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An Analysis of Media Cultures: Radio and TV Stations, Newspaper and Magazine Companies

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The aims of this research are to investigate the characteristics of the corporate cultures in Taiwanese media organizations, and in particular, to compare the differences between radio and TV stations, newspaper and magazine companies.

A questionnaire survey of 334 people from 14 Taiwanese media corporations was undertaken, of which 326 interviewees responded, representing a return of 97.7%. The results show that there are six types of cultural orientation within Taiwanese media organizations, namely leadership and management, institution and rule, values and beliefs, corporate symbols, working climate, and rites and rituals. The research found that in terms of the characteristics of institution and rule, working climate and rites and rituals cultures were more significant in electronic media organizations than those in printed media. The cultural characteristics of values and beliefs, corporate symbols, and rite and ritual orientations within TV stations and newspapers are significantly stronger than magazine publishers. Moreover, the characteristics of the working climate within TV stations are significantly different from those in radio, newspapers and magazine organizations.

The findings provide important information for the understanding of media cultures and indicate that the type of media, ownership structures, company background and life, and historical factors may affect cultural characteristics. The results are informative for investors who plan to take over, acquire, merge or invest in different kinds of media since these cultural factors are important determinants of the businesses.

Introduction

The competition in the communication sector has intensified in recent years. Merger and acquisition, and horizontal or vertical integration occur frequently in the media industry. However, the nature of different media brings out different characteristics of corporate cultures, which provide a guideline to a company's values that enables employees to understand their business goals, furthering the accomplishment of their missions (Hofstede, 1984: 21, Martin & Siehl, 1994; Clark, et al., 1994: 356; Harris, 1998; Elashmawi, 2000; Buch and Wetzel, 2001; Kasper, 2002). On the other hand, corporate culture is one of the most important factors affecting the success of mergers (Maron & VanBermen, 1998; Todd, 1998; Fedor & Werther, 1996; Schraeder & Self, 2003) and the development of a diverse medium group that would be taken into account by investors in the competitive media market.

The purpose of this research is to examine the different cultural characteristics among radio and TV stations, newspapers and magazines in Taiwan. Simultaneously, this research attempts to identify the cultural orientations of Taiwanese media. At present, there are only a few academic studies specifically in the field of media management and corporate cultural studies (Daymon, 2000), the results of this research are important for understanding cultures in the media industry.

Literature Review

Corporate culture is an integrated pattern of thinking and behaviour in the members' daily operations of a company, that is based on evolved and learned languages, ideologies, values, beliefs, traditions, attitudes and meanings (Pettigrew, 1979; Tyson and Jackson, 1992:188; Clark, et al., 1994:365; Pool, 2000; Mai, 2001). In an organization, culture is like 'glue' which helps hold members together by providing a pattern of shared values and assumptions of a corporation. It not only creates an organizational climate and suggests the correct way for employees to confront challenges and solve problems (Schein, 1992), but also motivates and empowers employees (Estienne, 1997). As a consequence, culture reduces employees' uncertainty and anxiety and provides appropriate standards to them (Smith, 2003).

Corporate culture studies started in the 1970s, mushrooming as a popular topic after Deal and Kennedy and Peters and Waterman published their books in the 1980s (Hofstede, 1991:179; Miller, 1995:108; Starkey, 1998; Harris, 1998; Daymon, 2000). Many studies constructed cultures with different elements (Deal and Kennedy, 1982: 13-15; Hofstede, 1984:21; Schein, 1985:8-9; Tayeb, 1988:40; Hofstede, 1991:9; Hatch, 1993; Pheysey, 1993:19; Daft, 1994:124; Clark, et al., 1994:356; Miller, 1995:12; Wilson, 1997; Harris, 1998; Ogbonna and Harris, 1998;

Nicholson and Stepina, 1998; Daymon, 2000). For instance, Schein (1985:8-9) constructed corporate culture with values, behaviour, beliefs, and assumptions. In contrast, Deal and Kennedy (1982:13-15) found that the business environment, values, heroes, rites and rituals, and culture networks are all elements of corporate culture. Hofstede (1991:183-188; 1998) proposed corporate culture consisted of four factors: symbols, heroes, rituals and values.

