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媒介管理者認知新聞專業性及組織衝突之研究
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行政院國家科學委員會補助專題研究計畫 ■ 成 果 報 告 □期中進度報告

媒介管理者認知新聞專業性及組織衝突之研究

計畫主持人：政大新聞系 彭芸
共同主持人：無
計畫參與人員：
計畫研究助理（一）　政大新聞研究所 學生 江海寧
計畫研究助理（二）　政大新聞研究所 學生 施馨堯
計畫研究助理（三）　政大廣電系　　　學生 吳羽翔

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中 華 民 國 　 97 　 年 　 9 　 月 　 15 　 日

匯流時代的媒體管理：新聞專業與管理專業之爭議與統合

中文摘要

　　本研究利用問卷調查法來探詢我國媒體主管如何認知其應具備的專業技能、未來挑戰、新聞專業角色、組織衝突，以及未來生涯規劃（包括進修、轉業、退休）。四家主要報紙（蘋果、自由、中時與聯合），與國內所有提供新聞的五家無線、八家有線電視台的第一級與第二級主管均給予問卷施測，問卷包括：認知重要專業技巧、未來挑戰、新聞角色、組織衝突、個人生涯規劃等不同面向，以及個人基本資料（性別、年齡、教育、工作性質、服務單位、服務年資等）。

　　在回答問卷的 329 位電視台主管中，有 70%主管為男性，其餘 30%為女性。受訪者平均年齡為 42.68 歲。電視台主管在媒體工作的平均年數為 15.83 年，而在目前媒體組織工作的年數將近十年（平均數：9.98，標準差：8.0）。受訪者中有二位在目前的媒體組織服務超過三十六年，但三分之二（67.1%）的媒體主管在目前媒體組織的服務經驗少於十年。

　　報紙方面，約有四分之三的（73.6%）報社主管為男性，其餘為女性主管(26.4%)，平均年齡為 46.68 歲，較電視台主管年長五歲左右。報社主管在媒體工作的經驗平均超過二十一年(平均數：21.34，標準差：5.99)，在目前服務的媒體組織工作平均為 16.35 年。超過百分之七十(71.5%)的報社主管服務於新聞/編輯部門，其他則擔任管理或行政上的職務；相較於電視台主管，報社的主管明顯多在與新聞相關的職位工作，屬傳統新聞人的工作內容。

　　近六成(58%)的報社主管回答如果沒有意外，會在目前組織工作至退休，三分之一(33.9%)回答很難說。相較之下，只有不到三分之一(32.3%)的電視主管表示會在目前的組織工作到退休，有超過一半(52.1%)表示很難說，回答不會在目前組織工作至退休的電視主管比例是報社主管的一倍(15.7% vs. 7.3%)。近期內考慮轉換跑道的報社主管有六成八(68%)，比例很高，電視主管的回答也不低（58.2%)，也就是說，超過過半的我國媒體主管都回答考慮近期轉換跑道

　　在專業角色方面，Weaver 等人(2006)使用了 15 個問題研究美國的媒體角色，並透過因素分析發現了四個較廣義的態度類別，分別為詮釋、傳遞、敵對以及大眾動員角色。本研究除了採用了 Weaver 等人的 15 個問題，並另外加了兩個關於市場趨動新聞學以及兩個公共新聞學的題項。經因素分析，本研究發現台灣的報紙與電視媒體主管皆認知了五種不同的新聞角色，分別是解釋者、公共新聞學、敵對者、市場導向新聞學和敵對者。

英文摘要

While many research studies have looked at professionalism (Weaver, et al., 2007; Gurevitch & Lo, 2006) and job satisfaction (Beam, 2006; Chang, 2006) of reporters in the newsroom, less study has examined the perceptions of top managers in media organizations. Do they still value the traditional journalistic roles of disseminating, interpreting, advocating and/or socializing their readers/viewers? Will there be new ingredients added to their journalistic careers? How do they perceive their organizational goals nowadays?

The senior and junior managers (including supervisors) of newspaper and television industries were chosen for the study. Five domestic television stations (TTV, CTV, CTS, FTV, and PTV), two minority television stations and eight cable networks that provide news were included. Four major newspapers (Liberty Times, United News Group, China Times Group, and Apple Daily) whose total circulation exceeded one million readers or more than ninety percent of the island's newspaper circulation were also selected for the study.

Among the 329 TV managers who answered the questionnaire, seventy percent of the respondents were male while the remainder (30%) was female. The mean age of respondents was 42.68 years old. The media experience of television managers' averaged 15.83 years, while the average subject had worked for their present media organization for about ten years (mean = 9.98, S.D. = 8.0).

About three quarters (73.6%) of newspaper managers were male while the rest were female (26.4%). Their average age was 46.68 years old.   The newspaper managers had worked in media for an average of more than twenty-one years.   They had also worked at their current newspapers for an average of 16.35 years.   About seventy percent (71.5%) of respondents worked in news/editorial departments while the rest worked in management/administrative positions.

Having adopted 15 items from American journalists' study by Weaver and his colleagues, this study added two items concerning market-driven journalism and two items related to public journalism. Factor analyses found five factors for both newspaper and television managers, including *interpretive, public journalism (*combined Weaver, et al's populist mobilizer and public journalism), *adversarial, market-driven journalism and disseminator* roles.

In terms of the importance of organizational goals, this study used six items in asking respondents to indicate the importance of each goal.   These items included: making a profit, pursuing financial goals, growth, increasing circulation/market share, quality, and social service/public interest. The results showed that for newspaper and television managers, making profit was ranked as most important while offering social service/public interest was

ranked as the least important goal of the media.   This reflects the capitalistic nature of the Taiwanese market. For younger television managers, growth was ranked as second important goal for the media, but to newspaper managers, growth was listed as the second lowest goal for the organization.

前言

媒體的經營管理在美國是一門近來成長頗為快速的次學門（從出版的期刊與書籍就略見一、二）。對企業管理而言，媒體的管理與一般其他企業的管理沒什麼不同，都要重視效率，為股東賺取利潤，組織方可永續發展；但對新聞傳播專業來說，新聞傳播的「公共性」（不論是所謂的公共利益或是公共領域）是許多從業者投身與致力這個專業的主要原因，在服務「公共利益」與提供「公共論域」的前提下，新聞工作者獨立、自主、客觀、中立等就成為工作者最重要的專業理念。

過去國內大部分媒體多少都有盈餘。一般而言，理想性高的新聞專業意理，在組織高層的允許之下，尚有許多專業空間，但近年媒體普遍不賺錢，新聞專業性在組織中還有堅持的可能嗎？理論上說，愈專業，產品佳，除為組織帶來好形象，更可幫助所謂「產品」（新聞或節目）的銷售，但實際上，當市場萎縮，而產品的替代性高（如網路上免費的新聞），光有好新聞或節目、有夠專業的表現，已不足以支撐這種產品的產製(最近中時晚報停刊即為一例)，接下來的問題就可能產品(新聞或節目)專業不足，消費者也不介意，媒體公民人數又不夠，惡性循環的結果，專業就更不受重視，很多最近對國內媒體的批評即環繞在這些矛盾之上。

國內媒體經營者近年來受到外在環境的影響，愈加重視組織的「經營績效」（如東森媒體集團負責人王令麟著名的一句話：Show me the money），許多媒體組織在聘請專業管理者就常以「管理」背景為主要考慮（如台視的鄭優總經理，中天的王克捷總經理等均為 MBA），而以新聞專業為職志的編採人員升到總編輯之後，就難再上一層樓，晉升為媒體的經營層。而許多從其他企業賺錢後進入媒體的老闆們，碰到會寫文章的媒體人，常覺得不好駕馭，媒體人動不動就將「專業自主」掛在嘴上（最有名即為自立報系經營易手時的爭議）。而事實上，媒體中的一些明星，也沒什麼「組織認同」，組織承諾比不上專業承諾，個人的知名度常大過於其經營管理者，讓所謂的「老闆」感覺到一般管理的理念碰到媒體人，好像有一些地方行不通。因此，究竟媒體管理者所需具備的條件應該為何，衡量其專業能力應該有哪些標準，就成為媒體經營管理中重要的議題，同時媒體管理者對新聞專業的看法就直接影響其在領導新聞工作時的堅持與作風。

國內近來更因著「文化創意產業」、「媒體產業」的口號叫的嘎嘎響，又在政府「置入性行銷」的大手筆下，「新聞」在媒體中的位階愈漸低落或模糊，外在批評聲更是時起彼落。而事實上，新聞工作者也滿腹牢騷，工昨時間長、社會地位較其他專業為低（羅文輝，2006），薪水不見增加，採訪條件也越差，又不時受到業務部、廣告部門基於「業配」等因素要求配合。新聞專業一旦碰到管理部門基於業績、績效等理由，究竟如何堅持、如何權變？

匯流時代，媒體面臨最大的問題就如任何企業一般，要追求生存，進而強化體質，具國際競爭力、永續經營。因此政府的媒體政策當然很重要，接下來，媒體的經營管理不能不予以正視。過去「文人辦報」時代，媒體經理人多從編輯室出身，新聞工作者秉持專業意理而有的堅持較少受到「上層」管理者的質疑；但當 MBA 進入新聞室(Underwood, 1993)後，專業經理人

的專業性該不受挑戰，但管理專業與「新聞專業」畢竟不同。

相關文獻

在匯流時代中討論不論是「數位內容」或「創意產業」，都強調「產業」，這與過去新聞討論的自主、獨立等專業意理等思維多少有一些衝突，因此不論美國（Weaver, et al.,1996，2006；Beam, 2006） 或國內（羅文輝，2004，2006）近來針對媒體內的工作同仁的現狀都給予愈多的注意，基本的考慮即是在匯流時代中，現今稱的「媒體」已成為「多媒體」，工作型態在改、常規在變，許多過去的新聞訓練與堅持如今還能繼續嗎？那些在變、要變？那些不需要改變？

Beam(2006)研究美國新聞工作者的組織目標、優先順序與其工作滿意之關係，結果發現當員工認知其組織是利益導向(profit oriented)時，工作滿意低；而當其認知其雇主珍視好的新聞學(good journalism)時，其工作滿意高，但這些關係隨著其工作角色的變化而有所不同。Weaver（1996; 2006）等在印第安那大學任教的一些學者多少年來持續對美國新聞記者及全球新聞記者進行基本資料、新聞專業與工作滿意等進行調查，發現美國新聞工作者的工作滿意愈來愈低。雖然過去美國新聞工作者薪水平均說來，較之其他專業少的多（除幾位知名的電視主播擁有高薪屬例外），但因具長官的支持、民眾的信任，工作滿意高，但近來則因媒體匯流，公共關係與整合行銷的專業愈漸完善，編採部門專業意理的堅持常受到管理或業務部門的干擾與挑戰，讓新聞工作者的工作滿意受到影響。

羅文輝、陳韜文（2004）研究「變遷中的大陸、香港、台灣新聞人員」，針對兩岸三第新聞體制、新聞教育、工作滿意、新聞倫理、媒介角色、新聞價值觀、工作自主等進行比較研究，認為新聞價值是恆久論題，涉及許多新聞的核心理念，體認新聞工作自主性的重要性，但作者提及「新聞業內有兩種並存而互相矛盾的現象：一方面記者追求自由、自主及創意，另一方面媒體組織要實施規範控制，以確保運作順暢和風格統一」（p.233）。其最近的我國新聞工作者之研究(2006)發現約百分之六十之台灣新聞工作者具新聞、傳播相關學歷，但常在中年就離開新聞工作。本研究者在報上發表「記者的中年」（7.17.94），談及我國新聞工作者的困境，收到許多中年記者的信函，陳述工作的苦悶與無奈，要離開，不甘心，不離開，工作成就感不高。

張文強(2005)探討「新聞工作的常規樣貌：平淡與熱情的對峙」提及「因各行各業的「常規」狀況不只質疑新聞工作的想像，它所造成的異化、僵化、失去熱情，以及因此帶來的停滯與自我放逐」（p. 3），屬於近年針對報紙內部問題一篇較為深入的研究，但熱情本不易探究，對新聞的熱情究竟是好是壞？何種程度的熱情對新聞專業及其表現是需要的？由於主觀詮釋成分大，討論的空間也有待進一步延伸。而且由於研究只關注「常規」，其他新聞工作中重要面向並未觸及，更多的研究實有必要。

而國內近年因為媒體環境改變，對傳統受新聞教育的同學而言，過去學校教育中強調的新

聞倫理、新聞採寫、組織溝通等知識，碰到變遷的媒體環境，常有無法適應或適應不良的情況發生，當然各行各業都各有問題，但新聞這行業因為屬性較為特殊，其工作同仁工作滿意低，熱情不再，好的新聞出不來，影響的是一個社會的民主品質，這是為何先進國家都很重視新聞品質與民主政治之關係的一個重要理由。

在探討這個大問題時，可以切入的角度很多，從政治經濟面、制度面、組織社會學、新聞專業意理等，均有許多相關文獻可以探究，Deuze（2004)在探討「多媒體新聞學」時，認為在聚合的環境之下，機構的、科技的、組織的、文化的因素都會影響到新聞工作的產製，並進而影響新聞工作者的專業認同。因此許多新觀點是必須被關注到的。作者利用媒介邏輯的概念進行分析認為媒介邏輯可以使研究者以一個較廣的觀點去探討媒介順應新環境而產生改變或拒絕改變的動態過程，並且可以把研究限制在某一特定媒介型式中。他把媒介邏輯的概念延伸為多媒體邏輯（multimedia logic），並從四個觀點：機構（institutional）、科技（technological）、組織（organizational）、文化（cultural，作者以生產者/使用者的文化能力去分析）去看新聞中的多媒體現象，本研究的重點集中在組織層面，其他機構、科技與文化面相對就不是本研究的主要關懷，也就是說，本研究將從組織面向探究新聞專業與管理專業的衝突與統合。

