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The American University in Cairo

School of Global Affairs and Public Policy

Egypt's State-Owned Television: A Call for Reform

A Thesis Submitted to the

Public Policy and Administration Department

**In Partial Fulfillment of the Requirements for the Degree of
Master of Public Administration**

By

Nourhan Diaa Ismail

Under the Supervision of Dr. Khaled Abdelhalim

Spring 2017

Acknowledgment

“ In the Name of God the Most Gracious, the Most Merciful”

“My Lord, increase me in knowledge” (Qura’n, 20:114).

It has been a fruitful experience; I’ve completed my master’s degree.

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List of Acronyms

ACRLI: The Arab Center for the Development of the Rule of Law and Integrity

CAPMAS: Central Agency for Public Mobilization and Statistics

ERTU: Egyptian Radio and TV Union

GOA: United States Government Accountability Office

HPT: Human Performance Technology

ISPI: International Society for Performance Improvement

NCMF: National Coalition for Media Freedom

WB: World Bank

Abstract

Public organizations have to go through some reforms to satisfy the social demands and meet challenges required for increasing productivity and accountability. Public organizations have the strong tie between government and society; thus, they should work on their employee's satisfaction, besides satisfying social needs and demands for citizens.

This study will focus on performance of Egypt's state-owned TV, which affects outputs reflected in the quality of TV programs. It would represent a schema of the current performance of Egyptian Radio and TV Union's outcome of Egyptian TV programs Performance includes activities and measurable outputs. There are persistent challenges and obstacles at the ERTU; such as decline in viewership rates, failure of making use of television resources and cadres, and red tape that causes the disruption of the workflow within the union, which may deactivate the production wheel. This study looked into the successful reform of Egypt Telecom using HRM approach. It concludes by proposing ERTU reform, either through driving in the privatization route, or through applying Human Performance Technology (HPT) model, which is considered an advancement of HRM. HPT promotes "invitation" to re-visit, re-think, and re-imagine how ERTU can claim back its popularity through creativity, innovation and the use of modern technology.

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Chapter One: Introduction

Background of Egyptian Radio and TV Union (ERTU): Egypt's Public Broadcaster

Local public channels, somewhat known as terrestrial or regional channels belong to Egyptian Radio and TV Union (ERTU), located at Maspeero building. ERTU is owned and heavily controlled by government authority. Nowadays, there is an absence of the Ministry of Information. It used to strictly regulate not only public channels but also, to some extent, private channels. As of 2012, Egyptian TV witnessed a gradually dwindle in viewership (Dubai Press Club, 2012). The new current head of ERTU is Safaa Hegazy who was appointed in April 2016 (England, 2016). The outcome of ERTU's performance does not satisfy audience. Public local channels are "muted", in comparison of the "loud" private ones. Such private channels are mainly affiliated to Media Production City. The production quality of various most popular shows has boomed, following the launch of the huge Egyptian Media Production City (Mendel,et. al, 2013).

Factors affecting performance; consequently affecting outputs

A major obstacle hindering ERTU's way of innovation is bureaucracy. In their article, (Mendel,et. al, 2013) "Assessment of media development in Egypt", the authors mentioned the fact that ERTU is a state-owned highly centralized body heavily supervised by the Egyptian government. Moreover, the management itself at ERTU follows a typical bureaucratic structure, although there is a boom in advanced technological developments nowadays. They indicate the clear absence of competition in the presence of overstaffed organizational structure, unlike private broadcasters (Mendel,et. al, 2013).

Internal procedures and operations inside ERTU are structured in a bureaucratic way as a public entity (Oxford Business Group,2013, p.268).“There is another disaster, says that this building spend three billion pounds a year on its employees, however the screen does not exist in a real sense; all pale and bad channels” (Moustafa, 2016). In contrast, private channels shine bright with a variety of programs even if the number of employees is a way lower when it is compared to ERTU which suffers from naive program, less qualified anchors, and poor preparation of the programs. Consequently, viewers fled to private channels looking more interesting programs of higher quality.

If Maspeero possesses the best, it will present the best. There should be a real initiative for reform within an efficient system and effective framework. It is suggested to drive in the path of reform either through privatization way or through applying Human Performance Technology model.

The overall trend is towards media privatization as part of the reform; such as in Hungary which proved to be one of the most successful example in the transformation into a privatization lean; transferring staff, and selling existing media to private owners. It fulfilled its plans for privatizing media. This process brought independence of being more competitive. This is in addition to the high spirited environment, as well as high programming quality.

Since Human Resources are essential to the delivery of training, and performance evaluation as sort of development, possible paths to develop Egyptian Radio and TV Union’s labor force should be provided. As an example of public administration reform; Telecom Egypt implemented highly efficient Human Resources Management (HRM), through intense and effective training programs, improved financial reporting systems, and effective strategic

planning. It embarked on an innovative management reform. Another suggestion to be applied in this study is Human Performance Technology (HPT) model which is not defined as a device; however, a discipline dedicated to humanizing and refining performance through following a holistic system, focusing on desired results, so as to improve performance of individuals and organization as whole.

Statement of Purpose

Rarely do we hear of people nowadays watching terrestrial TV channels. Egyptian Radio and TV Union (ERTU) is witnessing daily management pitfalls including broadcasting frequent errors, audit investigation, inquisition, separation, staff dismissal, and other acts without mentioning an ideal solution for reform. Egyptian television's poor performance and low program quality weakens its credibility on the part of viewers. The performance of the television sector doesn't suit its size; a wakeup call is needed for a quick re-structuring of the Maspeero.

Production Errors at ERTU

ERTU witness chaos condition reflected in gross countless errors caused by lack of efficiency and deficiency of sense of responsibility.

Recently, Egyptian television has become disappointing; many tragic mistakes, and repeated lapses of anchors and workers were made in a ridiculous and resentment way (Atef, 2016). Essam Al Amir, ex-chairman of ERTU, failed over more than two and a half year in television development and production of any program that can compete with satellite TV. (Mesbah, 2016). As a result, the current Prime Minister, Sherif Ismail, took a decision to dismiss Al Amir, and to appoint Safaa Hegazy; instead.

Below, some technical and ethical errors are mentioned here in the study, which affect negatively trustworthiness and satisfaction of the audience.

“Channel 1 was expected to broadcast a recent interview the president granted to the US network PBS. But it instead aired a year-old interview with the same network. The transmission was halted when staff realized the mistake” (BBC, 2016). The broadcast ought to be well arranged and scheduled for the prominent event of president's visit to the United Nations General Assembly in New York. “A terrible fault occurred in ERTU’s news sector caused a major crisis; an old dialogue of president Sisi was aired mistakenly as if it is new” (Ibrahim, 2016).

Shortly some investigations, the head of news sector, Mostafa Shehata was fired; his vice president, Khaled Mehanna, was appointed; instead (Ibrahim, 2016). “Mostafa Shehata confirmed he was fired after state owned Channel 1 broadcast on Tuesday a year-old PBS interview with Abdel Fattah el-Sisi instead of a recent one” (The telegraph, 2016). Is this solution is sufficient? In another format of a question, is this considered an appropriate means to correct serious mistake?

“It’s a disaster that television of the state makes error in a dialogue of the president of the state” (Amin, Al Hayat Channel, 2016). Amin added that people felt shame regarding what happened in our country’s TV, describing it as a naïve mistake. Furthermore, he gave some remarks on Maspeero’s restructure.

“If there is a tiny success in my life, the major grace is because of Maspeero, where I was raised, taught, and understood what the meaning of media is” (Amin, Al Hayat Channel, 2016). He feels that the current status of Maspeero is depressing and gloomy and doesn’t want Maspeero to fall apart, since it has competencies and cadres that shouldn’t be ignored. He

suggested that its budget, incentives, allowances, as well as studios should be reconsidered. In addition, he advised that Maspeero should resort to and make use of its own “sons and daughters” whom are currently working and producing progress in private channels such as Al Hayat, CBC, Al Nahar, and others.

Aside from the mentioned above crisis concerned with the president’s wrong dialogue, there are some errors that affect viewership rates and trustworthiness, although Egyptian TV proved the best in the past in teaching the Arab world the real media.

At Al Amir’s era, Maspeero witnessed power cut for more than half an hour for the first time in the history of Maspeero, due to lack of maintenance, causing interruption in the broadcast, and the occurrence of a state of paralysis inside its rooms and studios.

Similarly, in the same month for the second time, the power went out again causing shutdowns for some devices and equipment in the news sector at Maspeero. Consequently, a broadcast interruption occurred in "Radio Egypt", the sector news, and the second channel; since electricity went out in part of the building (El Menshawy, 2016).

Recently, during the current time of Hegazy, a similar technical error came up. Employees were surprised by the cut in TV transmission causing an interruption in the signal internally only and a cut in the internal broadcast, due to a malfunction in the central transmitter of the building without affecting the external broadcasting (Salem, 2016).

The pioneers of social networking "YouTube" circulated an on-air voice clash between news anchors and setup team during a visual report presentation. The news anchor’s loud voice only was aired by mistake during presenting a report; her loud voice tone appeared aggressive as

if she is quarrelling with the setup team. This is considered a major catastrophe in Egyptian TV, revealing unprofessional conduct (Shaaban, 2015).

TV anchor George Rashad while presenting newscast in Egyptian television was perplexed when he asked a reporter on-air for identification of details of an accident; the reporter's reply was "I do not know anything" (Atef, 2016). It seemed later that it was a wrong on air call and the person who replied was not the TV reporter.

Anchor Hekmat Abdel Hamid left suddenly during a dialogue with her guest program on air broadcasted on channel 1 program "Sabah El Kheir Ya Misr" "Good Morning Egypt". "A source in an exclusive statement to "Al Dosstor newspaper", said that "she suddenly felt health crisis on air which is the reason why she left the studio quickly" (Ahmed, 2015). She left the guest of the program speaking alone and went out of the cadre and the whole studio without any excuse during their dialogue broadcasted on air. This act made the guest feeling weird and shocked (Ahmed, 2015).

Death rumor is also considered a major ethical TV error. "Big mistake occurred when Channel Two at Egyptian TV, in a program called " Al Bedaya" "The Start" broadcasted the news of the death of the great artist Karima Mokhtar; the news that her son Moataz Al Demerdash, denied totally" (Atef, 2016). The head of television, Magdy Lashin, referred the team of the program to legal affairs, because of this gross error. "'Goodbye Karima Mokhtar", was written on the screen without accuracy." (Atef, 2016)

"Sabah Al Khair Misr" "Good Morning Egypt" program at channel 1 hosted Dr. Medhat Khafagy and presented him as a water expert. Khafagy presented his analysis of the "Al Nahda Dam," and talked about it and the extent of the good that will result from it. However, in reality,

he is not a water expert; he is a professor of Surgical Oncology at National Institute of Tumors (Emad, 2016). This is considered a “fabrication” error, which reflects untruth and fakeness.

Sports commentator on Nile Sports Channel commented on the first attempt of the Egyptian team player in the weightlifting competition at the Olympic Games for 2015 by making fun of Esmat Mansour, the player, in a ridiculous way of analysis, since she couldn’t be able to lift the weight and put it down (Emad, 2016).

The mentioned above errors included technical and ethical errors that aren’t expected to be noticed by audience, since Egyptian TV ought to be the source of trust.

Research Question

What reform of the Egyptian Radio and TV Union (ERTU) can take place to improve performance and output of terrestrial channels and be reflected in its TV programs?

- How do terrestrial channels today compare with private channels?
- What are the causes of current deterioration of viewership of terrestrial channels?
- What are the key factors affecting the quality of TV production?
- What is Hungary’s approach of media sector reform?
- What is the relevant performance model that can be used in reforming the Egyptian Radio and Television Union?

Purpose of Research: Scope

Readers would care about this study due to the weak performance of the outcome, resulting in switching off local TV and radio channels, and switching onto private channels,

instead. Keeping the same trend back to several years ago, causing boredom, and daily routine mood to any spectator are some reasons why most of the people are keeping away from connecting to local channels and preferring private channels more.

This research endeavors to help in understanding the phenomenon of “why” terrestrial channels are almost “muted” or “unwatched” nowadays, in terms of the output of ERTU’s performance. It represents a scheme of how can reform takes place accompanied by its means.

Chapter Two: Conceptual framework and Theoretical Perspective

Brief Sketch of Terrestrial TV Channels affiliated to ERTU

Competition between public and private media corporations on the ownership of TV channels is fierce: “over the long term, the ERTU appears likely to be broken up, with many of its stations and broadcasting frequencies being transferred to the private sector” (Oxford Business Group, 2013, p. 2). On the other hand, private channels tend to gain audience viewership; accordingly, advertising revenues increase as a result. Such private channels provide bolder programs in a fresh climate, with a wide range of talk shows (Oxford Business Group, 2013,p.3).