Jones (1983:46) attached importance to routine and non-routine elements of a corporation and highly skilled personnel, and established three stereotypical corporate cultures: production culture, bureaucratic culture and professional culture. Harrison focused on roles of members, work achievements, authorities and decision-making systems to classify four types of cultures, i.e. role, achievement, power and support (Pheysey, 1993:15-18).

Mai (2001) concludes previous research and addresses four main elements of corporate cultures: (1) Values and beliefs: the ideology of a corporation conveys to members through the expression of sentiments how employees deal with their tasks. (2) Leadership, power, and hero: leaders and heroes of companies are tangible role models for employees to follow and learn from. Heroes are significant symbols of a corporation. (3) Rite and ritual: providing a systematic program of everyday life; members can follow these informal rituals and rites to solve problems. (4) Rule: a formal instruction or statement for members to follow. The four elements are the core of a company's culture, and they are common to work groups, departments, functions or units, organization and society (Williams, et al., 1990:44; Bailey and Johnson, 1992). Consequently, the four elements are applied as an analytical framework of this research.

In the early 1980s, two important and influential models of corporate culture were developed by Deal and Kennedy (1982) and Peters and Waterman (1982) (Hofstede, 1994:179; Miller, 1995:108; Starkey, 1998). Researchers used the model to explain the sophistication of corporate cultures.

In the 1990s, Hofstede researched 20 units from 10 different companies and selected a random sample composed of 25 managers, 25 college-level non-managers (professionals), and 25 non-college level non-managers in each unit, and established a corporate cultural model with six orientations, i.e. process vs. result, employee vs. job orientation, parochial vs. professional, open vs. closed system, loose vs. tight control, normative vs. pragmatic. Hofstede's cultural model was established from different grades of employees and different industries. The model was considered comprehensively, based on multi perspectives, and consisted of shared values in formal practices, rules, informal beliefs, rituals and rites. The model was widely adopted by researchers, such as Buttery and Leung (1997), Pizam, et al. (1997), Westwood and Kirkbride

(1998), Fam and Merrilees (1998), Nicholson and Stepina (1998), Chow, et al, (1999), Vasquez and Taylor (1999), Glinow, et al. (1999), Helgstrand and Stuhlmacher (1999), Mai (2001) Pheng and Yuquan (2002).

However, corporate culture is affected by external factors, such as national culture. Laurent found that corporate culture mostly reflects national culture (Schneider & Constance, 1987:4). Many researchers have found that the philosophy of Confucianism, despite being 2500 years old is still the overriding influence all Chinese societies (Wou, 1992:22-23; Kim, 1993: 202; Rampal, 1994; Martinsons & Hempel, 1995; Fukuyama, 1995:31; Martinsons & Martinsons, 1996; Glinow, et al., 1999). In terms of business management, some characteristics of Confucianism and traditional values remain in mainland Chinese business operations (Noronha, 2002), as well as in Taiwanese companies. Bond and Hofstede concluded that Confucian work dynamism has survived throughout Asia, and some companies have demonstrated the influence of Confucianism in improving working spirit and the quality of work (Lo, 1997).

In particular, Chinese societies, such as those in Taiwan, Hong Kong, and the People's Republic of China have strong family ties, extended families and family businesses (Fukuyama, 1995:79; Maguire, 1999). The other generally perceived characteristic of the traditional business is its humanism, emphasizing human relationships, *guanxi*. *Guanxi* is defined as human interactions, relations, and personal connections, and its driven by deeply rooted cultural beliefs stemming from Confucianism. For instance, loyalty, faithfulness, honesty, sincerity and harmony are principles *guanxi* between the owners/ boss and employees in a corporation, as well as among colleagues (Buttery and Leung, 1998; Huang, 1999). *Guanxi* in businesses connects people through reciprocity and the exchange of favours rather through exnewspapersions of sympathy and friendship (Woo and Prud'homme, 1999). Some studies (Fock and Woo, 1998; Wong and Tam, 2000; Huang, 2000; Mai, 2003) have found that to operate business in the Chinese market needs good internal and external *guanxi*. Internal *guanxi* is determined by relations between employers and employees; external *guanxi* is with respect to relations with outside organizations, including governments, other companies and local partners.

