, G. (1991). "The White Collar Blues" Boulder Daily Camera. 81.
- Breed, W. (1955). "Social Control in the News Room: A Functional Analysis" Social Forces, 33: 326-355.

- Buchanan, D. A. (1985). Organizational Behavior: An Introductory Text. Englewood Cliffs, N J: Prentice-Hall.
- Chang, Shiu-Hwa. (1996). Analyzing the Taiwanese Media: Approaching the Twenty First Century. Taiwan: Youth Lion Cultural Foundation.
- Chao, Sain-Yi. (1997). "How Broadcasting Networks Face the New Challenge of the Cable Television" Paper Presented at the Meeting of Television Management Strategy Conference. Taiwan. May 17.
- Chen, In-Tze. (1998). "Media and Responsibility" United Daily News. June 12. A4.
- Conrad, C. (1990). Strategic Organizational Communication: An Integrated Perspective. Fort Worth, TX: Holt, Rinehart and Winston.
- CTN Poll Center (1998). TV News Program Survey Report--April 1998. Taiwan: Chinese Television Network.
- Davis, R. (1957). The Fundamentals of Top Management. New York, NY: Harper and Row.
- DeBono, E. (1972). Serious Creativity. New York, NY: Harper Collins Publishing.
- Dracos, T. (1989). "News Director are Lousy Managers" Washington Journalism Review, 9: 39-41.
- Fiedler, F. (1974). Leadership and Effective Management. Glenview, IL: Scott, Foresman.
- Fleishman, E., and Harris, E. (1962). "Patterns of Leadership Behavior Related to Employee Grievances and Turnover," Personnel Psychology, 15: 43-56.
- Formosa Television Company (1996), Formosa Quarterly--September 1996. Taiwan: Ed. Formosa Television Company.
- Fowler, F. J. Jr. (1993). Survey Research Methods. 2nd Edition. Newbury Park, NJ: Sage Publications.
- Gieber, W. (1960). "Two Communicators of the News: A Study of the Roles of Sources and Reporters" Social Forces, 39: 76-83.
- Ginsberg, B., Lowi, T., and Weir, M. (1996). We the People. New York, NY: W. W. Norton and Company.

- Gitlow, H. S., and Gitlow, S. J. (1987). The Deming Guide to Quality and Competitive Position. Englewood Cliffs, NJ: Prentice-Hall.
- Goldhaber, G. M. (1990). Organizational Communication. Fifth Edition. Dubuque, IA: Wm. C. Brown Publishers.
- Gordon, J. R. (1991). A Diagnostic Approach Organizational Behavior. Third Edition, Boston, MA: Allyn and Bacon.
- Hasenfeld, Y. (1983). Human Service Organization. Englewood Cliff, NJ: Prentice-Hall.
- Hersey, P., Blanchard, K., and Johnson, D. (1996). Management of Organizational Behavior: Utilizing Human Resources, Seventh Edition. Upper Saddle River, NJ: Prentice-Hall.
- Ho, Chi-Sheng. (1994). The Analysis of Cable Television Law. Taiwan: ROC Government Information Office.
- House, R. J., and Dessler, G. (1974). "The Path-Goal Theory of Leadership" Contingency Approaches to Leadership, 60-75. Carbondale, IL: Southern Illinois University.
- Howard, H. H. (1973). Multiple Ownership in Television Broadcasting: Historical Development and Selected Case Studies. Columbus, OH: Ohio University.
- Huang, J. (1996). "Cable Cat's Cradle." Free China Review, 46: 4. Taiwan: ROC Government Information Office.
- Johnstone, J. W. C. (1976). "Organizational Constraints on Newswork." Journalism Quarterly, 53: 5-13.
- Katz, D., and Kahn, R. L. (1978). The Social Psychology of Organizations. New York, NY: John Wiley and Sons.
- Kwang, Shan-Jen. (1997). "The Strategy Union of the Broadcasting Network." Television Management Strategy, 201-221. Taiwan: Ed. Television-Culture Research Committee.
- Lacy, S., Sohn, A., and Wicks, J. (1993). Media Management: A Casebook Approach. Hillsdale, N. J.: Lawrence Erlbaum Associates.
- Lewin, K., Lippitt, R., and White, R. K. (1939). "Patterns of Aggressive Behavior in Experimentally Created Social Climates." Journal of Social Psychology, 10: 271-301.

Lien Guang Advertising/Marketing Research Center (1998). TV News Quality Report of 1998. December. Taiwan: Lien Guang Company.

Likert, R. (1961). New Patterns of Management. New York, NY: McGraw-Hill.

Luthans, F., and Stewart, T. (1977). "A General Contingency Theory of Management." Academy of Management Review, 81-95.