Satellite channels were introduced with new, unique programs in an innovative way that “rocked” the industry of Egyptian terrestrial television. Private channels provided some programs characterized by being of more liberal content and more attractive formats when compared to the terrestrial channels. Accordingly, fragmentation of audience’s viewership among the terrestrial channels happened (Allam, European Journalism Center).

“Many people seek a bit of escapism from politics, and talent shows, often based on international formats, are hugely popular. Perhaps the most popular currently is “Ahla Sawt” (“The Voice”), which is based on a Dutch format, and shown on MBC, a pan- Arab channel broadcast from Lebanon. Other popular shows include “X Factor” shown on CBC, “Arab Idol”, a version of the British “Pop Idol” format, which is also shown on MBC. Almost all Egyptians have access to satellite broadcasting, which is the preferred more in the country” (Oxford Business Group,2013,p.268-269).

There were only a limited number of television programs that were offered on limited number of channels if compared with the vast amount of programs currently offered on various channels. “ In the era before the internet and satellite TV, Egyptian TV was the one and only hero, since it started its broadcasting for the first time in 1960, passing through its golden era in the eighties and nineties, when the families gather in front of the TV daily” (Mostafa, Al Masry Al Youm Lite,2014).

One of the prominent anchors, Fayza Wasef, in an interview in “90 Dkika” “90 Minutes” program on Mehwar private channel, stated that the program she was presenting at the past called “ Hayaty” “My life” had sincerity and truth. “ Beauty is not measured by money; however, by honesty, love, and fidelity. Now every anchor and media person is seeking only money” (Ramadan, Al Youm 7, 2016). She received more than 700 problems messages to present in her “Hayaty” program a day; she was picky to choose exotic drama that can benefit the people (Suleiman, Al Ghad news, 2016). “Hayaty” program surrounded large number of audience and had a high number of viewership due to credibility and trustiness which is reflected in the work’s passion (Ramadan, Al Youm 7, 2016).In another interview in Radio 9090, Wasef mentioned that the media in the past is different from media nowadays, concerning performance and transparency, objectivity and other media basics. (Mohamed, Al Wafd, 2016).

Overall, when comparing between the reporting of private media and state media, the quality private media one is apparently much sophisticated and advanced than state media one (Martens-Edwards, 2014, p.76).

The situation has become endangering ERTU existence under such an intense competition by the private and independent media on satellite. ERTU should be “rescued” through working on the restructuring this sector to save it from collapsing and becoming obsolete (Amin, 2006).

The conceptual framework is built here upon factors affecting quality of TV programs within ERTU. This research would try to analyze the factors beyond, in terms of performance of employees and administration, mechanics and system of TV production. It states theoretical perspective on administrative and Human Resources Management reform, as well as development and innovation. It is recommended that reform path could either select the way of privatization or refer to Human Performance Technology (HPT) model.

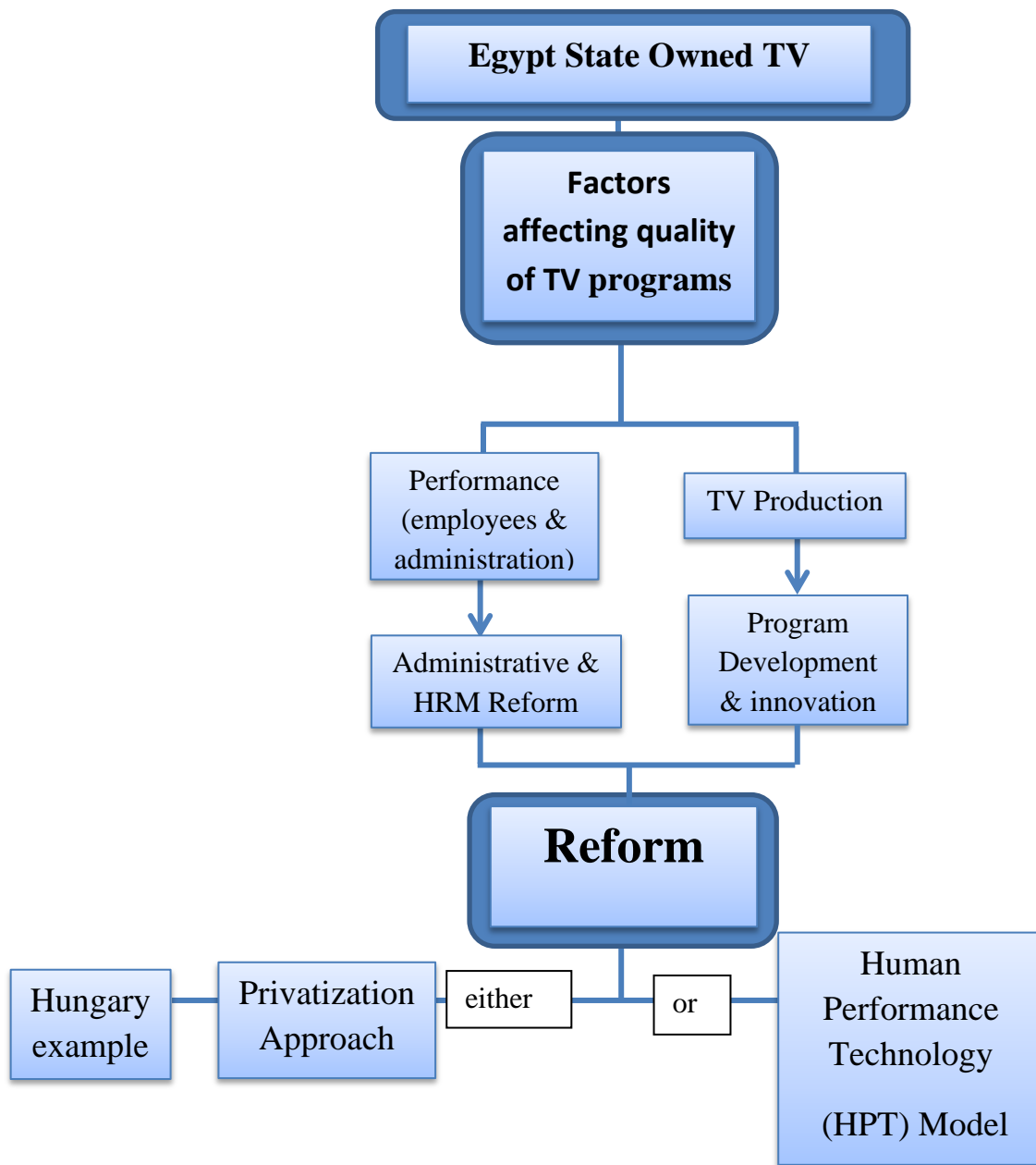


Figure 1
Source: by author

Chapter Three: Literature Review

Administrative Reform

Administrative reform is a necessity to modernize government agencies, combat corruption, and improve their performance. The Egyptian government prepared an administrative reform plan, published on the website of the Ministry of Planning, Monitoring and Administrative Reform (2014). According to the Ministry of Planning and Monitoring and Administrative reform in the article “A Vision for Administrative Reform in Egypt”, there are some challenges of the status quo. They involve complexity of the organizational structure, overstaffing entails high costs and low productivity, lack of transparency, accountability and spread of corruption, the existence of large number of legislations and amendments, high centralization and poor state of public services, and weakness of the state-owned asset management. There are some alternatives of intervention. These three scenarios contain, first, survival of the status quo; however, politically, socially, and economically unaccepted. The second scenario includes continuity to provide partial solutions; but, it is regarded as a hard choice to continue with, because it is expensive in the medium and long term. The last scenario is a holistic vision for reform; it requires a political will, and great effort, but the results are worth. A vision for administration reform is having efficient and effective administrative organization, characterized by professionalism, transparency, fairness and responsiveness, offering quality services, and accountable, raise the satisfaction of the citizen. Principles of governing administrative reform maintain rights of existing labors; including inclusiveness and openness with the stages and steps to reform, the sustainability and continuity of the reform processes, adoption of efficiency in employment, promotion and wages, and the implementation of quality and standards of excellence in the provision of public services. In addition,

decentralizing the management of public affairs of the state, expansion in the use of technology in public administration, and partnership with the private sector are also considered to be some principles of governing administrative reform. Some goals can be comprised of the following: a review of the legislative framework governing the administration work, development of the efficiency and effectiveness of the administrative system, improvement of the capabilities of the human element, the development of public services provided to citizens, promotion of transparency and integrity in the administrative work, strengthening citizen's confidence in the public organization (The Ministry of Planning, Monitoring and Administrative reform, 2014).

The administrative reform priorities include: effective management, decentralization, accountability, transparency, reorganization, and restructuring. A successful model implemented in Egypt for administrative reform is Telecom Egypt, chosen in this research to serve this purpose, which is a pioneering example of administrative reform even before the revolution.

Telecom Egypt (TE) Reforms: An Example of Successful Reform at Public Sector

According to the United Nations publication “Innovations in Governance in the Middle East, North Africa, and Western Balkans: Making Governments Work Better in the Mediterranean Region”, Telecom Egypt can be taken in this study as a recent case of reform. The aim was to turn around the underperforming Telecommunication Egypt. “The obstacles to an effective system were easy to identify: a centralized, hierarchical structure for approvals, a lethargic culture, no marketing department, very little sensitivity to customer service, and overstaffing with unskilled and unmotivated employees having poor managerial skills” (United Nations, 2007). The solutions might take more to work upon each point of those major challenges.

Before 1998, TE included unmotivated and unskilled overstaffed employees, low level of productivity, poor managerial skills, spread of centralized hierarchical structure, and bureaucracy. After 1998, TE experienced thorough changes so as to satisfy customers and to be able to cope with the era of knowledge and information.

“In 2003, TE embarked on an extensive and innovative management reform that also included strategic alliances to hedge the company against uncertainty” (United Nations, 2007).

TE started with a key approach to entail paths to reform: reviewing number of employees for downsizing approach, implementing efficient HR approach through effective and intense training programs to motivate workforce, including strategic planning, and studying overseas markets and private sector for competition (United Nations, 2007).

“Overall, productivity improved from 2000 to 2005, going from 105 lines per employee to 220, and waiting lists were eliminated” (United Nations, 2007).

Although being a state-owned company, TE has undergone major changes to satisfy customers and meet their demands through innovation in technology’s use and governance. TE’s infrastructure was not worthy during the 1980s and 1990s; it was considered the worst in the region. “Millions were on the waiting lists for telephone lines; others could not obtain phones because they lived outside the reach of the telecommunications network” (United Nations, 2007).

“TE has experienced radical changes over the last 20 years, to reduce customer dissatisfaction and better meet the challenges of ever-changing demands through enhanced use of technologies and innovation in governance” (United Nations, 2007). TE’s aim was to “travel” towards privatization in order to increase investments, lure foreign capital, enhance performance quality, and enrich access to markets and technology.

To meet such goals and objectives, TE had to invest in its human and financial resources, improve the quality and capacity of the network, and capitalize on developing skills. Therefore, TE specified four major categories of reforms; accordingly.

First, regulatory change is a main category at which government agreed upon some favorable laws that assisted TE to make better decisions, expand and improve its service, regulate quality, collect precise information, and others. New management planning practices such as operation plans, observing outcomes and financial resources, scanning environment and markets, and goal setting are introduced by leadership.

Second, regarding utilization of technology and ICT applications, TE has invested in enterprises of IT and telecommunication that have strong growth potential. It penetrated the market of internet services and mobile market. As an example, it acquired shares in Vodafone Egypt nearly 25% of the shares.

Third, TE has followed a good management through finding methods for downsizing overstaffed employees, having systems of financial reporting, classifying market competition in local and international atmosphere. Moreover, it shadowed operation plans to expand TE's coverage and profitability, management restructuring to be a flat organization structure, and creating new "marketing" department to establish brand awareness.

Fourth, TE made radical changes in Human Resources Management (HRM) practices via limiting recruitment, salary grid revising, training employees through working on implementing training programs, performance appraisal, better compensation, and motivation (United Nations, 2007).

Studies Investigating Reform of the Printed Media in Egypt

Reform of the Egyptian media has been researched by several scholars. One such study focusing on the printed media is that by Salma Hussein (2014). In her article “Introducing Public Service Media Principles to the State-Owned Newspapers: The Case Study of Al-Ahram,” she recommended that state-owned newspapers undertake reforms. Her study analyzed the gap between the current performance of Al Ahram and the desired outcome of being a public service media. This approach could be related to the Human Performance Technology model which would be illustrated later within the chapter. Hussein followed qualitative research technique, non- structured interviews using open-ended questions. “So far, the gap analysis findings show that Al-Ahram is rather well positioned to fulfill its aspired role as a newspaper that educates, entertains and informs the citizens, and voices their needs. However it does not play this role” (Hussein, 2014). Media is measured by the quality of information, education, and entertainment provided. Continuous meetings and conferences ought to be held in order to observe the citizens feedback and put strategies to work on. This is considered a valued means to ensure highest quality of programs and highest level of public satisfaction. It is suggested to look into international reforms, as a sort of neoliberal reforms, we would find that many organizations took a path of reform through downsizing, and privatization; such as the case of Hungary’s privatization. Similarly, El Daba (2015) on a similar study as Hussein (2014), it is implied that national press witness absence of credibility, increase in bureaucracy; a re-shape and reform is needed in its administrative structures. She referred to same case study of Al-Ahram; “Despite the hugeness of the organization, Al-Ahram is operated in a primitive administrative way that lacks efficiency” (El Daba, 2015). There isn’t any current context leaning towards State Owned

Press Institutions (SOPI) privatization. However, it has been a suggested solution for reform (ibid).