過去在研究新聞專業性問題時，符號互動論或社會建構論為重要理論基礎，而組織理論或科層理論亦可補強其解釋力（Tuchman, 2002）。一般而言，新聞的產製過程被視為「真實」的社會建構，另一方面而言，新聞是經過組織化製造的社會產品，就像貨品一樣。因此，媒體工作者「必須修正他們的個人價值，以符合組織的基本要求」。在每日的儀式行為下，個人很容易產生新聞組織的社會化，因此新聞的專業意理來自於組織而非個人，但當媒體愈加重視「營利」，過去新聞強調「擺脫政治利益」、「擺脫商業影響」，靠的是所謂的「新聞專業」，而今當愈多的媒體管理者是受雇來「賺取利潤」（或至少不要虧損）時，「新聞意理」還有其意義嗎？

研究方法

本研究想瞭解在匯流的紀元中，我國媒體主管如何認知其應具備的專業技能、未來挑戰、新聞專業角色、組織衝突，以及未來生涯規劃（包括進修、轉業、退休）。利用問卷調查法，本研究選擇四家主要報紙（蘋果、自由、中時與聯合），與國內所有提供新聞的五家無線、八家有線電視台，問卷包括：認知重要專業技巧、未來挑戰、新聞角色、組織衝突、個人生涯規劃等不同面向，以及個人基本資料（性別、年齡、教育、工作性質、服務單位、服務年資等）。

在專業技能方面總共十題，本研究利用國際媒體經營管理協會（International Media Management Association）2007 年全球大調查中有關專業技能的九個題項（法律的基礎知識，心理學的基礎知識，創造力，新聞教育，創業式思考，媒體的知識，專業商業教育，社交能力，科技專長）加上行銷專長，總共十種專業技能，問詢媒體主管認為未來三年中，這些技能的重要性為何。答案有「最不重要」、「不太重要」、「普通」、到「有點重要」以及「非常重要」五

個選項。

未來挑戰方面,本研究利用國際媒體經營管理協會 2007 年全球大調查中有專業挑戰的十八題,詢問媒體主管「未來三年,對媒體產業而言,各不同挑戰的重要性為何?」包括了品牌競爭、科技匯流、新商業模式發展、合作、多樣化經營、產品獨占、標準化、產品權利、專注核心能力、產品的個人化、國際投資、線上活動、品質保證、裁員、減少對廣告市場之依賴、儲蓄與成本控制、使產品組合具競爭力、科技革新。國際媒體經營管理協會 2007 年全球大調查中並詢問問卷回答者未來三年,我國各媒體總收益與廣告市場的變化情形。答案分別有:答案有「最不重要」、「不太重要」、「普通」、到「有點重要」以及「非常重要」五個選項。

新聞角色總共十九題,除利用 Weaver 等人(2006)使用的 15 個問題外,並另外加了兩個關於市場導向新聞學以及兩個關於公共新聞學的題項
答案有「最不重要」、「不太重要」、「普通」、「有點重要」、到「非常重要」五個選項。

在組織衝突方面,總共七個題項,包含「個人衝突」與「部門衝突」兩個衝突的面向,答案為「最不可能」、「不太可能」、「不確定」、「相當可能」與「最可能」。

研究者先去信各媒體人事主管說明研究目的,希望取得一、二級主管的名單與聯絡方式,有的媒體配合度高,有的則表明不願配合。有提供名單的媒體,就由研究者將問卷及回郵信封寄發至其手上,不願提供名單者,則由研究者利用個人關係,一一電話或親自送發問卷到各媒體,尋求配合。

問卷於十一月底以前送交、寄發給四大報、八電視台,十二月一方面電話催收,另一方面寄出第二次問卷,希望媒體主管可以配合回答,在電視方面,困難較小,報紙的困難度很高,許多主管說工作量多的不勝負荷,哪有時間、力氣做問卷,另許多主管說問卷太多,剛填完一份又接一份,抱怨連連。經過三次的催收,在十二月底完成回收。

研究結果

基本人口資料分析

電視台主管

在本次回答問卷的 329 位電視台主管中,有 70%主管為男性,其餘 30%為女性。受訪者平均年齡為 42.68 歲。電視台主管在媒體工作的平均年數為 15.83 年,而在目前媒體組織工作的年數將近十年(平均數:9.98,標準差:8.0)。受訪者中有二位在目前的媒體組織服務超過三十六年,但三分之二(67.1%)的媒體主管在目前媒體組織的服務經驗少於十年。

大部分電視台主管（96%）至少都擁有大學學歷，有七位受訪者擁有博士學歷；九十一位擁有碩士學位，佔全部受訪電視台主管的 28.1%。在擁有碩士學歷的受訪者中，共有六十一位(57%)主修為新聞/大眾傳播，而其餘受訪者主修其他學科。一百三十位電視台主管（45.6%)在大學主修為新聞/大眾傳播，而其餘主管主修則分別為社會科學(6.3%)，商業(13.3%)，人文學科(15.8%)，自然科學（14.7%）以及法律(.7%)。

儘管各家有線電視或無線電視的工作職銜各不相同，問卷結果顯示：超過三分之一（35.3%）的受訪者在新聞部門工作；其他有些主管任職於工程部門，有些則於管理及行政單位服務，其餘在產品、企畫等部門擔任主管。

報社主管

研究結果顯示大約有四分之三的（73.6%）報社主管為男性，其餘為女性主管(26.4%)，其平均年齡為 46.68 歲，較電視台主管年長五歲左右。報社主管在媒體工作的經驗平均超過二十一年(平均數：21.34，標準差：5.99)，在目前服務的媒體組織工作平均為 16.35 年。超過百分之七十(71.5%)的報社主管服務於新聞/編輯部門，其他則擔任管理或行政上的職務；相較於電視台主管，報社的主管明顯多在與新聞相關的職位工作，屬傳統新聞人的工作內容。

三分之一的報社主管擁有碩士學位(33.6%)，另有四位擁有博士學位(3.2%)，超過百分之四十五(47.2%)的報社主管擁有大學學歷。其餘主管則擁有專科(13.6%) 或高中學位（2.4%）。

擁有大學學歷的報社主管中，超過四成（43.3%)主修為新聞/大眾傳播，而其餘主管的主修則分別為：人文學科(29.7 %)、商業(10.2%)、社會科學(9.3%)，以及自然科學(4.2%)。而完成碩士學位的受訪者之中，四成五（44.7%)是屬新聞/大眾傳播領域，其餘則分別為社會科學(23.4%)，人文學科(14.9%)、商業(12.8%)，及自然科學（2.1%）。

繼續進修

相較之下，四成五(44.8%)的電視主管在開始工作後，有繼續進修，但只有三成(30.6%)的報社主管有繼續進修。在繼續進修的主管中三分之一(32.4%)是繼續進修傳播相關領域，報社主管繼續傳播領域的不到三成(28.9%)。

而有近四分之三(74%)的電視主管考慮未來繼續進修，而不到二成(16.8%)想繼續傳播方面的領域。對報社主管而言，五成七(57.5%)考慮未來繼續進修，只有一成一(10.9%)想念傳播。

轉業與退休

近六成(58%)的報社主管回答如果沒有意外，會在目前組織工作至退休，三分之一(33.9%)回答很難說。相較之下，只有不到三分之一(32.3%)的電視主管表示會在目前的組織工作到退休，有超過一半(52.1%)表示很難說，回答不會在目前組織工作至退休的電視主管比例是報社主管的一倍(15.7% vs. 7.3%)。

近期內考慮轉換跑道的報社主管有六成八(68%)，比例很高，電視主管的回答也不低(58.2%)，也就是說，超過過半的我國媒體主管都回答考慮近期轉換跑道，。

轉換跑道的選擇為何呢？報社主管回答近期會換跑道的,有超過四成(41.5%)選擇離開新聞媒體，其他四成左右(41.5%)是選擇同一公司，不同性質，或同一集團內，或與媒體產業相關的工作，也就是一半完全離開一半只是換工作性質。

五成六(55.8%)的報紙主管所謂的近期是在一至三年間，不到三成(28.8%)轉換跑道是三年以後的事。

在近六成(58.2%)的電視主管考慮近期轉換跑道中，超過四成(41.2%)表示會選擇與媒體產業相關的工作，只有不到二成(19.9%)表明要離開媒體。不到三成的電視主管表示如果要轉換跑道，會是三年以後的事，四成六(45.7%)表示是1—3 年的事，四分之一(24.8%)表示是在一年內。

總收益

未來三年，台灣媒體的總收益究竟變化如何？報社主管認為最會大幅成長的首推「網路／線上」，其次是「行動電話服務」，再次為「電玩遊戲」，而認為報紙會大幅衰退的超過五分之一（20.3%），認為會輕微衰退的更有超過一半（55.5%），連自家人都不看好自己這一種產業，確實反應了報紙未來的前途堪憂。

對電視主管來說，認為未來三年媒體總收益的前三名也與報紙主管的看法相同，電視主管中有近三成（29.9%）也認為報紙在未來三年會大幅衰退，近半（48.6%）認為報紙會輕微衰退，也就是有接近八成的電視主管不看好報紙的未來發展。

雜誌也是報紙、電視主管皆不看好的媒體，近半（48.1%）的報紙主管認為未來三年雜誌的總收益會輕微或大幅的衰退，過半（51.5%）的電視主管也持這樣的看法。

有近六成（59.8%）的電視主管認為無線電視會輕微或大幅衰退，但只有不到五成（48.8%）的報紙主管不看好無線電視的總收益。超過三分之一（35.3%）的電視主管認為未來三年有線電視的總收益會大幅或輕微成長，而對報社主管來說，近半（48.8%）的認為有線電視會大幅

或輕微成長。

從以上討論中可看出，自己人看自己的產業都較他人看自己的產業來的悲觀，原因則有待進一步的探討。

我國媒體經營現況

本研究利用國際媒體經營管理協會 2007 年全球大調查中詢問各媒體總收益與廣告市場的變化情形，下表分別顯示出我國電視、報紙主管針對我國未來三年內各不同媒體的升降的看法。

表中顯示出電視台主管與報社主管對於媒體總收益變化的看法，電視台主管與報社主管都將網路／線上視為未來三年內總收益將大幅成長的媒體（電視平均數：4.52，報紙平均數：4.48），而電視台主管與報社主管皆認為總收益成長幅度位居其次者分別為行動電話服務（電視平均數：4.23，報紙平均數：4.21），電玩遊戲（電視平均數：4.02，報紙平均數：4.19）。對於電視台主管而言，有線電視與戶外廣告的總收益在九種媒體中皆位居第四，而報社主管也認為有線電視的總收益成長幅度為第四名（電視平均數：3.03，報社平均數：3.29）。除了上述的媒體之外，其他媒體的總收益成長幅度在電視台主管的看法中排序依次為廣播（電視平均數：2.63），雜誌（電視平均數：2.52），無線電視（電視平均數：2.47）與報紙（電視平均數：1.97）。在報社主管眼中，戶外廣告（報社平均數：3.01），無線電視（報社平均數：2.74），廣播（報社平均數：2.65），雜誌（報社平均數：2.57），與報紙（報社平均數：2.18）的總收益成長幅度則分列五至九名。

未來三年，台灣媒體總收益的變化

媒體	電視		報紙	
	平均數	排序	平均數	排序
網路／線上	4.52	1	4.48	1
雜誌	2.52	7	2.57	8
行動電話服務	4.23	2	4.21	2
報紙	1.97	9	2.18	9
戶外廣告	3.03	4	3.01	5
廣播	2.63	6	2.65	7
有線電視	3.03	4	3.29	4
無線電視	2.47	8	2.74	6
電玩遊戲	4.02	3	4.19	3

下表顯示出電視台主管與報社主管對於媒體廣告市場變化情形的看法與對總收益的看法非常接近，最看好的均為「網路／線上」，最不看好的均是「報紙」。電視台主管與報社主管都將

網路／線上視為未來三年內廣告市場將會大幅成長的媒體（電視平均數：4.5，報紙平均數：4.51），而電視台主管與報社主管皆認為總收益成長幅度位居其次者為行動電話服務（電視平均數：4.14，報紙平均數：4.09），對於電視台主管而言，戶外廣告的廣告市場成長幅度位居第三（電視平均數：3.05），有線電視位居第四（電視平均數：3.00）。而雜誌（電視平均數：2.53），廣播（電視平均數：2.52），無線電視（電視平均數：2.49），報紙（電視平均數：2.02）則分別位居第五至第八名。在報社主管的看法方面，認為有線電視廣告市場的成長幅度為第三名（報社平均數：3.25），其次則分別為戶外廣告（報社平均數：3.25），無線電視（報社平均數：2.76），廣播（報社平均數：2.57），雜誌（報社平均數：2.54），報紙（報社平均數：2.18）。

未來三年，我國廣告市場的變化預估

媒體	電視		報紙	
	平均數	排序	平均數	排序
網路／線上	4.5	1	4.51	1
雜誌	2.53	5	2.54	7
行動電話服務	4.14	2	4.09	2
報紙	2.02	8	2.18	8
戶外廣告	3.05	3	2.93	4
廣播	2.52	6	2.57	6
有線電視	3.00	4	3.25	3
無線電視	2.49	7	2.76	5