Therefore, this research considered Hofstede's framework and the dimension of Confucianism and *guanxi* to explore the corporate culture of media in Taiwan, and compare the differences of corporate cultures among TV and radio stations, newspapers and magazine organizations.

Of the four kinds of media being considered in this study, TV and radio belong to broadcast media providing programs, but newspapers and magazines are print media with different production processes, organizational and ownership structures, and company sizes which are important factors affecting corporate cultures (Jones, 1983: 461; Smith, et al., 1991: 41;

Hofstede, 1994:183; Thompson, 1993:83; Sudarsanam, 1995:13; Bennett, 1996: 33; Mai, 2002). Given these factors influencing corporate cultures, the hypotheses of this research are:

H1: There are significant differences in cultural characteristics between electronic and print media organizations.

H2: There are significant differences in cultural characteristics among TV and radio stations, newspaper and magazine organizations.

Research Method

Questionnaires were undertaken to collect primary data. The research targeted TV and radio stations, newspaper and magazine organizations in Taiwan which have been established for more than 10 years. Since culture forms over a long period, it was decided that companies younger than this would not be considered. A purposive sampling was employed to select research targets which evaluated the influence, audience coverage, ownership, life and size of a company. Five newspaper companies, two magazine companies, five TV stations and two radio stations were included in the final analysis.

To ensure accurate results and analysis of the various characteristics of corporate cultures, samples comprised of different grades of employees, including members of the top management team (presidents, vice-president, general managers, or chief editors), middle and lower-level managers, and bottom employees from news, sales, programming, administrative, and technical departments, totalling 56 units. A questionnaire was designed for the survey, and was sent by mail and facsimile or conducted face to face in June and July 2003.

The questionnaire was formulated based on the issues discussed in the previous section, applying Hofstede's cultural model, Confucianism and *guanxi*. The 84 variables were divided into seven dimensions for measuring Chinese corporate cultures, namely company value, corporate symbols, working climate, rule, business operation, rites and rituals, and leadership style. Interviewees were asked to state the extent to which they agreed with the statements, ranging from 'strongly disagree' (=1) to 'strongly agree' (=7).

The questionnaires were piloted using 40 people, and their suggestions used to affect the improvements. The final questionnaire was used to survey 326 samples from 14 companies, representing a response rate of 97.70%.

Data Analysis

The software package SPSS was used to analyze the data. Frequencies were employed to draw a descriptive analysis of corporate cultures within Taiwanese media. Factor analysis was employed as a preliminary statistical procedure to classify the orientations of cultures. With respect to understanding the cultural differences, the t-test was used to analyze cultural differences between electronic and print media, and one-way Anova was employed to compare the differences among TV and radio stations, newspaper and magazine publishers.

According to the results, 22 out of 84 characteristics more significantly show (mean >4.9, 7 point scale) in those companies surveyed. Most respondents strongly agreed that the most important factor in their companies was 'to collaborate with each other' (mean = 5.64). It is the most significant characteristic within media. Other more significant characteristics are shown in Table 1:

Table 1: The Most Significant Characteristics of Media Cultures in Taiwan

Variables	Mean	Std.Dev	Mode
● Company attaches importance to employees' co-ordinating ability	5.64	1.11	6
● company attaches importance to employee's collaborating ability and communication skills	5.46	1.17	5
● company emphasises business operating ideology	5.38	1.42	7
● members have good professional skills	5.26	1.28	5
● company pays a lot of attention to costs	5.25	1.40	7
● company policy making is based on company's profits	5.20	1.46	4
● company pays much attention to market trends	5.18	1.44	5
● company attaches importance to employee's company identification	5.11	1.42	4
● company has clear salary scales	5.10	1.47	5
● company has clear retirement policies	5.08	1.55	7
● your colleagues are intelligent	5.08	1.15	5
● company depends on the standard of salary scales to pay salaries	5.03	1.34	5
● your colleagues are active	5.02	1.24	5
● every day brings challenges	5.01	1.32	6
● your colleagues work hard	5.00	1.29	5
● you are able to learn from a role model of your company	4.99	1.41	6
● your colleagues have good social relationships	4.97	1.14	5
● colleagues feeling strong pressure at work	4.94	1.37	4
● good ideas are given a proper chance for success	4.92	1.42	5
● The organization pays respect to long serving employees	4.92	1.32	5
● Learning from seniors is an important rule in your company	4.91	1.54	5
● the company attaches importance to training newcomers	4.90	1.58	6

The results indicate that most of the companies attach importance to their operating ideologies, costs, profits, and salary scales and retirement policies, pay attention to members' performances, and are concerned with members' professionalism. In addition, companies have sophisticated values which enable new members to learn from experienced members.