The public administration of NPIs suffers from government bureaucracy, and lacks accountability and result-oriented mechanisms in terms of evaluation. Besides, there is also a lack of strategic planning (El Daba, 2015).

Overstaffing

Referring to the Former Minister of Information, Doria Sharaf Al Din,(2013), during a television interview in program “Possible” with interviewer Khairy Ramadan across “CBC” screen channel, she states that there are about 41,000-42,000 worker inside Maspero, the headquarter for ERTU. She adds declaring that only 10-15 % of those workers are needed within the organization; no major need for the rest of employees. However, according to her, the ministry won’t take such decision of downsizing and separation of excessive employees; in order not to cause unemployment, since those workers are depending on this job as a source of living; plenty of them are breadwinners. This comes in addition to the unemployment issue already prevailing in Egypt. Furthermore, such decision would irritate public opinion, resulting in strikes and protests.

Regarding overstaffing, human resources reform efforts ought to be done towards downsizing. Many governments confront the challenging task of reducing the size and developing the proficiency of an overstaffed public sector as part of a general attempt to cut fiscal deficits and increase economic growth. These downsizing efforts often encounter considerable political opposition such as protests and strikes. “To overcome opposition and to treat public employees who lose their jobs fairly, governments often provide severance payments

to workers who leave public employment. High levels of public sector employment have been an important feature of African, Latin American, and transition economies for decades” (Diaz, p.217). Among other issues, financial problems results and generates from over staffing causing serious financial problems in terms of both payrolls and retirement pensions. It is believed that “downsizing operations usually tackle only the over staffing distortions” (Diaz, p. 248).

According to Diaz, “The evidence on the effectiveness of retraining and other redeployment programs is mixed at best. If these programs are to be part of the downsizing operation, a safeguard should be introduced so as to minimize resource waste basically, separated workers should be allowed to choose between enrolling in any of the programs offered and cashing in on the equivalent of the cost of these programs per individual” (P.213-222). Diaz added clarifying that “this demand-driven approach would make it more difficult for vocational training and (often ailing) government agencies to divert excessive resources from the downsizing operation” (Diaz, p.213-222).

Referring to the author, Caroline Abou Zeid, there is a high competitive environment between the Egyptian satellite channels and Egyptian local channels. Besides, there is a lack of professional workers which could be related to the human factor one way or another. “Too many workers such as presenters, producers, directors and also camera men left the union to work in other rich and professional Arab and foreign channels” (Abou Zeid, 2011). The challenge is meeting demands of public interest as well as capitalizing on employees skills so as to sustain their place in work and work on providing benefits and motivation and to lure the professionals back. “Many broadcasters hold on leave, working in satellite channels; instead” (Aghoury & Ibrahim, 2016). This is also considered one of the prevalent issues facing the head of ERTU.

This case was already raised during Safaa Hegazy's presidency of the news sector prior to its current presidency of ERTU; she refused renewal of leaves for more than a broadcaster, stressing the need to determine their positions either to return or to resign.

There are some satellite channels, though having number of employees that may not exceed hundred, owning maybe only one studio exchanged by different anchors, surpassed Maspeero who has 40 thousand employees and several large studios (Moustafa, 2016). Similarly, as an example of national press overstaffing, "Al-Ahram daily has 1000 journalists, compared to some 500 in AlMasry Al-Youm and 300 in Al-Shorouk. This overstaffing of journalists creates a negative environment of lack of enthusiasm for hard work" (Hussein, 2014). Egypt's TV industry has suffered lately from overstaffing. "The Egyptian Radio and Television Union (ERTU), for example, has more than 35,000 employees on government payroll" (Wilson-Goldie, 2006). Not only, it has suffered from overstaffing issue, but it also has suffered from bureaucracy, and state interference. "One common problem regarding public firms' productive efficiency is the usual existence of an excess of employees" (Nombela, 2001). Public firms across diverse countries and industries witness such fact of inefficiency of production due to overstaffing, linking it to the public ownership's nature.

Referring to the book "Social Media During the Egyptian Revolution", an interview was conducted with a broadcaster, asking about professional background, the answer was "I refused many offers from ERTU because I think I will bury myself under their routine and their basics and principles. So, I worked with a private channel called Dream TV in my first career, like one year, as a reporter" (Martens-Edwards, 2014, p.191).

According to National Coalition For Media Freedom (NCMF), the issue of overstaffing was raised in the conference stating that “Overstaffing at the ERTU and its ballooning financial deficit are a legacy of the Mubarak regime” (NCMF, 2011). The conference discussed this issue calling for swift action for the poorly paid people and poor infrastructure at ERTU.

Increase in work would result in increase in production. In such case, overstaffing would be favorable, if re-division of work among employees is followed. Work requirements are the most important priorities to be met; an outlook is suggested to look into the work done by one person that could be divided on a number of employees in order to avoid negative effects in the work production and the probability of emergence of rancor and hatred between employees.

Considering the public ownership schemes, it is observed that public organizations do not obtain maximum productivity levels from employees; they remain inefficiently overstaffed. Therefore the revenue of private firms are higher when compared to public ones, based on the higher productivity levels as the major determinant of revenues. In parallel, the higher qualified employees, the higher quality of production; and higher revenue, accordingly. There are other factors involved, such as market responsiveness of the private sector and other technical and administrative efficiencies.

The quality of the workforce is the best determinant to the success accomplished in reinforcing effectiveness and efficiency of administration management in public organizations. The human factor is the core of any organization at which attention should be directed to, since it is the center for any reform required. Human resource management and development is one of the weak spots requiring greatest reform challenges. “Bureaucracies overstaffed with

inadequately qualified, unmotivated and poorly paid civil servants are the norm in the Middle East. The State, confronted with chronically high unemployment and the incapacity of the private sector to absorb labor, has long been the employer of last resort. Countries in the sub region have revised their civil service policies and intensified in-service training; many have also increased staff pay, but public sector salary scales remain well below market levels, making it difficult for Governments to recruit and motivate qualified candidates” (Alberti & Sayed, 2007, p.12). Therefore, training is the best to start with, for the main obstacle that ERTU is confronting.

Human Resources Management (HRM)

“Human resource development and management constitute a weak spot in public administration and remain one of the greatest reform challenges” (Alberti & Sayed, 2007). The main norm in the Middle East: inefficiently qualified, unmotivated, poorly paid overstaffed within bureaucracies. In addition, there is an existence of high unemployment and the private sector has incapacity to absorb labor (Alberti & Sayed, 2007).

“To be successful, organizations need to develop progressive HRM practices” (Pynes, 2009). HRM is the core subject that deals with activities of HR such as: recruitment, selection, training and development, performance, job description, and other related issues.

Performance is defined as “an interlocking set of policies and practices which have their focus on enhancing achievement of organizational objectives through a concentration on individual performance” (Storey and Sisson, 1993).

To meet challenges of the era for a greater productivity and accountability, public and nonprofit organizations must change as social needs change (Pynes, 2009). Referring to Nivin

Abdelmeguid (2013), her study in the field of HRM examines the relationship between HRM practices and performance outcomes. In a theoretical basis, the literature clearly suggests that organizations use HRM practices strategically for the sake of enhancing the overall performance of the organization. Through research, it is implied that the use of Strategic Human Resources Management practices has a positive impact by focusing on human capital features such as skills and behaviors in terms of motivation, and sustaining a competitive advantage for the organization (Abdelmeguid, 2013). Effective SHRM leads to higher quality of performance of the organization since they include competitive compensation, rewarding system, training system, and efficient strategies for recruitment showing consistency (Colbert, 2004).

Training and development has been defined as “a planned effort by an organization to facilitate the learning of job-related behavior on the part of the employees” (Wexley & Latham, 1991). Its programs aim to improve employees’ skills, behavior and knowledge through special programs focusing on improving their self-awareness; in addition to increasing their competence in one or more areas of expertise, and their motivation to perform. “Training is a traditional HR practice that has been long used to build human capital, which suggests that firms invest in skill development when they expect an employee increased productivity” (Snell and Dean, 1992: 468). For a higher and effective level of performance, training is considered a suggested key. This is to provide employees with skills and knowledge. Trainings are always linked to performance appraisal system. This method is followed to identify performance gap (Collins, 2000).

As a definition of performance appraisal, it entails feedback provided to employees. It can be illustrated as “evaluating an employee’s current and/or past performance relative to his or her performance standards” (Dessler, 2011). Incentives and motivation are the consequences in

order to result in better individual level and organizational level of outcomes. Hester (2005) symbolized performance appraisal as a tool to invest in human capital as efficient as trainings. Similarly, Collins (2000) stressed the point of determining performance gap with respect to performance appraisal as a means to define approaches to improve productivity. According to Hester (2005: 61), performance appraisal is regarded as a motivation source, since they'll be able to know organization's expectations and work efficiently on this target. Therefore, their performance would be measured; accordingly. To sum up, it is argued that organizations which follow a thorough performance appraisal system as well as efficient training system as HR practices are most likely to excel and enhance capabilities of performance.

In addition, Dessler (2011) mentioned that both performance management and trainings are on same integrated process used to ensure that employees are working effectively towards achieving goals of the organization. Trainings are correlated to "needs assessment," facilitating the necessary orientation to efficiently cope with knowledge and technology to be ready to accomplish tasks and approach to desired goals. In a nut shell, trainings provided as part of HR's role have a positive impact on performance of the organization; they are related to performance appraisal system seeking needs analysis and appropriate performance. Therefore, training efforts enhance capabilities of human capital and raise overall performance of the organization.

Training and development rationale should not include employees only, but it also should develop skills of executives for the aim of making thrive and change to reach competitiveness peak, improve employees standard, and achieving success (Ehrlinger, Johnson, Banner, Dunning, & Kruger, 2008).

Sara Ahmed (2016), in her conceptual framework focused on HRM, decentralization, restructure, and e-governance as parts of administrative reform. She suggested better selection of satisfactory training centers and experienced trainers for having highly qualified employees with better learning experiences. This would result in more benefit and better opportunity of raising performance.

Public administration encounters some challenges which may hinder the way of development. Egypt, as an example, confronts inefficient bureaucracy, low human and technical skills resulting in low performance and accordingly, low quality of outcome. “Due to today’s competitive market and increased globalization, it is necessary for public administration to combat and remove chances for corruption and bureaucracy ills from one side, and on the other side, attract and retain qualified public employees and enhance their capabilities and performance.”

(Ahmed,2016). “Employee engagement is very crucial for increasing an organizational productivity, innovation, profitability, loyalty and quality, and customer satisfaction, are direct results of engaged, committed employees” (ibid). Administrative reform should start with evolving the system of public administration system, as well as establishing change to improve performance and increase public satisfaction.

“Right” individuals are needed not “any” individuals so as to cope with their abilities and skills for the welfare of any organization. HR plays an imperative role in developing the organization, bringing out the best of trainings, performance appraisal, and other related HR work to make a move towards an appropriate working environment.

Innovation's Positive Impact

Innovation's introduction in governance would result in some favorable positives. First, innovations meddle to capitalize on resource utilization as well as capacities to establish public value; accordingly, good governance could be improved in general. Second, another positive impact of innovation is improving public sector's services and image in general, helping governments to regain the satisfaction and trust of people. Third, employees working in public sector are civil servants; innovation boosts their pride. Fourth, when innovation proves its success in one sector, it can open the door to innovations in other sectors. This can create positive change in a favorable environment (United Nations, 2007).

An initiative of decentralizing public administration should be followed by transferring responsibilities and authority. Not only this, but also reform improves the public service efficiency and quality for people and investors. To accomplish transparency, corruption should be combated. HRM should be strengthened through a great attention to incentives, recruitment, trainings and others. In addition, there could be a "room" for establishing an environment to increase investments such as privatization. Poor working conditions could negatively affect production and outcome which would, accordingly, discourage and dissatisfy people.