專業技能

本研究利用國際媒體經營管理協會 2007 年全球大調查中有關專業技能的九個題項（法律的基礎知識，心理學的基礎知識，創造力，新聞教育，創業式思考，媒體的知識，專業商業教育，社交能力，科技專長）加上行銷專長，總共十種專業技能，問詢媒體主管認為未來三年中，這些技能的重要性為何，結果如表二。

由表中可知我國電視主管與報紙主管認知未來三年媒體主管最需要具備的專業技能為「創造力」（報紙平均數＝4.66，電視平均數＝4.72）。「媒體的知識」（電視平均數＝4.50）對電視主管而言為第二重要的專業技能，其次依序還有「法律的基礎知識」（電視平均數＝4.39）、「行銷專長」（電視平均數＝4.33）、「創業式思考」（電視平均數＝4.31）、「新聞教育」（電視平均數＝4.21）。至於報紙主管部分，「法律的基礎知識」（報紙平均數＝4.55）是未來三年內身為媒體主管所必備的第二重要專業技能，其次依序還有「媒體的知識」（報紙平均數＝4.36）、「創業式思考」（報紙平均數＝4.35）、「行銷專長」（報紙平均數＝4.12）以及「新聞教育」（報紙平均數＝4.06）。

不論電視或報紙主管，都將「科技專長」(報紙平均數＝3.75，電視平均數＝3.86)以及「專業商業教育」(報紙平均數＝3.89，電視平均數＝3.86)視為在未來三年內最不重要的專業技能。報紙主管與電視主管認知未來三年內重要技能的排序非常相似，在統計上極為顯著(Spearman 相關係數＝.903，p<.001)。

媒體管理評估未來三年最需具備的專業技能

專業技能	電視		報紙	
	平均數	排序	平均數	排序
法律的基礎知識	4.39	3	4.55	2
心理學的基礎知識	3.91	8	3.90	7
創造力	4.72	1	4.66	1
新聞教育	4.21	6	4.06	6
創業式思考	4.31	5	4.35	4
媒體的知識	4.50	2	4.36	3
專業商業教育	3.86	9	3.89	8
社交能力	4.01	7	3.76	9
科技專長	3.86	9	3.75	10
行銷專長	4.33	4	4.12	5

專業挑戰

本研究利用國際媒體經營管理協會 2007 年全球大調查中有關專業挑戰的十八題，詢問媒體主管「未來三年，對媒體產業而言，各不同挑戰的重要性為何？」

表中可知我國電視主管與報紙主管認知未來三年媒體主管最需要具備的專業挑戰為「品牌競爭」(報紙平均數＝4.69，電視平均數＝4.63)以及「使產品組合具競爭力」(報紙平均數＝4.24，電視平均數＝4.29)。

對電視主管而言，其次重要的挑戰為「品質保證」(電視平均數＝4.48)，接著依序還有「新商業模式發展」(電視平均數＝4.44)、「科技匯流」(電視平均數＝4.38)、「合作」(電視平均數＝4.32)、「科技革新」(電視平均數＝4.29)。至於報紙主管部分，「品質保證」(報紙平均數＝4.66)是未來三年內身為媒體主管所必備的第三重要專業挑戰，其次依序還有「儲蓄與成本控制」(報紙平均數＝4.43)、「新商業模式發展」(報紙平均數＝4.42)、「專注核心能力」(報紙平均數＝4.34)以及「科技革新」(報紙平均數＝4.24)。

表三並顯示不論電視或報紙主管，都將「國際投資」(報紙平均數＝3.29，電視平均數＝3.66)以及「裁員」(報紙平均數＝3.41，電視平均數＝3.13)視為在未來三年內最不重要的專業挑戰。

報紙主管與電視主管依據各自職位所認知在未來三年內重要挑戰的排序非常相似（Spearman 相關係數＝.901，p<.001）。

專業挑戰	電視		報社	
	平均數	排序	平均數	排序
品牌競爭	4.63	1	4.69	2
科技匯流	4.38	5	4.21	8
新商業模式發展	4.44	4	4.42	5
合作	4.32	6	4.08	11
多樣化經營	4.22	10	4.09	10
產品獨占	3.84	14	3.70	15
標準化	3.76	16	3.49	16
產品權利	4.18	11	3.74	14
專注核心能力	4.27	8	4.34	6
產品的個人化	3.83	15	3.76	13
國際投資	3.66	17	3.29	18
線上活動	3.95	13	4.10	9
品質保證	4.48	3	4.66	3
裁員	3.13	18	3.41	17
減少對廣告市場之依賴	3.96	12	3.78	12
儲蓄與成本控制	4.25	8	4.43	4
使產品組合具競爭力	4.58	2	4.75	1
科技革新	4.29	7	4.24	7

新聞角色認知

新聞專業中究竟最重要的工作為何？本研究發現，對電視主管來說，最重要的首要為「使公眾快速得到訊息」，其次是「排除未經證實的內容」，接著是「提供娛樂使人放鬆」。最不重要的是「置入性行銷」，其次是「議題設定」，再次是「配合廣告主的需求」。

而對報社主管言，最重要的首推「對複雜問題的分析與解釋」，接著為「關注最廣大閱聽眾興趣的新聞」與「使公眾快速得到訊息」，最不重要的是「置入性行銷」，接著是「配合廣告主需求」。

由上面的結果可知，「提供娛樂使人放鬆」對電視來說相當重要，位居電視主管認知的前三名，但在報社主管的排名中，重要性位居第八位。

電視、報社主管都認為「在內容、節目中置入性行銷」很不重要，只是報社主管的意見強烈（有七表示不太重要、最不重要），電視、報社主管也都對「配合廣告主的需求」有相當兩極的看法，三分之一報社主管認為不太重要、很不重要；對電視主管言，也有近四成七（46.8%）認為重要，近三成（29.1%）認為普通，二成四（24.1%）認為不重要。

因素分析（電視台）

Weaver 等人(2006)使用了 15 個問題研究美國的媒體角色，並透過因素分析發現了四個較廣義的態度類別，分別為詮釋、傳遞、敵對以及大眾動員角色。本研究除了採用了 Weaver 等人的 15 個問題，並另外加了兩個關於市場趨動新聞學以及兩個公共新聞學的題項。經因素分析，本研究發現台灣的報紙與電視媒體主管皆認知了五種不同的新聞角色，分別是解釋者、公共新聞學、敵對者、市場導向新聞學和敵對者。

在電視媒體主管的部份，五因素總共可解釋的變異量為 61.3%。因素一為詮釋者（特徵值=5.404），可解釋變異量為 28.441%。這因素包含「對複雜的問題提供分析與解釋」、「調查政府提出的主張與說法」、「對國際發展提供分析與詮釋」、「對未經證實的內容加以排除」、「討論發展中的國家政策」、「開發公眾智能與文化上的興趣」六個題項。

因素二為公共新聞學（特徵值=2.222），可解釋變異量為 11.695%。這因素包含五個題項，分別為「給予一般民眾表達對公共事務意見的機會」、「動員一般民眾參與重要公共議題討論」、「為民眾指引社會問題的解決方向」、「實施民意調查以得知民眾對於議題優先順序的想法」、「將一般民眾意見納入公共事務新聞的消息來源」。

因素三為敵對者（特徵值=1.612），可解釋變異量為 8.484%。這因素包含「藉由不斷的質疑，扮演官員反對者角色」、「對企業提出質疑以扮演反對者角色」、「設定政治議題」。

因素四為市場導向新聞學（特徵值=1.276），可解釋變異量為 6.714%。「提供娛樂，使人放鬆」、「配合廣告主的需求」、「在內容或節目中置入性行銷」三個題項落入此因素。

因素五為傳遞者（特徵值=1.134），可解釋變異量為 5.966%。包含了兩個題項：「使公眾快速得到訊息」、「關注最廣大閱聽眾有興趣的新聞」。

因素分析（報社）

在報社主管的部份，五因素可解釋變異量為 62.07%，其因素分析的樣貌與電視台主管也非常相似。因素一為詮釋者（特徵值=5.256），可解釋變異量為 27.66%。這因素包含「對複雜的問題提供分析與解釋」、「調查政府提出的主張與說法」、「對國際發展提供分析與詮釋」、

「對未經證實的內容加以排除」、「討論發展中的國家政策」、「開發公眾智能與文化上的興趣」六題。

因素二為*公共新聞學*（特徵值=2.174），可解釋變異量為 11.44%。這因素包含五個題項，分別為「給予一般民眾表達對公共事務意見的機會」、「動員一般民眾參與重要公共議題討論」、「為民眾指引社會問題的解決方向」、「實施民意調查以得知民眾對於議題優先順序的想法」、「將一般民眾意見納入公共事務新聞的消息來源」。

因素三為*敵對者*（特徵值=1.891），可解釋變異量為 9.95%，包含了「藉由不斷的質疑，扮演官員反對者角色」、「對企業提出質疑以扮演反對者角色」兩題。

因素四為*市場導向新聞學*（特徵值=1.37），可解釋變異量為 7.21%。由「配合廣告主的需求」、「在內容或節目中置入性行銷」，這二題項構成了本因素。

因素五為*傳遞者*（特徵值=1.104），可解釋變異量為 5.811%。包含了「提供娛樂，使人放鬆」,「使公眾快速得到訊息」、「關注最廣大閱聽眾有興趣的新聞」這三個題項。

因素分析的結果顯示，電視台主管與報社主管對於新聞在台灣所扮演的角色持有類似的看法，差別則有：報社主管並未明確指出「設定政治議題」此一題項應歸於媒體的何類角色；而電視台主管的回答則將此題項歸於「敵對者」的角色。對電視台主管而言，「提供娛樂，使人放鬆」此題項屬於*市場導向新聞學*的角色。然而，對於報社主管而言，則屬於*傳遞*的角色，顯示了兩種媒體的不同特性。

（要分別說各因素為何）

對於電視台主管而言，每個因素之間的內在信度分別為：.812；.791；.729；.682；.495，對於報社主管而言則為：.794；.794；.776；.768；.605。

人口變項與新聞角色

人口變項整體而言並無法預測詮釋者與公共新聞學的角色，但教育程度（$\beta = .173$, $p < .05$）與電視主管認知公共新聞學角色呈正相關。

但對於電視台主管來說，人口變項與敵對者角色（$R^2 = .107$, $p < .001$），*市場導向新聞學*（$R^2 = .129$, $p < .001$）及*傳遞者*（$R^2 = .086$, $p < .001$）都明顯相關，但報社主管的人口變項並無法預測任何一種新聞角色。

個別變項方面，電視主管的主修與*敵對者*角色（$\beta = -.013$, $p < .01$），以及*市場導向新*

聞學（β = −.346，p < .01)成負相關，即非新聞主修的電視主管對敵對，市場導向新聞學的角色較為認同。

工作部門方面，在新聞部門工作的電視主管對敵對者角色的認知（β = .553，p < .001）以及傳遞者的角色認知（β = .513，p < .001)為正向，但認知市場導向新聞學角色為負向（β = −.293，p < .05），顯示因為工作部門的不同，電視主管對不同的新聞角色有不同的認知，也符合一般人的理解。

但除了性別（β = .525，p < .05)之外，報紙主管的人口變項並不與任何新聞角色認知有明顯關係，女性更認同傳遞者的新聞角色。其他不論年齡，教育程度，主修，在媒體工作的時間長短，在目前報社工作長短，工作部門都不能預測其認知的新聞角色，說明報社主管對於新聞所要扮演的角色看法相當一致，並無太大的歧異。

技巧

而整體說來，專業技能可以預測「詮釋者」角色（報紙 R2= .189，p< .05，電視 R2= .275，p< .001）；對電視主管來說專業技能與「公共新聞學」的角色無關，但專業技能對報紙主觀來說，明顯與「公共新聞學」的角色有關（R2= .205，p< .01），專業技能與電視主管認知的「敵對者」角色有關（R2= .091，p< .001），但對報紙主管言，兩者並無關聯；對電視主管言，專業技能與「市場趨動新聞學」無關（R2= .155，p< .001），但對報紙主管，這兩者關係不顯著，而專業技巧能對電視（R2= .133，p< .001）、報紙主管（R2= .275，p< .001）來說，都與「傳遞者」角色呈現明顯關聯。

專業技巧中，對電視主管而言，「法律」、「心理」、「新聞教育」、「創業思考」明顯與新聞角色的「詮釋」相關，而新聞教育、商業教育對報社主管而言，，與詮釋的新聞角色呈顯著相關。

所有十種專業技巧都和電視主管認知的「公共新聞學」角色無關，但對報社主管言，「創造力」明顯與公共新聞學有關。

對電視主管言，「創業思考」及「行銷專長」與「敵對」新聞角色呈負相關。但十種專業技能對報紙主管來說，都與新聞的敵對角色無關。

對電視主管來說，「新聞教育」與「市場趨動新聞學」呈負相關，但與「社交能力」、「行銷專長」正相關，但對報社主管言，十種專業技能與「市場趨動新聞學」無關。

傳統新聞的基本角色——「傳遞」與許多專業技能都明顯相關，在電視主管這部份，「法律」、「新聞教育」、「創業思考」、「社交能力」與傳遞的新聞角色有關；而「法律」、「創業思考」、「社

交能力」與傳遞角色是正相關，值得注意的是「行銷能力」與「傳遞者」的角色是負相關。

從以上的結果可知，各種專業技能對大眾最熟知的新聞角色：「詮釋者」、「傳遞者」均有明顯關聯，其中又以法律、新聞教育、創業思考這三種技巧的被強調最清楚，而在傳統的敵對者角色中，電視主管認為創業思考，行銷專長都與之呈現負相關，值得正視。