Mayo, E. (1933). The Human Problems of Industrial Civilization. New York, NY: McMillan.

Mayo, E. (1945). The Social Problems of an Industrial Civilization. Cambridge, MA: Harvard University Press.

McCullom, M. (1990). Group Formation: Boundaries, Leadership, and Culture. New York, NY: Addison-Wesley Publishing.

McGregor, D. (1960). The Human Side of Enterprises. New York, NY: McGraw Hill.

Miller, K. (1998). Communication in Media Organization. Taiwan: Wu-Nan Publishing.

Organ, D.W. (1988). Organizational Citizenship Behaviors: The Good Soldier Syndrome, Lexington, MA: Lexington Books.

Organ, D.W., and Ryan, K. (1995). "A Meta-Analytic Review of Attitudinal and Disposition Predictors of Organizational Citizenship Behavior" Personal Psychology, 48: 775-802.

Ouchi, W. (1981). Theory Z. New York, NY: Avon Books.

Peters, T., and Waterman, R. (1993). In Search of Excellence. New York, NY: Harper and Row.

Phillips, D. (1976). A Systematic Study of the Leadership Process at the Corporate Level of Two Television Group Owners. Columbus, OH: Ohio University.

Polansky, S. H., and Hughes, D. W. (1986). "Managerial Innovation in Newspaper Organizations" Newspaper Research Journal, 8: 1-12.

Powers, A., and Lacy, S. (1992). "A Model of Job Satisfaction in Local Television News" In S. Lacy, A. Sohn and R. Giles (Eds.), Readings in Media Management (5-20). Columbia, SC: Association for Education in Journalism and Mass Communication.

- Ray, R. (1988). The Use of Culture Analysis to Examine the Management Philosophies and Leadership Styles of Radio Station General Managers. Paper presented at the meeting of the Broadcast Education Association, Las Vegas, NV.
- Redwood Marketing Research Co.(1997). Redwood Monthly. March. Taiwan.
- Roberts, K. H. Jr., and Hunt, D. M. (1991). Organizational Behavior. Boston, MA: PWS-KENT.
- Rosener, J. (1990). "Ways Women Lead" Harvard Business Review, 68: 119-125.
- Ryan, K., and Oestreich. D. (1991). Driving Fear Out of the Workplace. San Francisco, CA: Jossey-Bass Publishing.
- Salant, P., and Dillman, D. (1994). How to Conduct Your Own Survey. New York, NY: Wiley.
- Salzman, J. (1998). Making the News: A Guide for Nonprofit and Activists. Boulder, CO: Westview Press.
- Soloski, J. (1989). "News Reporting and Professionalism: Some Constraints on the Reporting of the News" Media Culture and Society, 11: 207-228.
- Tannenbaum, R., and Schmidt, W. H. (1973). "How to Choose a Leadership Pattern" Harvard Business Review, 162-180. May/June.
- Taylor, F. (1947). Scientific Management. New York, NY: Harper.
- Tsai Wen-Ting, (1998). "Taking Action Against Sex and Violence in the Media," survey conducted by Taipei City Councilor Chen, Sinorama Magazine, 23: 60-61. Taiwan.
- Tu, Jing-Chung. (1997). "The External Influence on the National Networks TV Production." Television Management Strategy, 296-310. Taiwan: Ed. Television-Culture Research Committee.
- TV Yearbook Compilation Committee (1998). Television Yearbook of the Republic of China. Taiwan: ROC Television Academy of Arts and Sciences.
- TV Yearbook Compilation Committee (1998). 1997 Taiwan Network and Cable TV Reporter Directory. Taiwan: ROC Television Academy of Arts and Sciences.
- Tzu-Chi Television (1998). Tzu-Chi Communication--July, 1998. Taiwan: Ed. Tzu-Chi Television.

Wang, Chi-Long. (1998). "Monthly Average Ratings Chart for All TV Stations in November 1998." Rainmaker Report. Ed. Advertising and Marketing Magazine (Taiwan).

Wang, Tzeng-Ya. (1997). "The Analysis of Human Resource Management of Cable and Network TV Media in Taiwan." Television Management Strategy, 169-183. Taiwan: Ed. Television-Culture Research Committee.

White, R., Hodgson, P., and Crainer, S. (1996). Future of Leadership: Riding the Corporate Rapids into the 21st Century. Berkhamsted, Hertfordshire: Ashridge: London: Pitman publishing.

Weber, M. (1947). The Theory of Economic and Social Organization. (A. M. Henderson and T. Parsons, Trans.). New York, NY: Free Press. (Original work published 1921.)

Zeltner, H. (1995). ANA Guide to Media Management. New York, NY: Association of National Advertisers.