What resists public administration reform is bureaucracy, poor work condition environment in the public sector, and fear of change accompanied by fear of losing jobs. There are some paths to reform. First, regarding the overstaffing issue, paths to reform include downsizing through some means such as layoff policies, restrict employment policies, and early retirement. Not only this, but as of another path, retraining and rehabilitation are some ways seeking the right size and skills. Second, public enterprises witness low performance civil

servants, for the sake of public administration reform, paths comprise of improving the management of civil service, training in order to develop adequate capacity to achieve mandates, developing a system for performance appraisal, promotion and compensation. Third, privatization could be considered a means to improve low performance public enterprise as a path to reform (Birkland, 2010).

Privatization

“The government is running large deficits, and the public is frustrated with the poor performance of federal bureaucracies. One reform that can tackle all of these problems is privatizing federal businesses and assets” (Edwards, 2016). There are some advantages of privatization which comprised of improving performance by balancing between raising revenues and reducing spending. Privatizations would also work on innovation and increasing quality services. “Privatization has been a very successful reform” (Edwards, 2016). According to an OECD report, privatization raises level of profitability, brings up a real valued output and enhances efficiency of performance (OECD, 2003). Another review of academic studies implied that privatization improve performance at various levels enhancing productivity level; accordingly (Megginson & Netter, 2001). Hungary, Poland, Czechoslovakia, and Romania are other examples of privatization route.

Among the general purposes of privatization, efficiency would thrive not only at micro level, but also at macro level, and reduction of the state's administrative burden and bureaucracy. Privatization is an inspiration to satisfy performance and as a result, the outcome (ZIJLSTRA, 1997).

Hungarian Example of Media Privatization

Hungary, Czechoslovakia and Poland made an initiative with their programs of privatization (Grosfeld & Hare, 1991). “All three countries agree that rapid privatization must form an essential element of their reform strategies”(Grosfeld & Hare, 1991). Hungarian Media Privatization could be a case for ERTU to look into, relate, and refer. “Throughout the world, the overall trend is towards privatization and commercialization of both the broadcast and print media. In 1997, Hungary fulfilled its much delayed plans for media privatization,” (Muller,2004, p.220). “Hungary began to reform in the 1980s” (ZIJLSTRA, 1997). Openness to international capital, willingness to search into vivid and powerful methods, and gradualism are the main characteristics of Hungary’s privatization experience (ibid).

After the collapse of communism in Central and Eastern Europe in Poland then Hungary, Czechoslovakia , Romania, and others, media was one of the subjects of concern; that’s to address the question of how to make the media system of the region more independent, and democratic. “However, the process of liberalizing the media already started in the late 1970s, when the party-communications monopoly was broken and an increasing number of independent sources and media channels came into being in Poland, Hungary and the Czech Republic” (Sukosd 2000, 135). Since the fall of the Soviet Union, Hungary has been one of the most successful in making the conversion and transition into a privatization lean. “More than 80 percent of the print media and more than 70 percent of the broadcast media (in total, 30 radio stations and 29 television stations) are in private hands. The process started almost immediately after independence with the purchase of the existing media” (Gu-Ku, Hungary Press, Press Reference). At first, it started by transferring staff; sale to private owners.

“In 1989 the government controlled all electronic media, but plans for dismantling this system were put in place early in the life of an independent Hungary. Early difficulties in the

privatization and regulatory agencies were solved by the media law of 1996 that was one of the most influential instruments of change for media in the former Soviet Bloc” (ibid). At the turn of the twenty-first century, government owned only three electronic media outlets which are Duna TV, Radio Hungary, and Hungarian Television. It was estimated then, in the year 2000 that state television had less than 10 percent of the audience viewers. The state broadcast media have laid off and dismissed a large number of journalists and administrative personnel, mentioning huge financial losses. The government has been accused of firing journalists who seem to be unsympathetic to the government, reflected in their work, as well as, other selective layoffs. Over the provision of removal of government control, as well as, attaining media freedom, Hungarian television has been the axis of discussion.

Hungarian media market then became the highest proportion of foreign ownership in the region (Sukosd,2000, 151). Mihaly Galik, a Hungarian media researcher, wrote “the exceptional circumstances of political transition from the authoritarian political regime to democracy made an extraordinary method of privatization possible on a mass scale: the journalists themselves and not the representatives of the state set the speed and terms of the privatization process” (2004, 201). By and large, the Hungarian privatization process of the print media industry, similarly to the Czech one, has been also termed spontaneous privatization. Overall, in the Czech and Hungarian dailies’ media market foreign ownership reached more than 50 percent (Wyka, 2010, p.76-77). By contrast, local broadcasters began operation quite early in Hungary. In turn, the process of privatization of Hungarian broadcasting was frozen for many years. The direct reason for the late deinstitutionalization of broadcasting is that the amended 1989 Hungarian Constitution required a qualified, two-thirds, majority for broadcasting regulation to be passed (Television across Europe 2005, 801). However, such a majority was not reached. This caused

the privatization of the broadcast media to be started late. The first national private television stations, RTL Klub and TV2, began to broadcast in 1997 in Hungary.

The transformation of Hungary's media from a state-controlled to a more privatized one is remarkable in the space of 10 years, since it became within past years to a twenty-first-century uncensored, competitive, with the majority of print and electronic media in private hands. Furthermore, the programming quality became high. As for the print media, recently its quality is high and has become highly spirited. The only obvious barrier, to almost flawless media role, is the sustainable government's tendency to review any opposition as an adversary, and thus try to mute its criticism. "This situation is most apparent in the electronic media, and particularly in the regulation of state television companies. The regulating board has remained heavily politicized but the demand for change is strong, as shown in March 2001 when around 6,000 demonstrators marched in Budapest to demand an independent advisory board. The change of government in 2002 created the climate for such a change, and change must occur in order to facilitate Hungary's accession into the European Union" (Gu-Ku, Hungary Press, Press Reference).

Independence involved an absolute explosion of independent media. "There is no direct control of the electronic media by the government, although there have been accusations that the government seeks to influence the media in its structuring and appointments to the Boards of Trustees" (ibid).

Therefore, "breaking the hegemony of the Hungarian TV Company in news and current affairs programmes, unchallenged since the beginning of the TV service in Hungary, seems the biggest gain from privatizing TV in Hungary." This comes in addition to democratization or de-

nationalization as positives from privatization (Boorsma, P., Hemel, A., & Wielen, N., 1998, p.141).

A Call for a Trend towards Privatization at ERTU

As per Allam's (2012) statement, private channels could open new opportunities for these excessive labors. "As for the satellite channels owned by the ERTU should be converted into private ones and should abide by the regulations set by the regulatory body" (Allam, 2012). This is where the point comes, having enormous boost number of satellite channels. Allam's proposal model is to convert satellite channels owned by ERTU into a trend of privatization. The reasoning here is valid and reliable, at which a mixture of development and downsizing to ERTU would be accomplished.

Application of Human Performance Technology (HPT) Model

As a definition to Human Performance Technology (HPT) which is suggested to be applied in this study is "a systematic approach to improving productivity and competence, uses a set of methods and procedures -- and a strategy for solving problems -- for realizing opportunities related to the performance of people" (ISPI, 2012). As a simpler definition, HPT is an efficient method to develop the performance of both individual and organization (Pershing, 2006).

HPT's main aim is to improve performance through methods, procedures, and strategies. Its process includes four phases: analysis, intervention selection, intervention implementation, and evaluation (Van Tiem, Moseley, & Designer, 2012).

First, analysis is accompanied by figuring out what the performance gap is, by taking look at the desired and actual performance. The next thing to analyze is the causes: environmental, and individual.

Second, intervention selection can be divided into major categories: environmental and individual with respect to many different strategies and techniques that can be used for each of those.

Third, there are several strategies for intervention implementation: partnering which may include privatization, using consultancy to help define and use effective process known as process consultancy, keeping the implementation on track by project management, and making sure everyone is on board and understands what's happening through communication.

Last but not least, evaluation takes three major forms: formative through evaluating what's happening to get feedback and improve the process, summative helps to see whether people are actually learning and their performance is improving, and confirmative checks to see the effectiveness, efficiency, and impact of what's been done (Van Tiem, Moseley, & Dessigner, 2012).

The International Society for Performance Improvement (ISPI) define the three words of HPT model as follows (2007): Human in terms of dealing with people who make up organizations, Performance in terms of running activities and measuring outcomes, and Technology in terms of having systematic approach to catch up with ever-changing technology in an innovative perspective.

“The origins of Human Performance Systems Analysis can be traced from the late 1950’s and early 1960’s. These were times of activism and social reform in the United States” (Tosti, 1997-2010). According to Tosti, there are to general ways of defining the power of organization seeking accomplishing desired results. First, achieving results could be attained by processes alignment through resources allocation and control. Second, not only results could be achieved by management and processes alignment, but also by cultural alignment through influencing people. This also can explain the concept of leadership practices to take appropriate action. “Every organization is a human performance system: It was founded by people. It’s run by people, and It’s established to provide value to the people who are its customers/stakeholders” (Tosti, 2006). “Human performance is the valued result of the work of the people working within a system. And therefore Human Performance Technology consists of those principles and applications that are concerned with improving the impact of any and all factors that affect those results” (Tosti, 2006). It is implied that Human Performance Technology model emphasizes the fact that performance is included in as systematic context. Moreover, it focuses on the fact of looking at not only people, but also the results they produce, giving more attention to results not activity, since results have value which requires output evaluation. Thus, these are the main principles of HPT: taking a systematic view and focusing on results (ibid).

A Human Performance System includes the performance which concentrate on people whom are having a system working within. The performance system is analyzed as follows. First, the performer interrelates between both social and physical environment accompanied by some equipment and tools, known as “conditions”. These are the “available resources”: stage settings and givens. Second, inputs and directions are needed in terms of goals, tasks, and assignments to initiate a meaningful activity. Third, there should be a kind of monitoring through

assessing knowledge, skills, and capacities to ensure that the performer is being able to act. Fourth, feedback is so imperative at this stage so as to measure the resulting output. Finally, a kind of consequence takes place which is resulted from the assessment effort. It is referred to as value and motivational feedback. Therefore, performance system is created through these mentioned above five variables: the environmental conditions, input , ability to act, feedback, and finally consequences (Tosti, 2006).

The agents of management such as: specialists in work design, technicians, technologists, trainers, and others should work together cooperatively unlike individual tasks level. “One of our roots will take some of us toward the improvement of total work system performance and productivity, and toward the democratization of the work place” (Nickols, 2012). Leading people, not ordering some tasks affects productivity. It is a matter of “ hand-holding”, motivation, and sharing experience in order to avoid obstacles and risks. What sustains the “strive for excellence” is the recognition, rewards. (ibid)

“Human Performance Technology is helping individuals and organizations to create greater value for themselves and their stakeholders” (Tosti, 2006). As for innovations which results from HPT application are regarded as follows. Education and training are listed among those innovations. Moreover, HPT approaches involve: e-learning, distance learning, Instructional System Design, and other related fields. This model catches up with electronic technology in creating innovative application for the sake of approaching mankind’s ever-changing needs. (Tosti, 2006). Technical training and education are needed marvelously to thoroughly operate, maintain, and at a general perspective “create” (Nickols, 2012).

“HPT is characterized and hallmarked by scrutinizing a performance gap with a thorough cause analysis in order to address causes, and not just symptoms, to reach the desired results” (Piersol & Paris, 2007). Determining performance gap, identifying causes and efficient interventions and evaluating results of implementation are the major hallmarks of HPT model (Piersol & Paris, 2007). In addition, HPT has parallel lines of system and instructional design along with behavioral science and scientific management (ibid).

“The intense competition within the business environment today suggests that performance technologists shift their focus toward performance opportunities that would give organizations a competitive edge” (Roy, 2015). To a great extent, HPT model is regarded as “Organizational SCAN”. This is due to its sake of analyzing and examining operations and organizational administration in order to approach performance impacts. It defines the results people produce within a system.

The practice of HPT links strategy and goals to the organization. “Performance improvement is at the heart of strategic management”(Venkataraman & Ramanujam, 1986, p. 801). A strategic practice is as purposeful as HPT at which it determine the current performance of the organization at first, which is known as performance analysis in the “dialect” of HPT; Secondly, it presents the reasons for underperformance, which is known as cause analysis.

Organizations have to refer to strategies aiming to have the ability of directing and deploying resources and coordinating decisions. “Strategy development requires an organization to address three key questions: Where are we now; where do we go; and how do we get there” (De Kluyver & Pearce, 2003). This is a scene of capturing organization’s current performance and providing analysis through identifying the drivers or barriers of performance. Therefore, this

strategic approach of HPT stimulates the improvement of the performance to plan a roadmap addressing the future direction of the organization.

Thus, HPT guide practitioners to use it as follows. First, by focusing on outcomes, or results, questions, confirmation would be allowed so that individuals would gain some skills and grasp knowledge as well as motivation and would share the same vision and goals, supporting efficiency and quality of productivity level. This is sort of analysis of performance gap to determine the difference between the current performance and the desired levels of performance. Second, organizations, especially public organizations have a complex system which negatively affects the performance.