對報社主管言，創意與時興的公共新聞學呈高度相關；但對電視主管則未指出任何專業技巧與公共新聞學有關，也沒有任何專業技巧與市場趨動新聞學相關。但對電視主管來說，新聞教育與市場趨動新聞學是負相關的，這多少反應傳統新聞教育反對市場趨動新聞做法的思維，但電視主管以為外交能力、行銷專長與市場趨動新聞學正相關，也說明置入性行銷手法出現的電視新聞，主管認為社交、行銷都不可缺少，但對報社主管，沒有什麼會專業技巧是與市場趨動新聞學有關。

組織衝突

在有關組織衝突的部分，本研究想瞭解在組織中發生不同衝突的狀況， 結果顯示導致組織衝突的原因於報社、於電視台差異不大。

根據本研究的數據，「人」的方面，在報社組織當中，受訪者對於「同事間不了解彼此工作」，此一可能造成組織衝突的因素可能的認同為可能及不可能的比例近似，稍偏向「不可能」一方（相當可能：35.0%，最可能：5.7%，不太可能：38.2%，最不可能：5.7%）；但此一因素移至電視台的組織中，受訪者認同其為可能因素的比例確明顯較報社受訪主管的比例來得突出（相當可能：47.9%；最可能：7.6%：不太可能：33.0%：最不可能：1.3%）。

於「個人過於標榜自我」一欄，報社的數據認同了此因素造成組織衝突較偏向「可能」的一方（相當可能： 41.5%，最可能：8.1%，不太可能：30.9%，最不可能：6.5%）；電視台主管對於此一因素認同為「可能」的比例也較報社來的顯著（相當可能：44.3%，最可能：14.9%，不太可能：22.8%，最不可能：4.7%）。至於「同事間對工作認知不同」一項，無論是在電視台或是報社主管的填答皆顯示出這較可能是造成組織裡衝突發生的原因，認同的比例皆超過百分之六十（報社，相當可能：49.6%，最可能：11.4%，不太可能：27.6%，最不可能：2.4%；電視台，相當可能：50.9%，最可能：14.2%，不太可能：22.2%，最不可能：1.3%）。

「組織與部門」方面，無論是報社或是電視台，受訪者「組織編制不健全」一項皆偏向此因素為造成組織衝突較可能的原因（報社，相當可能：40.3%,最可能：16.1%,不太可能：25.8%,最不可能：1.6%；電視台，相當可能：37.0%，最可能：16.8%，不太可能：24.1%，最不可能：4.4%）。延續著組織編制下可能造成的衝突原因，從表 7-5 中，在「不同部門間彼此間協調性不足」一項，也顯示著報社及電視台組織都面臨著不同部門之間相互溝通協調的通暢，是避免組織間衝突的可能原因之一，認同為「可能」的比例也都高於百分之六十（報社，相當可能：

54.5%，最可能：13.8%，不太可能：17.1%，最不可能：1.6%；電視台，相當可能：43.2%，最可能：16.2%，不太可能：20..3%，最不可能：1.3%）。同樣與組織中部門間的溝通協調有關的「各部門工作目標立場不同」一項，認同為可能是造成組織衝突發生的原因的比例（表7-6），在報社及電視台也都在百分之六十上下（報社，相當可能：46.8%，最可能：13.7%，不太可能：26.6%，最不可能：2.4%；電視台，相當可能：43.2%，最可能：16.2%，不太可能：20.3%，最不可能：1.3%）。至於組織間「因資源上的分配而造成部門間的衝突」一項，同樣地在報社及電視台皆呈現較認同為「可能」的面向（報社，相當可能：33.9%，最可能：11.3%，不太可能：25.8%，最不可能：1.6%；電視台，相當可能：37.5%，最可能：16.2%，不太可能：25.4%，最不可能：1.9%）；不過此處報社的受訪主管勾選為「不確定」的比例較高，27.4%（電視台則為19.0%），值得注意。

自評

　　針對國內媒體主管進行完整調查，本研究是第一份，困難重重，尤其報紙部分，剛開始進行研究就碰到民生報結束，加上一些報紙並不同意任何形式的問卷調查，同時絕大部分的媒體都不提供名單，使得回收率無法非常理想。

　　在電視部分回收在七成以上，報紙就只剛剛過五成，但結果的確顯示國內媒體普遍面臨的問題，絕大部分的媒體主管仍堅持新聞專業，組織內的衝突也不甚明顯，但是面臨大環境的險惡，年輕的想換跑道，年長一些的就希望做到退休。

　　本研究完成後發表了三篇英文著作，並成為我新書的一部份，只是英文著作只發表在國際會議上，目前正努力投稿中。

研究發表論文：

附錄一

Bonnie, Peng (2007). Media Managers' Required Skills in a Converged Era. Paper presented to 2007 China Association and the International Association for Intercultural Communication Studies. China: Harbin.

Media Managers' Required Skills in a Converged Era
匯流時代台灣媒體主管專業技能認知之探討

Dr. Bonnie Peng
Professor, School of Journalism, National Chengchi University

Introduction

Media convergence has been discussed as one of the most crucial trend for the industry since the late nineties. Improved digital technology makes convergence possible. Along with the changing attitudes and lifestyles of news consumers, and the fragmentation of market (Quinn, 2005), media industry around the world has faced severe challenges in the age of globalization.

Most of the journalism scholars are especially worried about the might-be damage toward traditional journalistic practices and how the impact of convergence on changing relationships between news media and their readers/audiences. And the discussions are surrounded by the potential conflict between business views of convergence vs. journalists' aspirations to perform quality journalism. Are there any necessary skills for media managers to survive in this converged era?

Willingly or unwillingly, many journalistic functions are gradually changing or are expected to change as media convergence rolls on (Huang, et al., 2006). Carr (2002, ref. Huang, et al, 2006) discussed the fear, confusion, and frustration creeping into newsrooms when convergence frightens many people who wonder whether their current skill sets have prepared them for the challenges.

Titled "Time, Change, and the American Newspaper," the authors (Sylvie and Witherspoon, 2002, p. 10) indicated 'change is not necessarily something new and different. Rather, real organizational change occurs when the organization's character—its structure, systems, and culture—changes.' The Innovation International Media Consulting Group estimated that at least 100 of the world's multiple media companies are planning and implementing integration strategies (Francais, 2002, ref. Huang,

et al., 2006).

Even Sylvie and Witherspoon focused on the changes happened in the newspaper industry in the U.S., the convergence did make reporters, editors in different media outlet confused about the future of journalism (Gade, 2006).

No one would deny that digital media and, more recently, multimedia newsrooms are transforming training and education of journalism worldwide. The combination of mastering newsgathering and storytelling techniques in all media formats, as well as the integration of digital network technologies coupled with a rethinking of the news producer-consumer relationship tends to be seen as one of the biggest challenges facing journalism studies and education in the 21st century (Deuze, 2005).

It is the belief of the author that journalists in the 21st century will need a flexible mindset and the ability to adjust to change. The purpose of this study is to examine how Taiwan media managers' assessment of the important skills required in the 21st century and how those required skills relate to their perceptions of professional roles in the organization.

Literature Review

Several empirical studies, especially those focused on the United States, looked at newspaper employees' attitudes toward change (Gade, 2002, 2004; Gade, et al., 2006; Beam, 2006). A number of factors including decreasing circulation, the popularity of the Internet and the pressures of market-trends have challenged the survival of the newspaper industry in the twenty first century. These trends have combined to produce an environment of uncertainty for managers in which traditional roles are blurred by practices such as inter-department cooperation, the pairing of news and business department personnel, and the designing of competitive strategies.

A recent study by Gade and Eckstein (2006) on American newspaper editors' assessment of the change in the industry and their jobs, they found that editors perceived five new or expanding roles and three expanded skill areas. The five new roles identified by editors were: business executive, organizational team player, coach, readers' advocate, and change agent. Management, business and marketing, and technology were three important skills required to fulfill their new and evolving roles as editor.

While the traditional journalism put emphasis on writing, interviewing and critical thinking, newspaper editors nowadays have to familiar with the skills of leading, organizing, strategic planning and collaborative with other departments. In Gade and Eckstein's study, they also found that business-related skills, such as understanding the basics of a business model, product

development, and marketing and promotion were increasingly important. Editors were struggling to synthesize the expanding emphasis on marketing with traditional journalism values.

The related issue came out recently about whether the traditional journalistic trainings would equip the media professionals to cope with the changing media environment. Then, what are the required skills, trainings the media professionals shall have to embrace the new challenges in the 21st century?

Huang, et al. (2006) examined the major concerns in the media industry brought up by media convergence. Having adopted a national survey at those editors and news professionals in a converged media environment, the researchers found that a typical editor or news director was a man (71%) between 36 and 45 years old (42%) with a bachelor's degree (76%) who had worked for at least two media (57%) for more than 20 years (53%). A typical news professional was either a man (52%) or a woman (48%) between 26 and 35 years old (43%) with a bachelor's degree (84%) who had worked for at least two types of media (60%) for less than 10 years (62%).

When asked about what skills did news professionals need to learn most at their current positions, both editors and news professionals listed "good writing" as number one skill needed to learn most, followed by multimedia production. While critical thinking was ranked number three important skill by American editors, news professionals ranked new technology as number three. With the exception of this difference, both groups ranked the skills very closely.

From the discussion above, it's obvious to find out the practitioners listed some traditional journalistic skills like writing, interviewing important to work in the industry. On the other hand, for those who might be promoted to higher level in the organization, some expanded skills are necessary. The argument, then, is surrounded by the definition of professionalism.

News Professionalism

The study of professionalism has been one fundamental issue in dealing with the identity and future development of the field. When Becker, et al. discussed the professionalism of journalism, they stated that "degree of professionalization is the extent to which an occupation has the characteristics of a profession (Becker, et al., 2005, p.87).

Deuze (2005) recently examined the professional identity and ideology of journalists and stated that the history of journalism can be typified by the consolidation of a consensual occupational ideology among journalists in different parts of the world. And the concepts, values and elements said to be part of journalisms' ideology could be categorized into five ideal-typical traits or values, including public service, objectivity, autonomy, immediacy and ethics.

When convergence happened in the newsroom, whether those ideal traits or values changed or modified? Singer (2003) suggested there were three different dimensions could be used to examine the journalism professions, which were cognitive, normative, and evaluative. A cognitive dimension centers on the body of knowledge and techniques that professional apply in their work, as well as the training needed to master these concepts and skills. A normative dimension covers the service orientation of professionals and their distinctive ethics, which justify the privilege of self-regulation that society, grants them. And an evaluative dimension 'implicitly compares professions to other occupations, underscoring the professions' singular characteristics of autonomy and prestige (Singer, 2003, p. 141).

Journalistic Roles

The early study of journalists by Johnstone and his colleagues at the University of Illinois-Chicago (1971) identified two 'pure' ideological types among working journalists. These two groups consisted of those that were neutral and those that were participation orientated (Becker, et al., 2005). In Weaver, et al's 1982 study, the researchers added the third role, that of adversary, in addition to the interpretive and the disseminator roles.

The research team (1996) later added a fourth role of popular mobilizers, following their American journalists' study in nineties. Their recent findings (2007) concluded "whereas most journalists continue to perceive the interpretive function as essential to journalistic life, the disseminator function showed significant decline, with only about one in six journalists perceiving it as very important in 2002. The adversarial function remained a minority with only about one-fifth of all U.S. journalists perceived it as very important. They also found an increased affinity for the populist mobilizer function which might be an evidence of the establishment of public journalism."(p. 177)

Having adopted Weaver et al's 15 questions, this author (2007) had examined Taiwan media media's perceptions of journalistic roles by adding two additional items related to market-driven journalism and two items on public journalism. The resulting of factor analysis indicated there were five factors for each newspaper and television mangers in Taiwan, those were interpretive, public journalism, adversarial, market-driven, and disseminator roles. The question, then, what's the relationship between managers' assessment of required skills and those journalistic roles?

Research Questions

R1: What are the necessary skills required by media managers?
R2: Are there differences between TV managers and newspaper managers in terms of their raking of

the importance of required skills?

R3: What are the relationships between media managers' required skills and the perceptions of media's journalistic roles?

Research Method

The senior and junior managers (including supervisors) of newspaper and television industries were chosen for the study. Five domestic television stations (TTV, CTV, CTS, FTV, and PTV), two minority television stations and eight cable networks that provide news were included. Four major newspapers (Liberty Times, United News Group, China Times Group, and Apple Daily) whose total circulation exceeded one million readers or more than ninety percent of the island's newspaper circulation were also selected for the study.

The researcher contacted each of the targeted organizations by letter explaining the purpose of the study and asking for cooperation. Some organizations were highly cooperative, providing the names of the first and second layers of mangers.   Other respondents refused to provide name lists due to company/corporate policy.

The researcher then either asked students to find out who the first and second layers of managers for each organization were, or personally visited to ask for assistance. The first wave of questionnaires was sent to recipients at the end of November 2006.   This was then followed by telephone calls and a second wave of questionnaires before Christmas. The return rate for television stations was 71.06% and for newspapers were 53.33%, which amounted to a total rate to 65% (sees Appendix 1).

In terms of skills identified by media managers, this study used the question designed by International Media Management Association to ask the respondents: "What will be the most important skills a media manager needs?" There were ten skills including basic knowledge in legal affairs, basic knowledge in psychology, creativity, education in journalism, entrepreneurial thinking, knowledge in media sciences, professional business education, social competence, technology expertise, and marketing expertise.

The respondents were asked to rate items on a Likert-scale of 1 to 5 ranging from "not really important" to "extremely important".