These significant cultural characteristics are mainly concerned with three dimensions: one is related to employee's professionalism, e.g. collaborating with each other, having management, communication and professional skills, and good social relationships; the other is associated with company rules, for instance, having certain salary scales and retirement policies, and according to the standard of salary scales to pay salaries; another is related to member's characters, such as active, intelligent, and working hard.

In terms of corporate cultural orientations, a factor analysis was employed to examine and eliminate inconsistent variables. 55 out of 84 variables were assembled into 12 factors, which explained a total variance of 70.637% (Tables 2 and 3). A correlation analysis was employed to

make combinations of these factors. Finally, 6 orientations were found (Table 4), namely 'leadership and management', 'institution and rule', 'values and beliefs', 'company symbol', 'working climate', and 'rites and rituals' (Table 4).

Table 2: Explained Variance of 12 Factors of Media Cultures

Factor	Eigenvalue	Explained variance	Cumulative variance e
1	6.685	12.155	12.155
2	5.122	9.312	21.467
3	5.105	9.282	30.749
4	5.043	9.169	39.918
5	2.897	5.268	45.186
6	2.707	4.921	50.107
7	2.556	4.647	54.754
8	2.453	4.460	59.214
9	2.181	3.965	63.180
10	1.577	2.868	66.048
11	1.316	2.393	68.440
12	1.208	2.197	70.637

Table 3: Relations Among 12 Factors and Reliability

Factor	Correlation	Significance (P)	Reliability (%)
11, 4	R = 0.167 **	P<0.01	86.45
12, 1	R = 0.496 ***	P<0.001	92.47
10, 3	R = 0.195 ***	P<0.001	82.95
9, 5	R = 0.440 ***	P<0.001	81.88
8,6	R = 0.348 ***	P<0.001	77.86
7,2	R = 0.379 ***	P<0.001	86.25

Table 4: Six Orientations of Media Cultures

Cultural Orientations	Variables
Leadership and Management	<ol style="list-style-type: none"> 1. Employee are promoted in a short period time 2. Managers take responsibility for subordinates 3. Decentralization of responsibility 4. Good ideas should be given a proper chance for success 5. Leadership style with the milk of human kindness 6. Subordinates trust managers 7. Free flow of communication within organizations 8. Leadership style tends to be democratic 9. Company takes responsibility for employee welfare 10. Trust exists between employees 11. Company policies made by groups 12. Company takes employee's personal problems into account
Institution and Rule	<ol style="list-style-type: none"> 1. Employees clock-in and clock-out 2. Company has clear salary scales 3. Company has clear retirement policies 4. Company has clear welfare polices 5. Company depends on the standard of salary scales to pay 6. Company has clear policies of rewards and punishment 7. Company has clear promotional policies 8. There is a high ratio of internal promotions

Values and beliefs	<ol style="list-style-type: none"> 1. Company attaches importance to costs 2. Policy makers always consider company benefits 3. Company pays a lot of attention to market trends 4. Company attaches importance to employees' identification 5. Company emphasises operating ideologies 6. Company attaches importance to the training of newcomers 7. Company attaches importance to employees' collaborating ability 8. Company attaching importance to employees' co-ordinating ability 9. Employees can learn from company role models 10. Learning from senior and experienced people is important 11. Family background is considered
Company Symbol	<ol style="list-style-type: none"> 1. Meeting time kept approximately 2. Meeting always on time 3. Members work hard 4. Members have good social relationships 5. Members are polite 6. Members are intelligent 7. Members have good professional abilities 8. Members are active 9. Long serving employees are given respect
Working Climate	<ol style="list-style-type: none"> 1. Members have strong work pressure 2. Employees feel overloaded with work 3. Every day brings challenges 4. Members always apologize when they make mistakes 5. There are punishments for mistakes 6. Managers encourage employees to compete with each other
Rites and Rituals	<ol style="list-style-type: none"> 1. Company accepts gifts from other organizations 2. Company give gifts out to external organizations 3. Colleagues give gifts among themselves 4. Sexual discrimination exists in the company 5. Pray on special festivals of the lunar calendar 6. Company attaches importance to Chinese feng shui 7. Members pay inordinate attention to titles 8. The order of talking at meetings is fixed