Thus, by applying HPT model, it would guarantee taking a systematic view so as to distinguish inputs and outputs within a process and receive feedback. Being systematic would entail favorable aspects such as being systematic in the “need assessment” by examining the current situation and its effect on individual, organization, and society as whole as a sort of determining the performance gaps that are to be remedied. Not only is this, but being systematic in cause analysis as to determine why there such gap in performance. The identification of employees’ tasks, skills, and capabilities is crucial in a form of job task analysis to recognize the criteria for successful performance. Being systematic also requires designing and finding solutions’ key attributes identifying the resources needed, improving some elements as regarded as development and creation of solution. This can be done through training, re-designing, re-engineering, and others. For implementing such solution, change should be managed to sustain it, since world is changing, technology is being changed daily; consequently, innovation is required. Evaluation takes part by measuring the processes of effectiveness and efficiency of what was done, how it was done, and results in a sort of comparison capturing needs,

implementation, and results. Third, HPT adds value by focusing on intermediate goals such as: customer satisfaction and quality improvement. Its success is measured by desired outcomes. Measurement of results maintain the purposes of collaborating the performance of what is being done and evaluating the amount of improvement. Fourth, HPT launches partnerships. Performance would be improved also through working in partnership with experts and specialists in their areas of expertise and in the decision making process. This practice involves sharing decisions about goals, and strategies implementation.

What is required is to refer to HPT model accompanied by its set of underlying principles that serve individuals and an organization in a holistic approach.

Chapter Four: Research Methodology

Research Design

Both primary and secondary data are collected throughout this study. Structured and semi structured interviews are considered primary data conducting qualitative methodology to reflect opinions of key informants and their experiences and/or opinions. The sample here in this study is purposeful sampling, seeking inputs on the main purpose of the study, which is performance and output of Egyptian TV. The conceptual framework is developed prior to conducting interviews so as to have a broad image of the topic and brainstorm some ideas and questions. The questions were then transformed into semi-structured interview format, providing open-ended reliable questions for the interviews. This type of semi-structured interviews also facilitates freedom of expression to interviewees to express their views in their own terms. Triangulation method is followed so as to determine the data collected from primary data and check its validity with research as a secondary data, questioning multiple perspectives in order to approach consistency (Denzin, 1978 and Patton, 1999). Secondary data mainly depends upon research related to such issue of ERTU. This topic has current news almost daily, since the idea of restructuring ERTU is raised up and discussed for years, but to a great extent neglected in terms of reform and action.

Data Collection

Key informants were interviewed about their experiences. After specifying the perspective of my research, I conducted in-depth interviews with one of the board of trustees, responsible persons at Maspeero sectors, so as to have administration point of view, news

anchors; one news anchor working for Maspeero and another one working for Media Production City, media professor, and experts in the field. One of my key informants used to be the head of one of the administration at Maspeero; but she is on-retirement now. I interviewed her so as to have an idea of a comparison between the performance of old Maspeero and new Maspeero. Through these interviews the picture became clearer to understand how the outcome is reflected according to the performance. Process of evaluation is what I'm studying since outcome of programs broadcasted nowadays at Maspeero is not satisfying people's interests and accompanied by drastic errors. Some employees refused to conduct the interviews. They were afraid to declare any information or statements that could be published, even though they were informed that their names would not be published.

The questions are somewhat semi-structured interview, providing an open-ended questions, reliable and comparable qualitative data. Questions are prepared ahead of time to be prepared and appear competent during the interview. This type of semi-structured interviews also facilitates freedom of expression to key informants to express their views in their own terms.

Data Analysis

Analysis in this study determines the performance gap since the purpose of the research to raise the obstacles encountered by Maspeero and analyze them in order to try to reach some solutions. Some errors are identified and presented as examples of the "chaotics" performance of ERTU. Descriptive information is gathered about the existing status Maspeero reached, outlining some challenges and obstacles hindering its way to progress or even to be able to compete with private media. A coherent image of the current status of the performance as well as the product

of Egyptian TV nowadays is sketched and some suggestions based on the performance gap are proposed to enable the re-structuring of Maspeero.

As of the type of analysis here in this study, it is both explanatory and exploratory. It is explanatory because the study explains the reasons of ERTU's decline in terms of the performance of workers and unsatisfactory product of boring TV programs full of repeated mistakes. It helps to developing ideas through data collection essential for analysis, diving deeper into the problem. At the same time, the study is also considered exploratory since it explores some techniques and methods; to follow thoroughly as a model. Not only this, but, the study also explores an understanding of core causes, and applies what have been "grasped" from the lectures of the courses studied during my masters. Some lectures related to this study are referred to, providing some insights, thoughts, and perspectives, which helps in sorting and organizing the data collected.

Ethical Considerations

"We need to realize that as human beings social researchers are going to act like human beings and we must take this into account in assessing their findings" (Babbie, 2008, p.85). I received the American University in Cairo Institutional Review Board approval before conducting the interviews. Based on Babbie's research ethical considerations, I took permission and informed consent from participants of the study before interviewing them to quote their words and reveal their opinions (Babbie, 2013).

Ethics are followed in this study, making it valid and trustworthy. That's to say, if there is any piece of information the participant doesn't want to share or include in my research, I totally respect this and followed their will, in order to do no harm. This is because I totally

understand that they are working for government since Maspeero is a public sector so as not to endanger their jobs by stating their personal information. Confidentiality was followed by neither mentioning the names of interviewees nor positions in this research. Participants contribute as 'volunteers' in interviews; therefore, I followed ethical matter and only referred to their statements and quotes, without revealing their identity.

Chapter Five: Analysis and Discussion

This qualitative data analysis would bring a more detailed analysis, through a process of making connections and interpretations to previous literature review and conceptual framework mentioned above, to be able to arrive at a theoretical perspective and a roadmap to understanding. Data is collected by qualitative methodology, using in-depth interviews, as a tool, with key informants. Referring to the in-depth interviews with the mentioned above key informants, “Maspeero was established back in 1960. There was no competition for Maspeero until we entered the satellite age in the mid-90s. For 35 years, Maspeero was the only place to breed all kinds of broadcast.” said the board of trustee member at ERTU. Therefore, all of the people who were talented started thinking of taking opportunities outside when the market was expanding to get excellent jobs and salaries. These calibers don’t stay and prosper outside, seeking better opportunities since they are talented.

The board of trustee member at ERTU mentioned “the migration of audiences happened in the past 15 years to other channels, which are available free to the Egyptian audience that constitute maybe 65% of the market in the Middle East. I think that once they provide good programs; an excellent programming, they will be able somehow to compete and therefore they will be doing a better cut of the pie of advertising revenues.”

Strategic Thinking

Maspeero needs a lot of strategic thinking, because it is not only delivering the different format, but inviting people to think, and innovate to meet the requirements of the near future in terms of the different format of music for example, different format of movies, and different

format of presentation and for production. Right now, no body is doing a production without doing an internet page, blog, face book page; when people think about production they have to think this way. “There are so many challenges coming for Maspeero and we wish the best of course”, the board of trustee member concluded.

HR Practices

A Mass Communication professor commented saying that heads of private channels would select only qualified applicants to hire. “HR is picky when it comes to hiring because of the high salaries they offer.” They test them on the following: how to write scripts, how to use cameras, how to use editing equipment and other several related tests based upon job description.

“Private channels are keen on giving training courses every now and then to maintain their quality of productivity, and competition among each other,” she said. She claimed that on the contrary to private broadcasters, ERTU confronts clear lack of trainings.

“ERTU, as well as any other institutions, need to have research and development,” she said in compliance with the point of view of the board of trustee member. “Whether it’s learning new techniques of holding new cameras to catch up with the sophisticated studios there, or getting trainings on script writing, psychological awareness and how to deal with psychology of your viewers,” she added. She implies that filtering, training, and evaluating staff are key elements to consider when it comes to evaluation.

Evaluation

“For every program, we address the main positives and negatives. We first start with positives,” said one of the responsible persons at the General Administration for TV Follow-Up.

This administration is responsible for monitoring TV and messages of viewers. She indicated the types of reports formulated within the management. There is a daily report to assess the programs that have been broadcasted throughout the day. There is also a monthly report to monitor the performance of programs during the month; had they covered topics in the arena? There are also other two kinds of reports; one is called special reports which the upper board of ERTU may request in order to provide emergency evaluation reports, as a result of a certain case that happens. Also, there are special reports to evaluate the performance of programs and anchors during parliamentary and presidential elections and special events that resonate.

“We take into consideration during this evaluation process: the content whether it is objective or not, the purpose of the program whether it is achieved or not and the performance of the anchor reflected in their look, preparation, style of dialogue, respect to both audience and guest speaker,” the official at the General Administration for TV Follow-Up said. It is the anchor’s duty to arrange with the guest speaker the subject, and duration before the broadcasting. He/she has to “digest” the topic objectivity. News anchor, for instance, has to read carefully the script before being on-air. She itemized that “sometimes we write in the report “anchor X doesn’t fit” and write the overall negatives that were received on the screen”.

The official at the General Administration for TV Follow-Up added some additional information .Two types of cutting through broadcast engineering; first is due to urgent political news, president giving a speech, and 5 prayers times; some are on purpose. Second is unconsciously and these are called “rough cut” and this is mostly due to a low skilled anchor. For instance, program x serves a group of audience, having a good content, and of course we evaluate the anchor whether she/he comprehends the subject which is raised for the guest speaker. Some anchors aren’t aware of the subject, aren’t skilled enough; therefore, they could

ask a question the guest has just answered or repeat the question indirectly. “We noticed this answer from a guest speaker “I just answered your question,”” she commented. The situation of this anchor is only stated, without mentioning neither her name nor the name of the program nor the date; but only mentioning what have happened, following ethics.

“Not only we evaluate the performance of program, guest speaker, and anchor, we also evaluate the ads broadcasted within the program,” the official at the General Administration for TV Follow-Up specified a situation of the content of one of the ads broadcasted on one of the terrestrial channels. The content of the ad contained a lady with her young son; even though her son threw away a piece of rubbish he was holding on the street, she hadn’t directed him that this is a wrong act. The purpose of mentioning this example of ad is that there is a message beyond to convey, which is the “respect” of audience, since maybe children at the same age of the child in the ad would imitate him, doing the same unfavorable act. This was mentioned in one of their reports as a comment on this incident, so that the program will not present this ad again. Following ethics considerations, neither the name of the ad, nor the program would be mentioned, but only part of the ad that contained unsatisfied incident.

When the board of trustee member was asked about how evaluation of management takes place within the organization structure, he answered “poor. They need to be fit in able to compete. Therefore, that means a lot of trimming; that is why out of trimming meaning that they have to prepare packages for early retirement or finding new opportunities in the digital age to offer these opportunities for those who are going to get out of ERTU, but they have to have training; it is not happening. What is now required at this phase for Maspeero is to follow a policy of reward and punishment, through evaluation of work; since those who worked and did effort can’t have same income as those who didn’t. It has to start by evaluation and then trainings

to employees, and link their income with their production level. This production level should follow certain criteria and standards not for the purpose of personal passions.

Maintain Good Caliber

“The majority of anchors who were used to working at Maspeero building moved to private networks because of their own benefit of having higher salaries, more incentives and motivations,” said the official at the General Administration for TV Follow-Up. She directed me to her former manager who is currently on retirement. She focused on comparing the old Maspeero and new Maspeero on what used to be produced before in terms of programs and the performance of anchors. “Mahmoud Sultan was excellent at presenting “Alam al Hayawan.” “Animal World,” she said. She mentioned some other names of prominent anchors at that time such as Amani Nashed, Salwa Hegazy, and Laila Rostom. They all show a sense of respect to both the guest and the spectator. Accordingly, they won credibility and respect from the audience. Their programs has a valuable outcome either entertaining through an artistic side or solving a certain issue covered in the subject of the program, or hosting an appreciated public figure that people are fan of.

However, some of the programs nowadays tend to be superficial more, and tend to present only the bad side of certain obstacles Egypt is confronting. The former manager at the General Administration for TV Follow-Up who is currently on retirement raised a point of the director Khaled Youssef who tends to present the obstacles Egypt is suffering from. She contradicted the current situation of media both in public and private channels, since she mentioned that Wael El Ebrashy for example is using the same trend for more viewership ratio and more advertisings; the more obstacles and cases occur on his program, viewership ratios, and

accordingly advertisings would increase. “I’m worried about my grandchildren watching such programs or movies.” At the end of the interview she mentioned, “The new trend nowadays is to “find a scandal.” That’s to say, the commonly new content programs are seeking, especially private ones are as of the old Arabic movie name which is called “Al Bahth Aan Fdiha” “Find a Scandal.”