The respondents were also asked to indicate a range of personal data.   These included: their age, gender, major in college (journalism/mass communication or other) and major in graduate school (journalism/mass communication or other).   Subjects were also asked to provide information on their media experience, years working at present medium, and which department they work for.

Factor analysis and relational analysis were used to explore the relationships between respondents' assessment of required skills and journalistic roles.

Results

Descriptive Analysis

Television Managers

Among the 329 TV managers who answered the questionnaire, seventy percent of the respondents were male while the remainder (30%) were female. The mean age of respondents was 42.68 years old. The media experience of television managers' averaged 15.83 years, while the average subject had worked for their present media organization for about ten years (mean = 9.98, S.D. = 8.0). Two of the respondents indicate they have worked for the present media organization for more than 36 years, but about two thirds (67.1%) of the television managers have less than ten years experience with their current station.

Most of television managers (96%) had attained at least a college degree. Seven television managers held Ph.D.'s and ninety-one (28.1%) held master's degrees. Among those who had master's degrees, sixty-one (57%) had majored in journalism/mass communication while the remainder had degrees in other disciplines. One hundred thirty (45.6%) of the television managers had undergraduate degrees in journalism/mass communication, while the others had majored in social sciences (6.3%), business (13.3%), humanities (15.8%), natural sciences (14.7%) and law (.7%).

While their job titles at cable or domestic television stations were varied, the result showed that more than one third (35.3%) of the respondents worked for news department handling news. Some of them worked for the engineering department, some were in management & administration, with the rest was in planning, production.

Newspaper Managers

The survey showed that about three quarters (73.6%) of newspaper managers were male while the rest were female (26.4%). Their average age was 46.68 years old. The newspaper managers had worked in media for an average of more than twenty-one years (mean = 21.34, S.D. = 5.99). They had also worked at their current newspapers for an average of 16.35 years. About seventy percent (71.5%) of respondents worked in news/editorial departments while the rest worked in management/administrative positions.

While, less than forty percent of newspaper managers had a master's degree (33.6%) or Ph.D.'s

(3.2%), more than forty five percent (47.2%) of them had attained undergraduate degrees. The remaining respondents had either college (13.6%) or high school diplomas (2.4%). The results showed that the average educational level of Taiwanese newspaper managers was higher than that of television managers.

For those newspaper managers who had undergraduate degrees, forty five percent (43.3%) had majored in journalism/mass communication while the rest had majored in a range of disciplines, including the social sciences (9.30%), business (10.2%), natural sciences (4.2%), and humanities (29.7 %). Of those newspaper managers who completed graduate program, forty five percent (44.7%) of them had pursued studies in journalism/mass communication. Others had majored in social sciences (23.4%), business (12.8%), natural sciences (2.1%), and humanities (14.9%).

Both newspaper managers and television managers ranked "creativity" (NP: 4.66 out of 5, TV: 4.72 out of 5) as the most important skill a media manager needed within the next three years in Taiwan. "Media sciences" (4.50) was ranked as the second important skill identified by TV managers, followed by "basic knowledge in legal issues," (4.39) "marketing expertise," (4.33) "entrepreneurial thinking," (4.31)

"journalism education." (4.21) For newspaper managers, "basic knowledge in legal issues" (4.55) was ranked as second important skill a media manager needed within the next three years, followed by "media sciences," (4.36) "entrepreneurial thinking," (4.35) "marketing expertise," (4.12) and "journalism education." (4.06)

Table 2 showed that for both groups, "technology expertise" (NP: 3.75, TV: 3.86) and "professional business education" (NP: 3.89, TV: 3.86) were ranked as least important skills required within the next three years. There're quite similar patterns between newspaper managers and television managers regarding their identification of the important skills required within the next three years (spearman R = .930, p < .001).

Regressional Analysis

This study tried to examine the relationship between the important skills identified by media managers and their perceptions of journalistic roles. Table 3 shows that TV managers' demographics were significantly related to their perceptions of the *adversarial* role ($R^2 = .107$, p < .001), *market-driven journalism* ($R^2 = .129$, p < .001) and the *disseminator* role ($R^2 = .086$, p < .001). Respondents' demographics did not show a significant relationship with the *interpretive* and *public journalism* roles.

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The assessment of important skills by television managers were significantly related to their perceptions of interpretive role ($R2$ = .275, p<.001), adversarial (R^2 = .091, p<.001), market-driven journalism ($R2$ = .155, p<.001), and disseminator ($R2$ = .133, p<.001). For newspaper managers, the required skills were related to their perceptions of the roles of interpretive ($R2$ = .189, p<.05), public journalism ($R2$ = .205, p<.01) and disseminator ($R2$ = .275, p<.001).

Specifically, law (β= .154, p <.05), psychology (β= .322, p <.001), journalism education (β= .165, p <.05), entrepreneurial thinking (β= .216, p <. 01) were related to television managers' perception of the interpretive role. No specific skills required identified by television managers were related to their perceptions of public journalism. Entrepreneurial thinking (β= -.217, p <.01) and marketing (β= -.164, p <.05) were negatively related to television managers' perceptions of adversarial role. Journalism education (β= -.210, p <.01) was negatively related to television managers' perceptions of market-driven journalism. Social competence (β= .236, p <.01) and marketing expertise (β =.164, p <.05), on the other hand, were positively related to television managers' perception of market-driven journalism.

The knowledge of legal issues (β =.243, p <.01), journalism education (β = .156, p <.05), entrepreneurial thinking (β=.202, p<.05), and social competence (β= .179, p<.05) were significantly related to television managers' perception of disseminator role.

For newspaper managers, journalism education (β =.400, p<.01) and professional business education (β =.292, p<.05) were significantly related to the perception of interpretive role. Creativity (β =.629, p<.001) was highly significant predictor of the perception of media role in public journalism. No specific skills related to newspaper managers' perceptions of adversarial role and market-driven journalism. Basic knowledge in legal issues (β =.315, p<.05), entrepreneurial thinking (β =.445, p<.001) and social competence (β =.219, p<.05) were positively related to newspaper managers' perceptions of the role of disseminator. Marketing expertise (β =-.283, p<.05) was negatively related to newspaper managers' perception of disseminator role.

Conclusion

While market-driven journalism became part of daily routines in American newsroom, more studies looked at the changes and challenges faced by journalists in the 21st century. The purpose of this study is to examine how Taiwanese media managers' assessment of required skills and how those skills related to their perceptions of media roles.

By using survey questionnaires to investigate the first and second layers of media management, this study examined four major newspapers and all of the Taiwanese television providers (domestic and

cable) with news departments.　　It collected and analyzed information regarding demographics and perceptions of journalistic responsibilities, and required skills in the field.

The return rate for television managers was 71.06% and 53.33% for newspaper managers.　　The result showed newspaper managers were an average of 46.68 years old with 21.34 years' experience in the media. Television managers were slightly younger averaging 42.68 years old with 15.83 years' of media experience.

In terms of the required skills for the future three years, this study found that both newspaper managers and television managers ranked "creativity" as the most important skill a media manager needed within the next three years in Taiwan. "Media sciences," followed by "basic knowledge in legal issues," "marketing expertise," "entrepreneurial thinking," "journalism education." were all identified by TV managers as important skills. For newspaper managers, "basic knowledge in legal issues" was ranked as second important skill, followed by "media sciences," "entrepreneurial thinking," "marketing expertise," and "journalism education."

The assessment of required skills by television managers were related to their perceptions of interpretive, adversarial, market-driven journalism, and disseminator roles. To television managers, there's no any skill related to their perception of public journalism role. And entrepreneurial thinking and marketing expertise were negatively related to TV managers' perceptions of adversarial role. Journalism education also negatively related to TV managers' perception of the role of market-driven journalism. On the other hand, social competence and marketing expertise were related to market-driven journalism positively by TV managers.

The picture changed for Taiwanese newspaper managers. There were no relations between the required skills identified by them with the perceptions of the adversarial and market-driven journalism roles.　For newspaper managers, journalism education and professional business education were related to their perception of interpretive role. Creativity was the only skill related to public journalism. Basic knowledge in legal issues, journalism education, social competence were positively related to the role of disseminator while marketing expertise was negatively related to the role of disseminator.

In Gade and Eckstein's (2006) recent study, they found management, business and marketing, and technology were three important skills required to fulfill their new and evolving roles as editor. The editors' assessments of their changing roles and changes in the industry illustrate their frustration about the bottom-line nature of the industry and a concern that quality journalism is not valued in their organizations or by the public to the extent it has been in the past. This study found that Taiwanese media managers identified three traditional journalistic roles (interpretative, adversarial

and disseminator) and two emergent new roles (public journalism and market-driven journalism) existed in their news organizations. Creativity was identified as the most important skill required for media managers in the next three years.

Huang's study looked at the major concerns by media professionals toward working across media platforms. His subjects were editors and news professionals who worked for daily newspaper and commercial TV stations in the U.S.. The most important skills identified by his respondents was writing, multimedia production, critical thinking and new technology. To conduct high-quality reporting, knowing how to write is still the expected top priority for news professionals with any specializations. But when media personnel work in a converged media environment, they need more training and skills to be survived.

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Appendix 1: Response Rate of the Survey

TV	Sent	Returned	Percent Returned
Taiwan Television Enterprise	35	26	74.29%
China Television Company	38	29	76.32%
Chinese Television System	50	47	94.00%
Formosa Television Company	50	27	54.00%
Public Television Service	42	27	64.29%
Hakka Television Service	14	12	85.71%
Taiwan Indigenous Television	15	1	6.67%
Sanlih Entertainment Television	50	37	74.00%
TVBS	57	49	85.96%
Eastern Broadcasting Company	38	31	81.58%
Gala Television Corporation	11	11	100.00%
Era Communications Corporation	12	8	66.67%
CTI News Channel	25	14	56.00%
Unique Satellite Television	11	7	63.64%
Da Ai Television	15	3	20.00%
Totals	463	329	71.06%

Paper	Sent	Returned	Percent Returned
Apple Daily	40	21	52.50%
China Times	85	33	38.82%
Commercial Times			
United Daily News	41	22	53.66%
Ming Sheng Daily		11	26.83%
Economic Daily News	25	9	36.00%
Liberty Times	49	32	65.31%
Totals	240	128	53.33%

Table 1:   Demographics of the Respondents

	Newspaper		TV	
	N	Percent	N	Percent
Gender				
Male	92	73.60%	222	70%
Female	33	26.40%	95	30%
Total	125	100.00%	317	100.00%
Age				
31-35 years old	5	4%	6	1.90%
36-40 years old	14	11%	45	14.40%
41-45 years old	33	27%	88	28.20%
46-50 years old	35	28%	79	25.30%
51-55 years old	33	27%	41	13.20%
56-60 years old	3	2.40%	31	9.90%
61-65 years old	0	0%	16	5.10%
66-70 years old	1	0.80%	7	2.20%
Total	124	100.00%	313	100.20%
Education				
High school diploma	3	2.40%	13	4.10%
College degree	17	13.60%	63	19.90%
University degree	59	47.20%	142	44.90%
Master degree	42	33.60%	91	28.80%
Ph. D.	4	3.20%	7	2.20%
Total	125	100.00%	316	100.00%
Undergraduate major				
Journalism	39	33.10%	47	16.50%
Mass communication	12	10.20%	83	29.10%
Social science	11	9.30%	18	6.30%
Business	12	10.20%	38	13.30%
Natural science	5	4.20%	42	14.70%
Humanities	35	29.70%	45	15.80%
Law	1	0.80%	2	0.70%
Others	3	2.50%	10	3.50%
Total	118	100.00%	285	100.00%
Advanced degree major				
Journalism	13	27.70%	24	22.40%
Mass communication	8	17.00%	37	34.60%
Social science	11	23.40%	10	9.30%
Business	6	12.80%	21	19.60%
Natural science	1	2.10%	4	3.70%
Humanities	7	14.90%	8	7.50%
Others	1	2.10%	3	2.80%
Total	47	100.00%	107	100.00%

Table 1:   Demographics of the Respondents

	Newspaper		TV	
	N	Percent	N	Percent
Media experience				
1-5 years	1	0.80%	22	7.00%
6-10 years	5	4.00%	58	18.70%
11-15 years	16	12.80%	94	30.20%
16-20 years	37	29.80%	67	21.40%
21-25 years	37	29.70%	36	11.50%
26-30 years	23	18.40%	21	6.60%
31-35 years	5	4.00%	10	3.10%
36-40 years	0	0%	4	1.20%
Total	124	100.00%	312	100.00%
Years at present organizations				
1-5 years	22	17.80%	115	36.60%
6-10 years	12	9.70%	96	30.50%
11-15 years	19	15.40%	44	13.30%
16-20 years	32	25.90%	29	9.20%
21-25 years	23	18.70%	14	4.50%
26-30 years	13	10.50%	9	2.80%
31-35 years	2	1.60%	5	1.50%
36-40 years	0	0%	1	0.90%
41-45 years	0	0%	1	0.30%
Total	123	100.00%	314	100.00%
Department				
News related	88	71.50%	112	35.30%
Engineering related	0	0%	40	12.60%
Management and administration	24	19.50%	53	16.70%
Others (e.g. production, planning)	5	4.10%	93	29.30%
Multi-jobs	6	4.90%	19	5.8%
Total	123	100.00%	317	100.00%

Table 2: The Required Skills Ranked by TV & Newspaper Managers

Skills	TV		NP	
	mean	rank	mean	rank
Basic knowledge in legal issues	4.39	3	4.55	2
Basic knowledge in psychology	3.91	8	3.90	7
Creativity	4.72	1	4.66	1
Education in journalism	4.21	6	4.06	6
Entrepreneurial thinking	4.31	5	4.35	4
Knowledge in media sciences	4.50	2	4.36	3
Professional Business education	3.86	9	3.89	8
Social competences	4.01	7	3.76	9
Technology expertise	3.86	9	3.75	10
Marketing expertise	4.33	4	4.12	5