“I was giving instructions for writing a report including both positives and negatives of the programs all over the channels; the main focus on negatives,” said the official who is currently on retirement. However when comparing current performance of public and private channels, she said “local TV channels when compared to private TV channels are not so bad; since private channels mainly depend on scandals; even the soap operas they show are bad.”

“Our old gold generation such as Amany Nashed, Salwa Hegazy, Laila Rostom, Salma Al Shamaa, Elham Farag, Farida Al Zomor, and Nagwa Ibrahim proved to be the best in terms of appearance, tact, intelligence and speed to act with the character and guest hosted. The old programs on local TV were more purposeful; they contained varieties,” said the official who is currently on retirement.

The former manager who is currently on retirement mentioned an example of anchor Amany Abou Khouzaym who was presenting the TV program “Ketaf Fi Hayaty” “A Book in my Life”. When Abou Khouzayem used to hosting prominent characters such as Anis Mansour, she had to read almost all his books to know the track she’s going to take in their dialogue and the field of the conversation as a show of respect to the guest and his field. There were continuous round camera tests to anchors before appearance on the screens. The director executor takes into account the whole work in the context of the drama such as the outfits,

costumes, make up, hairstyle, appearance, cadre proportions, and others. Sometimes he/she is more important than the director.

“I used to go to studios to watch the environment live; the most famous studio was studio 46 when Abdel Halim used to sing in accompanied by the famous composer Kamal Al Taweel; a sophisticated atmosphere.” These studios witnessed the most famous majestic TV works such as the episode of “Raafat Al Hagan”. Some examples of “Maspeero Sons” are the famous actress and current anchor Isaad Younes used to working in Middle East Broadcasting at Maspeero Radio. Moreover, The former minister of information Durria Sharaf Al din used to working as an anchor in the famous TV program “ Nady Al Cinema” “Cinema Club”.

The follow-up administration used to resorting to experts from Academy of Arts and theater to be assisted by and to be informed by their opinions and ideas in technical aspects for the success of the program as a technical and art consultation. “Most of the anchors used to come to our follow-up administration to ask about feedback and criticism so that they could benefit and work better,” she commented. “I used to take production course; I benefited so much from the script writer Farag Ismail, the one who wrote the famous movie “Al Shaqa mn Hak Al Zouga” “the apartment is the wife’s right” she raised an example.

According to a representative at the General Secretariat, there is an institute of Radio and Television at Al Alfi Street. It provides training courses in the field of Mass communications and other courses related to the field. “Most of the private channels nowadays are based upon Maspeero’s “sons” who were used to working for before moving to private channels.” He continued stating “the existing training institute is able to arise new cadres”

Administrative Structure

ERTU includes 13 sectors: broadcast sector, TV sector, Engineering Radio sector, economic sector, production sector, news sector, satellite channels sector including Egyptian satellite channels, Nile TV channels, “Baqet Al Mahrousa” regional channels such as channel 7 and 8, security sector, secretariat of the general sector, “Soot Al Kahera” “Voice of Cairo” sector, and presidency of ERTU. Each sector is like an independent ministry, accompanied by its own financial affairs and procurement and administrative affairs along with the head of sector and the departments beneath. Broadcast Engineering sector is the one which is responsible for all technical issues related to the building, whether electricity, painting, tiles, elevators, maintenance, designing studios, connecting broadcast devices and others.

“Al Fan Al Ezaey” “Art of Broadcasting” is a magazine that is issued constantly addressing the news of the building. It also contains some statistics that researchers come up with after their surveys among people. The official at the General Administration for TV Follow-Up gave an example on how they collect data to “serve” their work. For instance, if they are targeting the viewership rate of “Sabah Al Kheir Ya Misr” “Good Morning Egypt” program, they have to set a random sample comprising of 1000 opinions, dividing it to 100 of the countryside, 100 of urban, 100 of males, 100 of females, 100 of high education, 100 of intermediate education; a sample representing community groups in accordance with a certain form. These people are normal citizens and pedestrians; they are asked some questions upon which the researchers determine certain ratios and viewership rates.

Research department works on such issues by dividing researchers among the republic, roaming around streets to ask people some questions. Researchers have several destinations:

Upper Egypt, urban governorates such as Cairo, and other governorates. Every place has certain features, thoughts and characteristics of its people differ than those in other places. For example, farmers would like to watch TV programs containing agriculture field. Similarly, doctors prefer to watch TV programs discussing medicine and technology. Some would wait for TV programs concerned with economics such as stock market and stock exchange. Others would watch various kinds of programs as a package.

Maspeero is subjected to sovereign state agencies: Administrative Censorship and Central Agency for Accounting, as any other ministry at which is controlled by external censorship in financial and administrative affairs. Each of them has an office inside Maspero. As for the cases of legal affairs, they are escalated to administrative proxy.

There are two kinds of internal censorship: precedent censorship and follow up. In precedent censorship, executive director with the help of the preparation team should ensure that the ideas, guests presented in whatever art work shouldn't have a certain stream. There are some taboos that shouldn't be accessible on Egyptian TV. In this case, censorship plays role in monitoring artistic art works either in soap operas, movies, documentaries, or others in terms of wordy and decent appearance.

Internal Censorship: each sector has its own administrative inspection and also a central administration concerned with legal and regulatory affairs. All of the mentioned above are means of censorship of the building as a structure whether individuals, finances, equipment and devices. However, General Administration for follow-up is the one responsible of tracking the material broadcasted on screens.

If there is an on air concert or program, it is somewhat difficult to control if any obstacle suddenly appeared since it is broadcasted live. However, the follow up administration, afterwards, write in reports the errors whether technical, artistic, moral, or others.

There was interior censorship administration regulating the TV work before it appears on screens, testing whether it will be beneficial or useless. It gives reports on; however, the follow up administration's function is to give reports of the work positives and negatives after the TV work appears on the screens.

It is the censorship administration which interferes if something weird and not appropriate happened, either by cutting the broadcasting or editing something; depending on the incident or the circumstance itself.

According to the official who is currently on retirement and used to work for the General Administration for Follow up, "censorship administration, during our time, was affiliated to minister of information's office." She added "when it comes to a special event concerned with presidency of republic such as president's speech or whatever belongs to the state, it was deeply looked into." There weren't such farces as nowadays concerning the continuous errors that Maspeero confronts in the past. Inside the administration, there were around 40 employee; employees in follow up, editors, head of department, general manager of the department, director of central administration, typewriters on computers for report writing.

A representative at ERTU's General Secretariat stated that the number of employees inside the follow -up administration reached around 140 employees; however it used to include around 40 only. He quantified that there are some administrations are eliminated such as telephone service department which was used to relying upon audience opinions throughout the

phone. That's to say, a one could call to express his/her opinion towards certain program, soap opera, or whatever TV art work. In addition, there are some other administrations which are shut out too such as the administration which mainly depended upon journals and newspapers. Such department used to cut out everything included in newspapers and journals related to Egyptian TV and paste them in a certain cover and submit them to responsible person or administrator. He added that such departments became of no function especially with the evolution of technology. Thanks to internet which saved a lot of time, money, and effort by bringing every single news online for the intention of research. Therefore, workers who used to working for these departments are divided into others all over the administrations, since they are affiliated to government work. The state can't separate and dispense with workers; thus, the only option is to divide them among other departments. This act is unfair and inappropriate, since such workers' skills couldn't match the administrations they are newly employed at. Therefore, there wouldn't be consistency; similarly, a theme of confusion and a defect in the new job description, as it wouldn't be well absorbed and understood since it isn't the job they were seeking from the beginning. In other words, this is seen as "coercion" to take it or leave it; accept having a new job in the same building or leaving and losing the monthly income.

Number of current employees nowadays is around 34,000; it has reached 44,000, however whoever leaves is not replaced. His/her position got cancelled accordingly. "In my opinion, it is better having overstaffing than having unemployment. It's like a factory that needs excessive labor to be run." He mentioned that the matter depends on how to govern the place and employees beyond.

"Maspero contains around 43,000 employee since 2010, there was a decision of suspension of receiving applicants until 2020. By this year, it contained 32,000 employees;

therefore, the ratio of employment is declining, no more increasing in the rate. It is suggested that by 2020, the number of employees would reach the requested capacity which is 15,000 employee,” said the news anchor at public news sector. “News Sector presents news services at channel 1, 2, Egyptian Satellite channel, and “Soot Al Sha3b” “The voice of people” with around 130 anchor; around 70-80 anchors are on leave without pay,” said one of the news anchors of news sector at public channels.

However, one of the news anchors at one of the private channels said that the number of news anchors at this private channel is 20. This leads to each one having more than one shift per day, since it is mainly on news, which is determined by their occurrence in the newsroom to be able to cover events taking place.

When the board of trustee member was asked concerning the employees performance, he answered, “It’s too much. You have 38-40 thousand people working in Maspeero, one building. This is a lot of money. They need to decentralize. Maspeero when was established was on the top back to 1960s, when there was a national sense, national identity, lots of calibers, stars, movie industry was at its best.” All of this work together for Maspeero.

The representative of the General Secretariat mentioned that private channels are affiliated to the Ministry of Investment; when there was ministry of information, there was a harmony in between at which there were red lines on some materials. Every channel has its passions and desires; at the same level, it is aiming for high viewership rates.

“We need ministry of information again and a syndicate because we have only state pension not from a syndicate,” the official at General Administration for TV Follow-Up answered when asked about her opinion of having ministry of information again. This is the

same opinion of the representative of the General Secretariat about the importance of ministry of information to rule media. “The rhythm of media work wouldn’t be adjusted except by minister of information,” he said. He followed his discussion by a comment “for a media code of honor, minister of information has the authority and mandate to penalize any channel even if it is private channel and sometimes shut it down.” Maspeero, at the past, enjoyed seriousness in work and credibility in product as the output. The former manager at the General Administration for TV Follow-Up who is currently on retirement indicated that “commitment and honesty were the main features workers were following. I myself was penalized when I made a mistake when I didn’t mention something at one of the reports I write before being the general manager.”

Egyptian TV maintains its protocol unlike private channels which prefer incitement, polarization, and loud voice. “I don’t prefer the idea of privatization,” the representative of the General Secretariat answered when he was asked about his opinion in the idea of privatization. If the private companies contribute in a percentage of the share, they would have a restricted control. To clarify, he gave two examples as reasons why Maspeero should avoid privatization. First, a private company would have the right to end partnership if it finds out anything unpleasant and out of its favor. If it withdrew, the building would be ruined; accordingly. This is because it depended mainly on the new revenue and income on behalf of privatization. Second, they would have the right to choose the guests to host as of fancies and courtesies whether political orientations, religious or public opinion provoke. This is another factor which would hinder the Egyptian TV protocol and criteria followed since past.

Performance Quality

“The increasing number of private channels occurring whether TV or radio channels is great compared to local ones. The quality itself differs, having well professional staff, increasing competition altogether among different channels,” said a Mass Communication professor.

The news anchor at public TV commented on the performance of programs and employees saying “provide the appropriate atmosphere for employees to work in terms of logistical, financial environment;” he added, “I think most of the programs which are called “Talk Shows” aren’t really doing its function, since Talk shows have to engage audience, and even the program’s format is not really talk show. Dr. Hafez El Mirazi had an experience of a real talk show at Dream channel, and it stopped.”

When the news anchor at public TV was asked to make a comparison of news sector between public and private channels, he identified that news sector at Maspeero is better than news services presented at Egyptian private channels. However, it is “fragile” when compared to the Arab news channels such as: Al Arabia, Sky News, BBC Arabic, Al Jazeera, and others. From the audience perspective he thinks that some people are connected to news services provided by Maspeero, since they used to watching it before such as the famous 9:00 pm news, and the proof is the ads accompanied. Also, the famous program “Sabah El Kheir ya Misr” “Good Morning Egypt”, some people used to waking up and switching on this program at their early morning. Furthermore, He also mentioned some factors which affected the viewership of audience towards terrestrial channels one of those factors is “What happened from the side of Egyptian TV during 25th revolution hurt the credibility of Maspeero towards the citizen, as

whole;” he added “maybe some of the subjects broadcasted has some redlines due to government control.”

There are another dynamics that’s mentioned by the news anchor at public TV which are considered some reasons why people nowadays prefer to switch on private channels more than terrestrial ones. “Some factors are neglected at Maspeero such as the look, the lighting system, and the photography.” He additionally suggested that there should be a policy of reward and punishment to be followed. “Some of the employees don’t care about such major issues, since there is guarantee that if their names are mentioned on whatever program they worked at, the income already is run monthly,” he gave an example. The situation in Maspeero has become a dramatically unfortunate; it is ruined because of the new generation working for Maspeero who are seeking only money. They don’t have an aim to go through. Most of them are working in a field that wasn’t their target from the beginning; the imbalance came; accordingly.