Spearman R = .930, p < .001

Table 3.   Regression Model of Demographics, Journalistic roles and   Required Skills

Goals / demographics	interpretive		public journalism		adversarial		market-driven journalism		disseminator	
	TV	NP	TV	NP	TV	NP	TV	NP	TV	NP
Gender	.171	.265	.254	.255	-.114	-.129	-.347**	-.068	-.218	.525*
Age	.030	-.005	.006	-.021	.000	-.049	-.021	.034	-.001	.035
Education	-.053	-.030	.173*	.156	.237**	.158	-.102	.144	.052	-.127
Major	.020	-.243	.131	.331	-.013	-.069	-.346**	.004	.005	.317
Years in media	-.005	-.005	-.003	.053	-.014	.053	.021	-.055	.019	-.034
Years in organization	-.009	.019	.006	.002	.014	-.023	.014	.028*	.002	-.022
Department	-.018	.445	-.246	.047	.553***	.439	-.293*	-.237	.513***	-.019
R2=	.030	.064	.046	.094	.107***	.104	.129***	.096	.086**	.118
Skills										
Basic knowledge in legal issues	.154*	-.041	.102	-.196	.163	.037	-.066	-.296	.243**	.315*
Basic knowledge in psychology	.322***	-.060	.003	-.044	.009	-.042	.035	.056	-.147	-.064
Creativity	.175	.015	-.081	.629***	.053	.075	.080	-.219	-.025	.079
Education in journalism	.165*	.400**	.018	.087	.120	.086	-.210**	-.024	.156*	-.055
Entrepreneurial thinking	.216**	-.008	.060	.109	-.217**	.066	.048	-.008	.202*	.445***
Knowledge in media sciences	-.067	-.088	.153	.199	.167	.179	.030	-.093	.102	.016
Professional Business education	-.009	.292*	-.052	-.138	.152	-.191	.132	.047	-.070	.189
Social competences	-.015	-.022	-.025	.091	.047	.076	.236**	.147	.179*	.219*
Technology expertise	.112	-.016	.038	.093	-.009	.250	.032	.136	.016	-.219
Marketing skills	-.033	.131	.091	-.052	-.164*	.060	.164*	.219	-.040	-.283*
R2=	.275***	.189*	.035	.205**	.091***	.088	.155***	.111	.133***	.275***

*p<.05 ; **p<.01 ; ***p<.001

附錄二：

Bonnie, Peng (2007). The challenges facing the media industry in Taiwan. Paper presented to 2007 Global Communication and Development Conference and Global Communication Association Inaugural Ceremony. China: Shanghai

The challenges facing the media industry in Taiwan

Dr. Bonnie Peng (Professor, School of Chengchi University, Taipei, Taiwan)

Most of the media industries around the world have faced challenges from the rising popularity of the Internet. In response they have been forced to develop a range of different coping strategies and business models. The Taiwanese media industry has been no exception.

Yet the Taiwanese media has been forced to deal with additional forces that affect the problem of shrinking audiences. The capitalistic philosophy of the Taiwanese market has allowed for increased competition. As a result, the Island's three big, traditional newspapers, the 'Liberty Times', the 'United Daily' and the 'China Times' have all had to cope with lost advertising money and decreased circulation since the launch of 'Apple Daily', a so called tabloid newspaper based in Hong Kong, in 2003.

By the end of twentieth century, the domestic televisions networks in Taiwan were increasingly unable to compete with cable television organizations, especially with regards to on-site satellite newsgathering (SNG) coverage and the offering of specialized genres that attract niche audiences and advertisers. When the Cable Law was passed in 1993, the ratio between domestic television and the so-called 'fourth channel' (illegal cable) was 7:3. Recent data from the Government Information Office and AGB Neilson (2006) showed that the ratio has shifted to 2.5:7.5 in favor of cable TV, in terms of audience share.

Management scholar Peter Drucker (1999) stated that managers must become 'change leaders', seizing opportunities and understanding how to effect change successfully in their organizations. The purpose of this paper is to examine the most important challenges for Taiwan media managers in the media business within the next three years.

Literature Review

Convergence
One of the most popular words in media industry at the end of the nineties was convergence.

Regardless how people define convergence differently, it has been discussed and studied in the media organizations since the popularity of internet. A.

Nachison of the American Press Institute's Media Center has defined convergence as "the strategic, operational, product and cultural union of print, audio, video and interactive digital information services and organizations." (refer, G. Lawson-Borders, 2003) When Lawson-Borders (2004) discuss media organizations and convergence, they examine the possibilities of the maximizing the use of the content media organization produce on several platforms. They also realize that there were several issues of convergence including communication, commitment, cooperation, compensation, culture, competition and customer.

Most of the literature on convergence dealt with how medium transform to multiple platforms, less attention has been paid to the specific skills, strategies and problems might come along with the trend of convergence. Most of the scholars were especially worried about the challenges newspaper industry were facing. Gates even indicated that 'convergence with broadcast and online media is the shape of things to come for newspapers.'(ref. Huang, et. al.2006).

Research Questions

R1: What are the challenges facing media industry perceived by Taiwan media managers?

R2: Are there differences between TV managers and newspaper managers regarding their perception of the importance of challenges facing media industry in Taiwan?

Research Method

The senior and junior managers (including supervisors) of newspaper and television industries were chosen for the study. Five domestic television stations (TTV, CTV, CTS, FTV, and PTV), two minority television stations and eight cable networks that provide news were included. Four major newspapers (Liberty Times, United News Group, China Times Group, and Apple Daily) whose total circulation exceeded one million readers or more than ninety percent of the island's newspaper circulation were also selected for the study.

The researcher contacted each of the targeted organizations by letter explaining the purpose of the study and asking for cooperation. Some organizations were highly cooperative, providing the names of the first and second layers of mangers.   Other respondents refused to provide name lists due to company/corporate policy.

The researcher then either asked students to find out who the first and second layers of managers for each organization were, or personally visited to ask for assistance. The first wave of questionnaires was sent to recipients at the end of November 2006.   This was then followed by telephone calls and

a second wave of questionnaires before Christmas. The return rate for television stations was 71.06% and for newspapers were 53.33%, which amounted to a total rate to 65% (sees Appendix 1).

The questionnaire's included nineteen items about journalistic roles, including fifteen items from Weaver and his colleagues' American study.   A further two items on market-driven journalism, and two items on public journalism were included from Weaver, et al's American research. The respondents were asked to rate items, on a scale of 1 to 5 ranging from "not really important" to "extremely important".

The respondents were also asked to indicate a range of personal data.   These included: their age, gender, major in college (journalism/mass communication or other) and major in graduate school (journalism/mass communication or other).   Subjects were also asked to provide information on their media experience, years working at present medium, and which department they work for.

Results

Television Managers

Among the 329 TV managers who answered the questionnaire, seventy percent of the respondents were male while the remainder (30%) was female. The mean age of respondents was 42.68 years old. The media experience of television managers' averaged 15.83 years, while the average subject had worked for their present media organization for about ten years (mean = 9.98, S.D. = 8.0). Two of the respondents indicate they have worked for the present media organization for more than 36 years, but about two thirds (67.1%) of the television managers have less than ten years experience with their current station.

Most of television managers (96%) had attained at least a college degree. Seven television managers held Ph.D.'s and ninety-one percent (28.1%) held master's degrees.   Among those who had master's degrees, sixty-one percent (57%) had majored in journalism/mass communication while the remainder had degrees in other disciplines.   One hundred thirty (45.6%) of the television managers had undergraduate degrees in journalism/mass communication, while the others had majored in social sciences (6.3%), business (13.3%), humanities (15.8%), natural sciences (14.7%) and law (.7%).

While their job titles at cable or domestic television stations were varied, the result showed that more than one third (35.3%) of the respondents worked for news department handling news. Some of them worked for the engineering department, some were in management & administration, with the rest was in production, planning, etc.

Newspaper Managers

The survey showed that about three quarters (73.6%) of newspaper managers were male while the rest were female (26.4%). Their average age was 46.68 years old. The newspaper managers had worked in media for an average of more than twenty-one years (mean = 21.34, S.D. = 5.99). They had also worked at their current newspapers for an average of 16.35 years. About seventy percent (71.5%) of respondents worked in news/editorial departments while the rest worked in management/administrative positions.

While, less than forty percent of newspaper managers had a master's degree (33.6%) or Ph.D.'s (3.2%), more than forty five percent (47.2%) of them had attained undergraduate degrees. The remaining respondents had either college (13.6%) or high school diplomas (2.4%). The results showed that the average educational level of Taiwanese newspaper managers was higher than that of television managers.

For those newspaper managers who had undergraduate degrees, forty five percent (43.3%) had majored in journalism/mass communication while the rest had majored in a range of disciplines, including the social sciences (9.30%), business (10.2%), natural sciences (4.2%), and humanities (29.7 %). Of those newspaper managers who completed graduate program, forty five percent (44.7%) of them had pursued studies in journalism/mass communication. Others had majored in social sciences (23.4%), business (12.8%), natural sciences (2.1%), and humanities (14.9%).

(Table 1 here)

Challenges in a Converged Era

The questions asking the media managers about the future challenges facing media industry within the next three years were ranked by Taiwan newspaper and television mangers as followed (Table 2):

The results showed that there was no significant difference between Taiwan newspaper managers and television managers in terms of their perception of the challenges they will face within the next three years. For the newspaper managers, "sharpen product portfolio" was ranked most challenging task, followed by "brand competition," "quality assurance," and "savings and cost control." For the television managers, the first challenge they perceived was "brand competition," followed by "sharpen product portfolio," "quality assurance," and "development of news business model."

"International investment," "reduction in staff," and "effort for standardization" were ranked as the least important challenges the managers would be facing within the next three years by both groups.

While "saving and cost control" was ranked as very important (mean = 4.43, rank = 4) by newspaper managers, the television mangers did not agree (mean = 4.25, rank = 9).

Conclusion

Nelson (2002, ref. Huang, et al., 2006) once said that convergence 'is great for television news, great for newspaper marketing and awful for both the marketplace of ideas and the marketability of talented geeks, who, from my experience, are the bedrock of quality print journalism in America.'

Challenges	TV		NP	
	mean	rank	mean	rank
Brand competition	4.63	1	4.69	2
Convergence of technology	4.38	5	4.21	8
Development of new business model	4.44	4	4.42	5
Effort for cooperation	4.32	6	4.08	11
Effort for diversification	4.22	10	4.09	10
Effort for proprietary products	3.84	14	3.70	15
Effort for standardization	3.76	16	3.49	16
Exclusive rights and licenses	4.18	11	3.74	14
Focus on core competences	4.27	8	4.34	6
Individualization of the products	3.83	15	3.76	13
International investments	3.66	17	3.29	18
Online activities	3.95	13	4.10	9
Quality assurance	4.48	3	4.66	3
Reduction in staff	3.13	18	3.41	17
Reduction of the dependence of the advertising markets	3.96	12	3.78	12
Savings and cost control	4.25	9	4.43	4
Sharpen product portfolio	4.58	2	4.75	1
Technological innovation	4.29	7	4.24	7

Newspaper Managers' Perception of the Challenges Faced

	因素一	因素二	因素三	因素四
品牌競爭	.204	.213	.398	.250
科技匯流	.537	.240	.096	-.452
新商業模式發展	.635	.308	.185	-.174
合作	.665	.067	.112	.066
多樣化經營	.608	-.001	.208	.233
產品獨占	-.064	-.072	.726	.281
標準化	.160	.026	.828	-.219
產品權利	.275	.195	.688	.116
專注核心能力	.289	.534	.373	.107
產品的個人化	.271	.022	.298	.500
國際投資	.620	-.072	.041	.393
線上活動	.660	.076	.097	.175
品質保證	.103	.722	.291	-.078
裁員	.217	.104	-.052	.735
減少對廣告市場之依賴	-.044	.204	.156	.378
儲蓄與成本控制	.050	.665	.036	.152
使產品組合具競爭力	.026	.748	-.104	.136
科技革新	.520	.483	-.145	-.144
eigenvalue	4.482	1.848	1.569	1.436
% of variance	24.898%	10.268%	8.716%	7.975%

附錄三：

Bonnie, Peng (2008). Taiwan Media Managers' Career Planning: The Study of Relationships between organizational goals and the intention to leave by Taiwanese Media Managers Paper presented to 2008 AEJMC. USA: Chicago.

Taiwan Media Managers' Career Planning: The Study of Relationships between organizational goals and the intention to leave by Taiwanese Media Managers

Introduction

On November 29th, 2006, one of Taiwan's highest quality newspapers, the Min Sun Daily, announced it would cease publication on as of December 1st that year.   The Min Sun Daily had a circulation that had exceeded 600,000 at its peak, and a reputation for emphasizing a clean, well-written format of news that was appreciated by its readers.   The shock of the event was compounded by the closure of two other newspapers the same year, and was a source of concern to many, who had been worried about how many newspapers could survive in the Taiwanese market. Things got worsen on June, 2008 when China Times, the so-called elite newspaper in town announced it will layoff 450-600 employees starting September this year.

Most of the media industries around the world have faced challenges from the rising popularity of the Internet.   In response they have been forced to develop a range of different coping strategies and business models.   The Taiwanese media industry has been no exception.

Yet the Taiwanese media has been forced to deal with additional forces that affect the problem of shrinking audiences.   The capitalistic philosophy of the Taiwanese market has allowed for increased competition.   As a result, the Island's three big, traditional newspapers, the 'Liberty Times', the 'United Daily' and the 'China Times' have all had to cope with lost advertising money and decreased circulation since the launch of 'Apple Daily', a so called tabloid newspaper based in Hong Kong, in 2003. Having adopted colorful printout and sensational coverage, Apple Daily soon became the number one newspaper in terms of circulation which made the other newspapers more difficult in competing the advertising.

By the end of twentieth century, the domestic televisions networks in Taiwan were increasingly unable to compete with cable television organizations, especially with regards to on-site satellite newsgathering (SNG) coverage and the offering of specialized genres that attract niche audiences and advertisers.   When the Cable Law was passed in 1993, the ratio between domestic television and the

so-called 'fourth channel' (illegal cable) was 7:3. Recent data from the Government Information Office and AGB Nielson (2006) showed that the ratio has shifted to 2.5:7.5 in favor of cable TV, in terms of audience share.

When things changed rapidly in Taiwanese media environment, how are the managers at newspapers and television networks coping? It has been said that for reporters who struggled with the survival and competition of their routines, media managers are the first line fighters dealing with the pressures from the Board and advertisers. Managers are tasked with representing both working journalist to the corporate world, and at the same time corporate concerns to writers, photographers, and other creative professionals (Redmond, 2006). The purpose of this study is to examine how the media managers in Taiwan perceive their organizational goals and how these perceptions related to their intention to leave the field.

Literature Review

Scholars (Altmeppen, 2008; Gade, 2004) believed that there were different perspectives to look at the organizational changes between the top media managers and the first line journalists. Altmeppen (2008, pp.57) stated 'whereas writers, editors, and reporters as front-line employees have no day-do-day contact with the owners of media organizations, middle- and top-level management do have such contact. The editor-in-chief and his representatives are integrated into the top-level management of the media organization, and represent the needs of their newsroom department in the management's decision making process.'

Some studies of American journalists (Gade, et al., 2006, Beam, 2006) also separated different job positions in the news organization. Researchers based on the role theory to assume journalistic satisfaction was varied across job roles. Beam (2006) hypothesized the newsroom supervisors would differ from rank-and-file journalists in their assessments of business / professional goals and priorities of their organizations.

The findings have largely supported this assumption. Indeed, the studies confirmed that the perceptions about organizational goals and priorities could differ according to job roles. Supervisors were more affected than rank-and-file journalists when they sensed an imbalance between profits and journalism.

Dealing with Change

Several empirical studies, especially those focused on the United States, looked at newspaper employees' attitudes toward change (Gade, 2002, 2004; Gade, et al., 2006; Beam, 2006). A number

of factors including decreasing circulation, the popularity of the Internet and the pressures of market-trends have challenged the survival of the newspaper industry in the twenty first century. These trends have combined to produce an environment of uncertainty for managers in which traditional roles are blurred by practices such as inter-department cooperation, the pairing of news and business department personnel, and the designing of competitive strategies.

While newspapers have been losing readers, some scholars have been convinced that if journalists were just able to get closer to readers, reconnect with their democratic mission, and begin framing stories from the center of the communities, then newspapers would reclaim their relevance (Gade, 2004, p.1). In one study of American Journalists (Weaver, et al., 2007, p. 79), the researchers used the term "commercial imperatives" to discuss the constraints placed on reporters, including pressures from the advertisers, the need to please the audience and the absence of sufficient resources for making news. Their findings showed that about thirty percent of the respondents were concerned about these kinds of business constraints. The percentage may be higher for supervisors because they are the first in line to handle pressures from boards and advertisers.

Gade (2002) used a census of top newsroom mangers from the rank of department head, section editor, and team leader and above to study attitudes toward integrating marketing and journalism. Three groups emerged from Q-sort: the Critical Skeptic, the Change Agent and the Resigned Pragmatists. All three types agree that today's editors must be cost-conscious, market-driven and profit-oriented.

Of the three types only 'Change Agent' does not see a conflict between journalism and marketing. This is linked to the belief that both journalism and marketing must be developed concurrently within the mission of change. Gade found that the other two types that emerged from the study recognized their inability to manage the change process and questioned the profit-driven initiatives adopted by the industry.

Gade and his colleagues (2006) also looked into the changing roles, and skills recognized by American newspaper editors. The results of their study showed that editors were required to focus more on business aspects of the industry, including strategy, markets, and budgets. Their assessments of their changing roles illustrated their frustrations about the bottom-line nature of the industry and a concern that quality journalists were not valued in their organizations or by the public (p. 24).

Organizational Goals

Like any other organization, media organizations play their societal function in all societies. Organizations, first of all, are oriented toward achieving specific aims over the long term. And 'to

make a profit' (Shoemaker and Reese, 1996, p. 145) has become the main goal of an organization which coordinated and motivated the work and the tasks of the members of that organization.

For the media mangers, on one hand have to fulfill their commitment toward public interest. On the other hand, they will face the challenges of financial market to make their products profitable.

Tunstall (1971), a British sociologist studied why journalists work and stated that news organizations "do not fit neatly into any of the established sociological goal classification systems." (Tumber, 2006, p. 61). Having examined 430 newspaper editors, advertising and circulation mangers, sub-editors and provincial journalists in 1965, Tunstall and his research team outlined three main types of goals present in all news organizations. These included audience and advertising revenue as well as non-revenue. The concepts of audience revenue and advertising revenue were quite easy to understand, while non-revenue constituted a major source of difference between news organizations.

According to Tumber (2006), "Tunstall's goal-bargaining approach emphasized that no type of news gathering is rigidly tied to just one type of goal and that all specialist newsgathering fields include an element of each of the three-goals with some fields lacking a predominant goal." This raised the issue of a fourth goal – describing it as a 'mixed goal' involving a mixture of the other three types. The media organizations that were characterized by mixed goals were found to be "important for locating the media in their social context, understanding some of the pressures under which they are placed and helping to differentiate the main occupational choices available to employees." (McQuail, 1987, p. 144; Tumber, 2006, p. 62)

In a study of American journalists', Beam (2006) defined business goals and priorities as 'organizational endeavors and objectives' intended to help the organization fulfill its commercial mission or obligations. In contrast, Professional (journalistic) goals and priorities were defined as organizational endeavors and objectives intended to fulfill journalistic 'missions or obligations' (p. 175). Beam tried to discover the differences between supervisors and rank-and-file journalists in terms of their perceptions of business and journalistic goals, and how the differences related to their job satisfaction.

Beam (2006) hypothesized that newsroom supervisors would differ from rank-and-file journalists in their assessments of the business and professional goals and priorities of their organizations. The study's survey of 1149 U.S. journalists had found that rank-and-file journalists were more inclined than supervisors to think that their news organization placed strong emphasis on business goals and priorities. This was supported by the work of Knott and his colleagues (2002) who found that CEO's who had been editors were much more likely to 'talk the talk' of social responsibility in their annual report letters to shareholders than were CEOs who had not served as editors.

Career planning

When decreasing revenues minimize available resources and lead to the restructuring of media organizational patterns happened around the world, media management scholars examine this issue by looking at role perceptions (Zhu, et al., 1997; Cassidy, 2005), convergence (Huang, et al., 2006), decision making and leadership style (Sylvie & Huang, 2006), and organizational change (Gade, 2004; 2006). Job satisfaction, one of the oldest but still important topics in human relation studies, of course got attention during this turbulent era.

There are several theories dealing with employees' job satisfaction ranging from Maslow's Hierarchical theory, Herzberg's motivation-hygiene theory, ERG theory, etc. Most organization studies did confirm that when people satisfied with their job, they will perform well. The elements related to job satisfaction included working conditions, organizational factors, job responsibilities, impact on society, interest and challenges, salary and benefits, and over job satisfaction (Hu & Greer, 2006; Weaver, et al., 2007; Beam, 2006).

Journalism job satisfaction studies have been conducted for more than 45 years (Reinardy, 2006; 2007). One of the earliest study by Samuelson (1962) reported that the journalists who left the profession due to the lack of future as a career. Weaver and his colleagues' study of American journalists found management policies, low salaries and inadequate advancement opportunities created dissatisfaction. In their 2002 study, Weaver et al. (2007) reported that 17.2 percent expressed intention to leave the news media within five years, which was down about 20 percent from the 1992 study.

While most of the research studies focus on journalists' job satisfaction, less study tried to understand why managers, who already advanced hierarchical ladder in their organization, want to leave the field.

Taiwan Journalists

Lo (1998) followed the studies done by American colleagues to study the roles, ethics of Taiwanese journalists and found that daily newspaper journalists had the highest level of perceived autonomy while television journalists had the lowest. A majority (55.7%) of Taiwan journalists in his study (1998) said they wanted to work for the same organization five years from now, 17.6% were undecided. Lo did not separate reporters and managers in his study regarding job satisfaction.

In 2004, Lo (Guvitch & Lo, 2007) kept up with newly survey data on Taiwan journalists and found

only 45.6% want to work for the same organization five years from now, 19.8% were planning to leave the field of journalism in five years, and another 23.5% were undecided. As compared with the data of 1994, it could be found that less journalists would like to stay with the same organization (about ten percent less). While more respondents indicated they're planning to leave or undecided about their career within the present medium, it reflected the uncertainties of the journalists as well as the future of the media industry.

In a recent study by Chang (2006) that compared American and Taiwanese journalists, the author used variables such as the horizontal and vertical collectivism, as well as horizontal and vertical individualism to examine how culture affected the ways in which journalists perform their jobs. The study found that American journalists' organizational commitment was affected by horizontal individualism, while that of Taiwanese journalists' was affected by vertical collectivism. Taiwanese journalists were more motivated by the welfare of their newspapers, while American journalists were more affected by their personal decisions.

Management scholar Peter Drucker (1999) stated that managers must become 'change leaders', seizing opportunities and understanding how to effect change successfully in their organizations. Beam (2006) and Gade (2006) both suggested that in discussions of the well-being of media employees' must take into consideration their position within the organization. The purpose of this study therefore is to look at the perceptions of Taiwanese media managers' with regards to journalistic roles and organizational goals. Moreover, the study seeks to examine how those perceptions are related to managers' intention to leave the field.

Research Questions and Hypotheses

R1: How do the media managers rank the importance of organizational goals in Taiwan? Is there difference between TV and newspaper managers regarding their perceptions of organizational goals?

R2: What are the relationships between Taiwan media managers' demographics, perceptions of organizational goals and their intention to leave the field?

R3: What are the relationships between Taiwan media managers' demographics, perceptions of organizational goals and their intention for retirement?

H1: There will be differences in the perceptions held by media managers based on their demographics.

H2: There will be differences in the perceptions held by managers in different media outlets. Those

who work for terrestrial television and newspaper will be more tending to leave the field and/or apply for retirement as compared with those who work for the cable company.

Research Methods

Weaver, et al. (2007) classified American Journalists into three broad categories. These categories were composed of senior managers, junior managers and non-management staff. Other scholars (Gade, 2004; Beam, 2006) used supervisors and rank-and-file journalists to examine two different positions in the news organization.

The senior and junior managers (including supervisors) of newspaper and television industries were chosen for the study. Five domestic television stations (TTV, CTV, CTS, FTV, and PTV), two minority television stations and eight cable networks that provide news were included. Four major newspapers (Liberty Times, United News Group, China Times Group, and Apple Daily) whose total circulation exceeded one million readers or more than ninety percent of the island's newspaper circulation were also selected for the study.

The researcher contacted each of the targeted organizations by letter explaining the purpose of the study and asking for cooperation. Some organizations were highly cooperative, providing the names of the first and second layers of mangers. Other respondents refused to provide name lists due to company/corporate policy.

The researcher then either asked students to find out who the first and second layers of managers for each organization were, or personally visited to ask for assistance. The first wave of questionnaires was sent to recipients at the end of November 2006. This was then followed by telephone calls and a second wave of questionnaires before Christmas. The return rate for television stations was 71.06% and for newspapers were 53.33%, which amounted to a total rate to 65% (sees Appendix 1).

McQuail's 2005 work listed five main goals of media organizations. These are profit, social influence and prestige, maximizing audience, sectional goals and serving the public interest (p. 284). This study builds upon that work by using six items to ask the respondents about the goals of media organization, including making profits, financial goals, growth, market share/circulation, quality and social service/public interest.

The goals of making profits, pursuing financial gains, and increasing market share/circulation can be classified as 'business' related goals. By the same token the goals of growth, quality and social service/public interest belong to 'journalistic' goals. The respondents were asked to rate items on a Likert-scale of 1 to 5 ranging from "not really important" to "extremely important".

A range of personal data of the respondents was collected.   These included: their age, gender, major in college (journalism/mass communication or other) and major in graduate school (journalism/mass communication or other).   Subjects were also asked to provide information on their media experience, years working at present medium, and which department they work for.

There were two questions asking about respondents' career planning. First, the respondents were asked, "If there's no unpredicted things happened, will you be working at the present organization till retirement?" The answer was yes, no and hard to say. The second question was asked, "Will you plan to change a career recently?" When the respondents answer was yes, the followed questions were "How will you choose your future career? in the same organization with different job position? in the same conglomerate? or related job in media industries? or leave media?' The respondents were also asked to indicate when they will make a move. They would choose between "within a year," "1-3 years," and "after three years."

Regression analysis was used to explore the relationships between respondents' demographics and the perceptions of organizational goals and the intention to leave the field or work till retirement.