“Maspeero is like isolated lands reflected in the lack of coordination between sectors and even administrations.” The news anchor at public TV added “advertising companies when picking a program to deal with, definitely they search for programs of highest viewership rate, even if the content is ridiculous.” Therefore, there is no other choice except being the best in competition with colleagues around who might have higher positions and salaries if they excel; at least being inside the profession frame to receive money for it. This concept is for the purpose of redistributing money, trying to be fair enough with all employees, creating a motivation status, as well. “The organization at this stage is neither a purely service nor purely business. It is like an organization affiliated to social affairs, aiming to providing the same income that the

employees used to have, without linking this income with their production. Therefore, the production became poor, although the expenditures and costs are huge,” he illustrated.

The news anchor at public TV gave an example of one of the programs broadcasted at one of the public channels, which will not be mentioned following ethical considerations. He said “I would like you to open program “x” you would find that it is a program for woman affairs; however, it involves political subjects addressed in the program. Other local TV programs deviate from the main purpose of the program.” He added “it happens that you can come to news sector at Channel 1 as a guest speaker at 3:00 pm, and then you, the same person, go afterwards to Nile News at 3:30 pm, although being the same guest speaker on both channels at the same sector. Then, you go to another sector, for example you go at 4:30 pm to be hosted by Nile Life.”

When the news anchor at public TV was asked about his early career life, he answered “for the time I joined at 1999, I believed that Maspeero suits a young man at his early career life symbolizing stability.” In other words, it is a government job, having a fixed income, and pensions, afterwards. “I believe it is the initial step that can facilitate starting in other channels. Around 80 employees at news sector work outside, although they started their job first at Maspeero. I personally worked for 32 channels outside Maspeero; I either take vacation, or manage between both working inside and outside Maspeero.”

Referring to a news anchor at one of the private channels, she said “I believe that Maspeero is like a public company in comparison with a private company. Public company has less possibilities and flexibility rather than private company.” She said that in public organizations, employees can't be fired, they can only have penalty, unless they do a crime, or a

major issue. However, in private organizations if the job description does not add that much to the work processed, the employee could be fired, but in a gentle way, no re-new of contracts, for instance.

Unlike state owned media, private networks follow certain strategies and instructions by the owner of each channel only. For every owner, mostly business men, his/her own perspective, idea, and direction for all employees to follow. On the contrary, public channels apply the idea and direction imposed by the government. If anyone exceeds the limits “Red Line”, he/she could have a penalty.

The news anchor at one of the private channels implied that in ERTU, if for example there is a decision to bring a new camera or something, this decision has to pass through routine work which goes through long procedures, taking long time to be signed by at least three people, and then there is another time for the product which is the camera for example to enter inside the building having some other approvals, and so on. However, in private networks, if they need a camera tomorrow, they'll bring it immediately, since money is available by the owner. However, such ongoing process followed in Maspeero, since money is affiliated to government so it has to be aware of the expenditures. “Maspeero does not have the ability to cope with the higher standard levels of quality already available at Media Production City.” She added “studios, productivity levels, cameras, qualified employees, famous anchors all of these counts when talking about quality of performance,” the news anchor concluded.

“Media equals money” said the representative at General Secretariat. He illustrated that there is a great need of budget to support having new advanced equipment, studios, decors, and other means of innovations.

With the progress of technology and its advancement, movies and soap operas nowadays could be repeated for several times unlike the past when they were broadcasted only once. Families used to gather at the exact time of broadcasting to watch them; since there isn't another option or alternative.

Right now Maspeero should really work as a producer not as a policy maker. The regulator ought to put policies, regulations, and codes; while, ERTU should really re-structure and look for the best production to offer. The board of trustee member added "in this sense, we need to visit a lot of models, because the culture needs to be fed everyday with new products, we need to identify different target groups and different audiences."

Re-structuring ERTU: Rationale and Challenges

According to literature review, conceptual framework, and methodology used, there are some category schemes, each and every category divides up into sub categories as deep root causes. There are four main categories, as follows.

First, media ownership either in terrestrial channels, or in private channels is biased, since ERTU is controlled by government, and Media Production City is directed by business men. That's to say, if government has a message to convey, it is delivered via TV and radio terrestrial channels. Along the same line, most of business men, owners of private channels, who belong to specific intellectual and political flow tend to express their own thoughts and ideas through their own private channels. This is for the sake of serving their own benefits. Neutrality is not so much finding its way in TV and radio channels whether on terrestrial or private channels. Moreover, the 25th revolution affected and somewhat "hurt" credibility of public media, leading to a decline in audience viewership, since it was pro the former Mubarak's regime. The content, pictures,

reports, and visionary data represented on public terrestrial TV channels wasn't as deep as private channels ones which succeeded, on the contrary, to cover and update the events taking place during the revolution time. This is considered another reason why people tend to switch off terrestrial channels and switch on private channels; instead.

Second, viewership ratios increase towards certain program or certain anchor; accordingly ads increase. This depends on the extent of interaction with public, reaching audience's thoughts and needs in a speedy way, including credibility. Accordingly, this way could lead to control of audience minds. This is what private channels seek to provide in a professional and smart manner.

Third, unlike literature review that stated that overstaffing at public organizations is unfavorable, referring to one of the news anchors at one of the private channels, there is a need of more anchors to cover events, especially in the news sector at the channel. She itemized that news services presented ought to be covered all around 24 hours per day; therefore, employment of more news anchors would facilitate the re-distribution of the existing employees' work shifts. This is due to the family and distance concerns the current employees have. However, this does not mean that the excessive amount of labor inside Maspeero building is favorable. The outcome of ERTU's performance does not satisfy audience, although it entails large number of employees, who could excel, run procedures, and work mechanism faster, if both efficiency exists and bureaucracy shuts down, which is not happening in Maspeero. Therefore, the evaluation of is measured by the quality of performance.

Last but not least, presentation skills of anchors are considered a key to the success of a program. Not only this, but a program content also has to serve the purpose of the program. In

the past, programs were more purposeful; the content was away from issues that raises strife and public opinion. Furthermore, the anchors, in the past, were distinguished in their tact, culture, and respect of the other opinion, guest speaker from a side, and the respect of the audience. The duration of the ads wasn't as long as nowadays.

Connecting all the mentioned above categories, of terrestrial and private channels, it is realized that both contents of programs and anchors presented in terrestrial channels are biased, since it is government based-directed ownership; same as private channels whose businessmen have certain ideas reflected in their biased private ownership. Moreover, viewership at the past was measured by the appropriate criteria of content, preparation, production, and direction of the programs produced by ERTU; however, nowadays, there is no reward and punishment policy. In other words, whether a program is performed successfully or not, at the end of the day employees are having their salaries according to their work not according to their performance. However, viewership at private channels is determined by the revenue coming; especially from ads presented within the programs, depending on the hot issues and the way prominent public figures and anchors present them.

Output is the determinant of performance. Egyptian TV is suffering from major continuous series of errors, and decline in quality due to some reasons and challenges which affect negatively on viewership and satisfaction of audience. These reasons are listed as follows.

1. Inflated administrative structure

Adherence to rules and formalities reflected in bureaucracy and red tape as well repeated

jobs inside the building has led to drooping administrative structure. Not only had this, but the spread of nepotism in employment is one of the main reasons of overstaffing.

“In addition to the many problematic employees that lead to spending available resources on wages, as well as the inability for production and development, and inefficiency in the work that achieve productivity” (Elbadil Center for Planning and Strategic Studies, 2016).

Moreover, there is lack of transparency, lack of efficiency and professionalism in selecting employees to work at Maspeero, including leaders or heads of sectors themselves. There are no clear criteria what appointments are built upon; such as choosing the appropriate qualifications with discipline or efficiency requirements.

2. Maspeero has huge potential and a limited product

Maspeero has plenty of possibilities; in addition, the state offers a lot of facilities that are not provided to other institutions in the state. However, they are misused; not only material, but there are also human resources that aren't functioning, resulting in more debts and less productivity.

3. Lack of censorship

ERTU suffers from a lack administrative cadres that ought to formulate a vision and specific strategic goals. It has a lack of an effective supervisory system depending on routine and worrying about development and innovation. There is procrastination and a slowdown in the presence of media syndicate that would grant licenses to practice the profession or discontinue and have censorship over the words and phrases used.

4. Weak competition with the Arab and private media

“As a logical consequence of the loss of public trust in the state media, the ability to compete with the Arab satellite and private is lost; accordingly” (Elbadil Center for Planning and Strategic Studies, 2016). Maspeero confronts strong competition with private channels, which drives more viewers to move away from local national television channels. With the success of the launch of the new Arab satellite networks in the region, viewers began to travel to this wide range of private channels to watch the news and entertainment programs. Therefore, audience touched lack of credibility and dissatisfaction showing up towards Egyptian TV channels.

Three Main Media Axes to be Re-considered within Reform

According to a radio interview with Safaa Hegazy, the current head of ERTU, in program “ Om Al Donya” “ Mother of the World” presented by anchor Gamal Enayet, she stated that Maspeero has to be developed through three axes. First, the screen, and electronic screen should be worked on. Second, media product should be developed. Third, Maspero resources development ought to be considered; there should be an initiative to reconcile the conditions of workers in order not be prejudiced. Hegazy seeks to provide a national informational message aimed at construction and stability in a large country such as Egypt and the establishment of values and ethics, and formation of truth to the Egyptian citizen in a transparent means without coloring. In addition, she is looking forward to providing professional media enjoying freedom of speech and fully responsibility. Hegazy stated “we will work to intensify the training courses to raise the level of human resources and the development of Maspero resources so as not to be a burden on the state.” Hegazy is optimistic about the restructuring of the Board of Trustees of the

Egyptian Radio and Television Union, which had suspended its meetings since 2011; a lot of items have been hindered which affected segments' workflow of the union.

To achieve what Hegazy is aiming to, criteria of TV production process should be deliberated. Managers of TV production should re-consider various aspects of creating TV programs of people's interest. They should coordinate budget, equipment, studios, schedule, and set locations for the day-to-day implementation of production. Supervision of production staff members ought to be followed by effective and efficient instructions.

Chapter Six: Conclusion and Policy Recommendation

Government organizations need to adapt to the demand of change, accompanied by accurate strategic planning within its public organizations, in order to have a new organizational vision stating its purpose, utility, obligations, management style, and others. There is a need to develop activities to ensure the corresponding, and harmonized efforts and actions towards certain objectives of the initiating organization. Not only this, but also to better come up with effective evaluation towards actions in order to meet objectives. This process requires more control over targeted results, merging external inputs, formulating innovative projects and programs as incubators of successful models, and piloting new techniques or experimenting concepts. Moreover, strategic planning process meddles to assist in an organization's well structure basis, as well as its development; if followed accurately the organization would thrive. Therefore, there is a need to re-introduce public organization to society & to re-think strategically, motivate, train, and invest in employees, as some ways to take part in structure reform to achieve progress to the individual as a citizen, and the society as whole.

The current situation in "Maspeero" requires rapid intervention by the state to restructure this ancient building by pumping new blood, and the preservation of its heritage. There should be an initiative to expedite the issuance of the legislation regulating the media, to reduce the existing chaos on the media scene.

The main media axes, mentioned in the previous chapter, determines the standard level of the quality of TV production, and accordingly rate of viewership is measured; since higher quality lure audience more. In addition, HR reforms should involve trainings provided to

employees to work on improving their skills, and the overall performance throughout performance appraisal.

Improved Management and Program Development

To drive in the mentioned way of reform, there are some key steps. First, re-directing development towards certain objectives should be the main target, in this case reshaping the objectives ERTU should achieve. Second, output evaluation ought to have more focus on, such as TV programs' evaluation, testing the extent of audience's satisfaction and viewership rates. Third, there should be an initiative for introducing innovative projects & programs as successful models by resorting to Research and Development (R&D). Through this means, it could facilitate to investigative activities, conducting research with an intention of discovery making and test its extent of development which would be reflected in the outputs later, or at least improve the existing programs and performance. Fourth, management with all its means should be carefully understood; managing decision-making (planning), managing technical activities (training), managing operations (HR), managing documentation, reporting & dissemination, managing monitoring & evaluation (M&E), managing communication (internal and external), managing troubleshooting & problem solving (especially when errors become continuous and serious), and finally managing change. Fifth, there should be a tendency for piloting new techniques or experimenting concepts. Finally, budget, aid, and upper hand should be maintained, in terms of managing resources (Thiry, 2010).

The development of ERTU should be passed through standards. It needs the idea of working within a competitive professionalism to lure audience again like it did before in the past, since it was considered the "media castle". The main aim should be achieved through a key

concept that "Maspeero" offers media service aiming to achieve the functions of informing public service and guidance.

Recommendations for Producing a Model TV Program

Television Production process passes through some techniques in order to create a television program. Jerry Isenberg, a Professor and Executive Director for Television Studies, School of Cinema and Television, University of Southern California, explained in an academic article TV production process (Isenberg, 2000). It involves creating a budget, picking inspired and skilled anchors, technicians, and staff, developing a well written script, following with anchors to rehearse lines, and designing a set. It ensures that everything is ready before filming takes place. After filming, there are some mechanisms to put into consideration such as video editing, along with adjusting sound, adding some music and other optical effects.

The production team is a crucial factor in the TV production process. It mainly includes creative talents such as directors, actors, writers, and producers. Moreover, the team encompasses technicians responsible for technical aspects, as well. They could be sound technicians, camera operators, electrical technicians, camera operators, and others. "The executive producer bears final responsibility for the budget and all creative personnel, including the writer, line producer, director, and major cast members. The line producer reports to the executive producer and is responsible for the shooting schedule, budget, crew, and all production logistics" (Isenberg, 2000). The one responsible for the complete process is the executive producer who not only conceives the project, but also sells it to the network. In addition, the final responsibility for the major crew, including the budget is the responsibility of the executive producer too. Part of the director's responsibility is to choose locations, studios, actors. The main

focus is on the visual design such as appearance, sets style, performance of camera and actors' movements. Director's cut is created after filming, since the director intervenes to edit the videotape. Actors and performers such as anchors, newscasters, talk-show hosts, sport announcers, and other media people follow the directions requested for the sake of character portrayal, under the supervision of the director. They are selected by the producer who coordinates with the writer so that actors could memorize their lines from the script created afterwards. Performers, mostly newscasters, may use cue cards or a teleprompter machine, which displays their lines on a screen, to read from. Other performers may provide live commentary.

The script is developed by the writer for each show. Writers' work is often preproduction so as to develop script or scenario. Moreover, writers interfere during rehearsals in order to correct linguistic mistakes that could show up by the actors or directors; they also revise for production, and budgetary considerations.

First, an idea is created for a television program or show and then the development of a script comes afterwards. "A television network may also require a commitment from one or more well-known actors before financially committing to film a show. Producing a show involves three main stages: pre-production, principle photography, and post-production" (ibid).

A. Pre-production Activities: Planning and Preparation Stage

Pre-production activities are mainly before shooting. They include brainstorming, budgeting, planning, and preparing for implementation. "The pre-production period can last as long as a month or more for a movie, or just a week for a single episode of a situation comedy. Productions of great complexity, such as a telethon or a live-awards ceremony, may take months

of pre-production.” Production manager, director, and casting director are those involved in pre-production.

B. Principle Photography: Shooting of the Production Stage

“Principle photography is the period in which all the tape or film needed for the project is shot” (Isenberg, 2000). There are two fundamental methods of photography at which all television programs are shot either by single camera film production or by multiple camera tape production. There are types of shots; from head to waist is called medium shot, from head to bottom including landscape beyond is called wide shot, only head and shoulder is called close-up, and only face is called extreme close-up. However, multiple camera tape production has another function of producing talk shows, soap operas, news magazines, game shows, situation comedies such as stand-up comedy shows, and live programs such as news, award shows, and sports.

C. Post-Production Activities: Editing of Production before Releasing

During post-production, in a sequential order, the scenes are pieced together. “Post-production begins with the completion of filming and continues until the project is delivered to the network for airing. The two main activities of post-production are the editing, or assembling, of video footage and the creation of a complete sound track” (Isenberg, 2000). During production, editing may take part. The director, producer, and network review the film in single-camera shoots. These films are somewhat known as dailies; the editors divide and assemble them into scenes. The sound department is responsible for sound effects including preparing recordings, dialogue, and music tracks, for final combination into the final cut and sound track. The addition of some optical effects such as insertion of credits and titles, dissolves, or scene

fade-outs is the final stage of post-production. In addition to optical effects, a creation of special visual effects, such as color correction and animation could be added.

Attending to Limitations of TV Production

There are some factors that are considered the measurement units of the production pace; such as the budget, types of equipment, weather conditions, availability of talents' schedule, availability of studios and shooting locations, and others (GAO, 2010). "Quality programming will attract the largest share of viewers, which in turn, drives advertising revenue" (GAO, 2010).

Lessons Learnt

To sum up, television production steps should be re-considered by ERTU, having the concept that target audience vary. Mechanisms of action ought to recall the following steps. First, needs of the public should be determined through a study of what the public wants, and what are their needs. Second, there should be well preparation of the idea of the program. Third, goal or target of the program should be well defined in terms of "why do public want information provided", "what is the public benefit beyond?" "What does the program want to convince public with?" The answers to these questions should reach the goal of the programs presented. Fourth, proper research ought to be well conducted focusing on the subject and the idea: culture, politics, economics, science, family, and others. Fifth, a budget plan should involve various considerations varying between equipment, tools, production team, technicians, and other related aspects. Sixth, rehearsals and action implementation should be conducted with respect to photography, shooting, and editing, having a montage plan. Last but not least, the program has to be evaluated before its show or broadcast to ensure that everything is stable and confirm its effectiveness and efficiency by comparing the output with its vision and mission.

Training and development has been defined as “a planned effort by an organization to facilitate the learning of job-related behavior on the part of the employees” (Wexley& Latham, 1991). Training and development programs are designed for the sake of changing the skills, knowledge or behavior of employees. Change is considered to be the remarkable function of training. Training and development work on upgrading employee’s skills to have the ability to create. This in turn can bring desired change to the employee and the organization itself. As for ERTU’s issue, training and development is essential for the excessive employees to be ready for another organization, or agency they are seeking to employ in. “The Egyptian Radio and Television Union shall hereby carry out all the functions and actions required in the pursuit of the common goals, with due observance of the government systems and conditions. Specifically, the ERTU may opt to: Set up and launch personnel rehabilitation and training centers and capacity building programs across the various fields of audio-visual broadcasting; and enhance the implementation of academic research studies in this respect” (Article Three Law No 13 of 1979). Thus, it is important to understand that training can motivate a work force, as it is an integral part of what is needed to be achieved. Not only this, but training and development also improve an employee’s performance, in order to be ready for submission to those other organizations, relying upon motivating employees to achieve higher standards.

Programs required in training and development by HR should focus on improving an employee’s level of self-awareness, increasing competency skill for employees, and soaring an employee’s motivation to perform. The training process has to follow certain steps; one of which is the “Needs Assessment” step, as the initial part. This first step in the training process has to decide on the specific training needs. A need here determines the transformation between “what is currently being done” in comparison to the objectives which is “what needs to be done”. A

needs assessment is serious, as it looks forward to comprehend whether deficiencies of performance can be eradicated by training. Training needs can be determined through a variety of techniques. First of which is the strategic job analysis ought to be performed before the needs assessment. Second, survey and interviews are beneficial with supervisors and executives. Third, performance evaluations are useful to identify performance deficiencies. Afterwards, training objectives should be provided which include statements, specifying and focusing on the desired outcomes and results that employees achieved at the end of the training.

Such objectives provide some measurement to determine level of accomplishment of those employees. The development of training objectives should run through a cooperative process, including input, and focusing on outcomes. That's to say, to ensure development of this training process, there should be cooperation input from management, supervisors, workers, and trainers. This can be done to confirm that the objectives are reasonable and realistic. Consequently, training outcomes and objectives could be achieved efficiently. Motivation is known as the best way to relate to the desire of an employee for an efficient and effective function in any organization (Rainey, 2003).

Trainings lead to motivation, as to incorporate overall objectives into individual employee objectives, and to enhance performance of workers. Not only this, but training can also lead to filtering, since evaluation of employees results after training sessions.

The problem of overstaffing in ERTU is that a lot of people between forty thousand to forty five thousand individual working in Maspeero, whether they are physically there or not, they are connected to this building one way or another.

According to Messkoub, (2008), “the general thrust of the policy discussion so far has been directed at the creation of jobs and improving productivity and return to labor” (p.23). He added stating that “in the short-run, as many of the country studies argue, labor intensive and low skill public work projects that would satisfy both the elasticity and integrability conditions should be on the agenda” (p.19). What is required is to increase technology as well as training access in order to improve productivity (Messkoub, 2008, p.21). The whole process should entail degree of the problem which is avoiding overstaffing and at the same time avoiding unemployment; the great number of excessive employees as considered the size of target group. Messkoub (2008) stated that “offering temporary employment and income, particularly important during periods of distress in the region, if properly planned and implemented, will improve local infrastructure and lead to the growth and development of a region, thus leading to long term investment and job creation” (p.19). He claims that even a temporary increase in demand for projects and programs for employees may turn into improvement the bargaining position of the workers. Applying this strategy to ERTU will lead to successful steps towards surmounting the problem.

Maximizing the labor input of the program should be the main key element. It's the timing factor, which require using labor intensive techniques to maximize the labor demand of the program (Messkoub , 2008). Further, the extent of the required change through downsizing should be on the process, as well. It is recommended that ERTU speed up the reform pace (Amin, 2004, p. 50).

“Despite high unemployment, Egyptian employers face difficulties to recruit duly qualified workers, as the training system fails to produce skills that are in demand”(Eekelen et

al,p.5). This can be brought within several procedures and process passing by defining the problem and accepting or rejecting opinions and options. Training is the best idea to put on agenda, as training leads to filtering. Training can also meddle in evaluating staff; this is very crucial in the agenda setting process. Performance evaluation would be the following step; accordingly, facilitating new job opportunities in public or private organizations either neighborhood or foreign ones. Through appropriate performance evaluation, privatization trend would be introduced through privatizing employees, and/or privatizing satellite channels owned by ERTU, opening new job opportunities. Therefore, throughout the whole concept, trainings will lead to appropriate performance evaluation for employees. Consequently, filtering would be resulted through firing those employees who are not functioning, and not willing for development, even after their training sessions.

HPT could be referred to as a systemic approach for the sake of improving productivity and competence through determining performance gap and approaching a solution which could be training; for instance, attaching innovation and technology field. It is imperative to participate in strategy formulation process as well as partnering with experts in the field to achieve goals, and strategies through planned meetings. “The story of HPT is a creative one. It results in higher profits, greater customer retention, aligned organizations that work more effectively across functions and across levels, and companies that can change as fast as their market and faster than the competition” (Tosti,2006). From HPT imperative principle is partnership work in order to produce the best results. It zooms on the concept of referring to experts such as in the field of organization development, strategy, IT, salary, marketing, and other aspects within the system of the organization. Partnering processes facilitate creating internal and external treaties to provide better ways to make good use of expertise seeking improvement in productivity. Not only this,

but also to catch up with technological changes to bring in productivity line the innovative processes. The principle of “partnering” adds real value to the system of the organization as whole. Many broad-based solutions have been produced by the field of HPT.

Work performance should be given a due care to proceed in training and development required from HRM. Through these advances, public organization would re-structure in order to thrive. Human resource development and management signify a critical component in a reform to public administration. Innovations in these developments are vital to improve the organization. Human resources management of ERTU should consider the theories mentioned above for a better development and reform, knowing how to motivate people to perform more efficiently and effectively. Thus, it is suggested that HRM in ERTU select possible paths to enhance through training employees to prepare and send such excessive amount of employees to these new job opportunities.

There is another suggestion in converting satellite channels owned by ERTU into a privatization trend. A lean towards the Hungarian example of media privatization could create new job opportunities, and make an independent media system more competitive with high quality accompanied with freedom, and democracy; accordingly.

Therefore, there is a balanced measure of either reforming inclusive performance as an administrative reform, with the assistance of SHRM through training and applying HPT model, or referring to Hungarian’s privatization experience. Consequently, an appropriate balance would be achieved, accordingly.

Conclusion

The reform should aim at designing, training, and sharing knowledge to attain goals of an organization. Privatization helps in achieving stabilization, and enhances resources supply and allocation. It is realized that it is one of the components of reform package. Moreover, another alternative considered as a reform is applying HPT model which works on enhancing the effectiveness of an organization through starting with results, taking a systemic view, attaching innovation and technology, creating value, and partnering with others.

TV channels in Egypt vary between terrestrial channels, owned by ERTU, and private channels, owned by businessmen at Media Production City. There is a higher tendency in switching off terrestrial TV channels, and switching onto private channels, instead. Public TV programs produced by terrestrial channels are causing boredom, daily routine mood, as well as frequent errors, absence of creativity, and poor presentation skills when compared to programs at private channels. Literature review of this study started by a broad image of a background information of ERTU, and then a sketch of ERTU's performance reflected in its "muted" and "unwatched" terrestrial channels, full of continuous serious errors, when compared to private channels, which have higher viewership. This literature review brought up a research question trying to focus deep on initiative to reform ERTU within a theoretical perspective. The study draws a recommendation of either to select privatization route as Hungarian's one or follow Human Performance Technology (HPT) model. Both ways would acquire new information and knowledge and introduce innovations to have the ability to thrive.

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