Results

Descriptive Analysis

Television Managers

Among the 329 TV managers who answered the questionnaire, seventy percent of the respondents were male while the remainder (30%) was female. The mean age of respondents was 42.68 years old. The media experience of television managers' averaged 15.83 years, while the average subject had worked for their present media organization for about ten years (mean = 9.98, S.D. = 8.0). Two of the respondents indicate they have worked for the present media organization for more than 36 years, but about two thirds (67.1%) of the television managers have less than ten years experience with their current station.

Most of television managers (96%) had attained at least a college degree. Seven television managers held Ph.D.'s and ninety-one (28.1%) held master's degrees.   Among those who had master's degrees, sixty-one (57%) had majored in journalism/mass communication while the remainder had degrees in other disciplines.   One hundred thirty (45.6%) of the television managers had undergraduate degrees in journalism/mass communication, while the others had majored in social sciences (6.3%), business (13.3%), humanities (15.8%), natural sciences (14.7%) and law (.7%).

While their job titles at cable or domestic television stations were varied, the result showed that more than one third (35.3%) of the respondents worked for news department handling news. Some of them worked for the engineering department, some were in management and administration, with the rest was in production, planning, etc.

Newspaper Managers

The survey showed that about three quarters (73.6%) of newspaper managers were male while the rest were female (26.4%). Their average age was 46.68 years old. The newspaper managers had worked in media for an average of more than twenty-one years (mean = 21.34, S.D. = 5.99). They had also worked at their current newspapers for an average of 16.35 years. About seventy percent (71.5%) of respondents worked in news/editorial departments while the rest worked in management/administrative positions. The results showed that the average age and working experience of Taiwanese newspaper managers was higher than that of television managers.

While, less than forty percent of newspaper managers had a master's degree (33.6%) or Ph.D.'s (3.2%), more than forty five percent (47.2%) of them had attained undergraduate degrees. The remaining respondents had either college (13.6%) or high school diplomas (2.4%). The results indicated that the average educational level of Taiwanese newspaper managers was higher than that of television managers.

For those newspaper managers who had undergraduate degrees, forty five percent (43.3%) had majored in journalism/mass communication while the rest had majored in a range of disciplines, including the social sciences (9.30%), business (10.2%), natural sciences (4.2%), and humanities (29.7 %). Of those newspaper managers who completed graduate program, forty five percent (44.7%) of them had pursued studies in journalism/mass communication. Others had majored in social sciences (23.4%), business (12.8%), natural sciences (2.1%), and humanities (14.9%).

(Table 1 here)

Media Goals

In terms of media goals, television managers ranked "quality" the most important (4.76 out of 5), followed by "making profits" (4.65), "growth" (4.55), "market share/circulation" (4.49), "financial goals" (4.48), and "social service/public interest" (4.35). Similarly, "Quality" was also ranked number one as an organizational goal for newspaper managers (4.87), followed by "making profits," (4.7), "market share/circulation," (4.52), "financial goals," (4.48), "growth" (4.45), and "social service/public interest." (4.37).

Both television and newspaper managers agreed that quality was the most important goal to the

media while social service/ public interest was ranked the lowest in terms of the importance. For newspaper managers, growth was not very important compared to aims like making profits, circulation and financial goals.   In contrast, TV managers ranked growth as more important than market share and financial goals. The difference in terms of ranking between TV and newspaper managers was significant ($r = .839$, $p < .05$, see table 2).

Career Planning

Less than sixty percent (58.6%) of the newspaper managers planned to work at the present news organization till retire. One third (33.6%) of the respondents said it's hard to say at the moment. Less than ten percent (7.8%) said they would not stay till retirement at the present media organization.

Less than seventy percent (68.7%) of the newspaper managers did not plan to change career in the near future while the rest (31.3%) planned to make a change.   Among those who planned to leave the present media organization, forty of them would leave the media while the rest would love to work for the same company or conglomerate.

In 1994, a majority (55.7%) of Taiwan journalists in Lo's study said they wanted to work for the same organization five years from then, 17.6% were undecided. In 2004, only 45.6% of the respondents surveyed by Lo wanted to work for the same organization five years from then, less than twenty percent (19.8%) were planning to leave the filed of journalism within five years, while another 23.5% were undecided.

Regression Analysis

One purpose of this study is to examine the relationships between Taiwan media managers' demographics traits, perceptions of organizational goals and their intention to leave and to apply retirement. The results (Table 3) showed that for Newspaper managers, demographics significantly related to their intention to leave the field   ($R^2 = .319$, $p < .05$).   Demographics of the newspaper managers also significantly related to their plan for retirement   ($R^2 = .447$, $p < .001$). The demographics of terrestrial television managers also significantly related to their intention to leave ($R^2 = .234$, $p < .05$) and to apply retirement ($R^2 = .198$, $p < .001$). For the managers working at cable television, the demographics were not related to their intention to leave and plan for retirement.

The result showed that the perceptions of media goals by the respondents (newspaper, terrestrial television, cable network) were not related to their intention to leave the field or to apply retirement.

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Terrestrial station managers' year in media (β = .05, p < .05), year in the present organization (β = -.0,33 p < .05) were significantly related to perceptions of their intention to leave the field. The longer they stayed in the media industry, the shorter they were with the present terrestrial station, the higher the intention to leave the field. The older the respondents, the shorter they were in the media industry, the longer they were in the present station, the higher the intention to apply retirement.

For the newspaper managers, the major at School (β = .220, p < .05) and the year with the present newspaper (β = .034, p < .001) were significantly related to their plan for retirement. The longer they stayed with the present newspaper, the higher the intention to apply retirement. For those who major in journalism/mass communication more plan for retirement.

Conclusions

Journalism has been described as a noble profession practiced by individual of high integrity (Weaver and Wilhoit, 1996; Reinardy, 2007). But when the media environment faced the challenges of globalization, the popularity of the Internet, and shrink of advertising dollars, many scholars do worry about the health of media market around the world. The job satisfaction of each journalist of course directly related to the performance of the product. Unlike previous studies, this study will not examine the specific work of journalists but explore why the managers in media organization plan to leave the field and/or apply retirement.

Taiwanese media did witness a short period of growth at the beginning of the nineties when economic development along with the political democratization produced a comparatively healthy media environment. Then relations with China worsened following the missile crisis of 1995. The result was an economic stagnation that has persisted to the present time. At the same time, the popularity of the Internet has driven many young, affluent readers/viewers away. Most of the terrestrial stations and newspapers are losing money while the cable stations have increasingly come to depend on 'soft news', talk shows, and programs with cheaper production costs, in order to survive. Since cable television is young and less regulated by government policies, a lot of opportunities in a converged era opened for them.

By using survey questionnaires to investigate the first and second layers of media management, this study examined four major newspapers and all of the Taiwanese television providers (domestic and cable) with news departments. It collected and analyzed information regarding demographics and perceptions of organizational goals and their career planning.

The return rate for television managers was 71.06% and 53.33% for newspaper managers. The result showed newspaper managers were an average of 46.68 years old with 21.34 years' experience in the media. Television managers were slightly younger averaging 42.68 years old with 15.83 years' of media experience. When compared with the average age of Taiwanese journalists presented by Gurevitch and Lo (2006), this study found that the managers were both older and more experienced. While different from Gurevitch and Lo, this study's findings were quite similar to the data contained in Weaver et al's American's study in 2002. Both studies indicated that men still dominated newsrooms, occupying more than seventy percent of managerial positions.

When compared to the data from the American journalists' study (Weaver, et al., 2007), the Taiwanese media managers were highly educated in keeping with the mainstream Asian social emphasis on education as a mark of status. This coincided with the data from the past research (Lo, 1998; Gurevitch & Lo, 2006). Forty-five percent of the newspaper managers had master's degrees in journalism/mass communication while the percent for television managers was even higher, exceeding seventy percent.

In terms of the importance of organizational goals, this study used six items in asking respondents to indicate the importance of each goal. These items included: making a profit, pursuing financial goals, growth, increasing circulation/market share, quality, and social service/public interest. The results showed that for newspaper and television managers, making profit was ranked as most important while offering social service/public interest was ranked as the least important goal of the media. This reflects the capitalistic nature of the Taiwanese market. For younger television managers, growth was ranked as second important goal for the media, but to newspaper managers, growth was listed as the second lowest goal for the organization.

Beam's (2006) study of U.S. journalists had found that rank-and-file journalists were more inclined than supervisors to think that their news organization placed strong emphasis on business goals and priorities. This study found that there were no differences between Taiwan newspaper managers and television managers regarding to their perceptions of organizational goals that reflected the emergent issue they're facing each day. The only difference was about 'growth' that was ranked higher for television managers.

This study found that the respondents' perceptions of media goals did not relate to their intention to leave or to retire. Demographics, however, did show significant relationship with the intention to leave the field and plan to retire for newspaper and terrestrial television managers. To cable television managers, the demographics were not related to their intention to leave and plan for retirement. It might be concluded that for cable television managers, they are still young, their stations are in a growing trend which gave the managers a lot of hope to strive for excellence. The managers in

terrestrial television station and newspaper were facing downsize of the organization, lose of the market share and advertising dollars, it's hard not to think about the changing career and panning to retire.

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Appendix 1: Response Rate of the Survey

TV	Sent	Returned	Percent Returned
Taiwan Television Enterprise	35	26	74.29%
China Television Company	38	29	76.32%
Chinese Television System	50	47	94.00%
Formosa Television Company	50	27	54.00%
Public Television Service	42	27	64.29%
Hakka Television Service	14	12	85.71%
Taiwan Indigenous Television	15	1	6.67%
Sanlih Entertainment Television	50	37	74.00%
TVBS	57	49	85.96%
Eastern Broadcasting Company	38	31	81.58%
Gala Television Corporation	11	11	100.00%
Era Communications Corporation	12	8	66.67%
CTI News Channel	25	14	56.00%
Unique Satellite Television	11	7	63.64%
Da Ai Television	15	3	20.00%
Totals	463	329	71.06%

Paper	Sent	Returned	Percent Returned
Apple Daily	40	21	52.50%
China Times	85	33	38.82%
Commercial Times			
United Daily News	41	22	53.66%
Ming Sheng Daily		11	26.83%
Economic Daily News	25	9	36.00%
Liberty Times	49	32	65.31%
Totals	240	128	53.33%

	Newspaper		TV	
	N	Percent	N	Percent
Gender				
Male	92	73.60%	222	70%
Female	33	26.40%	95	30%
Total	125	100.00%	317	100.00%
Age				
31-35 years old	5	4%	6	1.90%
36-40 years old	14	11%	45	14.40%
41-45 years old	33	27%	88	28.20%
46-50 years old	35	28%	79	25.30%
51-55 years old	33	27%	41	13.20%
56-60 years old	3	2.40%	31	9.90%
61-65 years old	0	0%	16	5.10%
66-70 years old	1	0.80%	7	2.20%
Total	124	100.00%	313	100.20%
Education				
High school diploma	3	2.40%	13	4.10%
College degree	17	13.60%	63	19.90%
University degree	59	47.20%	142	44.90%
Master degree	42	33.60%	91	28.80%
Ph. D.	4	3.20%	7	2.20%
Total	125	100.00%	316	100.00%
Undergraduate major				
Journalism	39	33.10%	47	16.50%
Mass communication	12	10.20%	83	29.10%
Social science	11	9.30%	18	6.30%
Business	12	10.20%	38	13.30%
Natural science	5	4.20%	42	14.70%
Humanities	35	29.70%	45	15.80%
Law	1	0.80%	2	0.70%
Others	3	2.50%	10	3.50%
Total	118	100.00%	285	100.00%
Advanced degree major				
Journalism	13	27.70%	24	22.40%
Mass communication	8	17.00%	37	34.60%
Social science	11	23.40%	10	9.30%
Business	6	12.80%	21	19.60%
Natural science	1	2.10%	4	3.70%
Humanities	7	14.90%	8	7.50%
Others	1	2.10%	3	2.80%

Table 1: Demographics of the Respondents

	Newspaper		TV	
	N	Percent	N	Percent
Total	47	100.00%	107	100.00%
Media experience				
1-5 years	1	0.80%	22	7.00%
6-10 years	5	4.00%	58	18.70%
11-15 years	16	12.80%	94	30.20%
16-20 years	37	29.80%	67	21.40%
21-25 years	37	29.70%	36	11.50%
26-30 years	23	18.40%	21	6.60%
31-35 years	5	4.00%	10	3.10%
36-40 years	0	0%	4	1.20%
Total	124	100.00%	312	100.00%
Years at present organizations				
1-5 years	22	17.80%	115	36.60%
6-10 years	12	9.70%	96	30.50%
11-15 years	19	15.40%	44	13.30%
16-20 years	32	25.90%	29	9.20%
21-25 years	23	18.70%	14	4.50%
26-30 years	13	10.50%	9	2.80%
31-35 years	2	1.60%	5	1.50%
36-40 years	0	0%	1	0.90%
41-45 years	0	0%	1	0.30%
Total	123	100.00%	314	100.00%
Department				
News related	88	71.50%	112	35.30%
Engineering related	0	0%	40	12.60%
Management and administration	24	19.50%	53	16.70%
Others (e.g. production, planning)	5	4.10%	93	29.30%
Multi-jobs	6	4.90%	19	5.8%
Total	123	100.00%	317	100.00%

Table 2: Spearman's Correlation for Organizational Goals between TV and Newspaper Managers

Goals	TV		NP	
	mean	Rank	Mean	rank
3-1 Making profit	4.65	2	4.71	2
3-2 Financial goal	4.48	5	4.50	4
3-3 Growth	4.55	3	4.46	5
3-4 Market share	4.49	4	4.53	3
3-5 Quality	4.76	1	4.87	1
3-6 Public interest	4.35	6	4.36	6
$R = .839, p < .05$				