Overall Media Cultures in Taiwan

An analysis of the characteristics of the six orientations can show overall media cultures. In terms of the orientation of 'leadership and management', the cultural characteristics of 'managers take responsibility for subordinates and empower their subordinates', 'subordinates trust managers', 'colleagues trust each other', 'good ideas are given proper chance to succeed', 'free flow of communication within the organization', 'with democratic and human interest management style', 'group decision-making process', 'members' personal problems taken into account', 'company taking a responsibility for employee welfare', 'members able to being promoted in a short period time' are shown.

The results indicating that trust, responsibility, communication, democratic leadership style, and a promotional policy are the main issues in the orientation of leadership and management.

With respect to the orientation of 'institution and rule', the cultural characteristics of company 'having clear salary scales, retirement, welfare, awards/punishment, promotional policies', 'depending on standard of salary scales to pay salary', and 'members clock in and clock out' are more significant, indicating rules and policies are important in medium organizations, and affecting media cultures.

In the orientation of 'values and beliefs', the characteristics of attaching importance to 'cost', 'company profit', 'market trends', 'operating ideology', 'training newcomers', and 'company identification' are significant. The results indicate that to generate profit and emphasize identification are the main values in these media. In order to put company values into practice, emphasising members' co-ordination and communication skills and having experienced persons from which new members are able to learn from in a company are also important.

Regarding to the orientation of 'company symbol', significant member's characteristics include working hard, having good social relationships and a professional approach, polite, intelligent, and being active, indicating media workers need these traits which are shown in the organizations. On the other hand, young members respect experienced seniors, indicating some Chinese traditions are shown in these companies.

In the orientation of the 'working climate', employees compete each other, feel that they are faced with challenges, have strong pressures, and feel overloaded with work every day, indicating the working climate is very oppressive in medium sized companies. Employees apologise for their mistakes, but they are punished.

With respect to the orientation of 'rites and rituals', the characteristics of 'company giving and accepting gifts', 'colleagues give gifts among themselves', 'sexual discrimination', 'following the Buddhist tradition to pray on the special day of the lunar calendar', 'attaching importance to feng shui', 'paying inordinate attention to titles', and 'having a talking order in a meeting' are significantly shown in these companies. The results indicate that Chinese customs, tradition and Confucianism are still a part of Chinese corporate culture.

In addition, 'giving gifts' is a way to establish '*guanxi*' in Chinese societies, the results show that not only companies give gifts out to external organizations or individuals for establishing good *guanxi*, but also company members via giving gifts to establish their social relationships (*guanxi*). In particular, in the orientation of the company symbol, the results find that a good

social relationship is one of the cultural characteristics in media organisations.

In short, Taiwanese media cultures are comprised of six orientations:

1. Leadership and management: it is based on trust, responsibilities, and democratic leadership styles;
2. Institution and rule: it is the standard of how to manage and promote employees;
3. Values and beliefs: generating profits and emphasising operating ideologies are main ideas of those of media;
4. Company symbols: progressive, professional, polite and good social relationship (*guanxi*) are the characteristics of media workers;
5. Working climate: pressure and competition are abundant in media working environments, and rewards and punishment have a clear line;
6. Rites and rituals: Chinese customs, tradition and Confucianism are shown in media corporations.

The Cultural Differences of Electronic and Print Media

Although the media cultures could summarised in six orientations, there are some cultural differences between electronic and print media (see Table 5), particularly, in the orientations of ‘institution and rule’, ‘working climate’, and ‘rites and rituals’.

In comparison of the orientation of the ‘institution and rule’, electronic media have clearer salary scales, retirement, promotional, and reward and punishment policies than print media. The orientation of ‘rites and rituals’, is also more significant in electronic media than in print media, indicating the relative importance of Chinese customs and Confucianism in electronic media. With respect to the ‘working climate’, people working in the electronic media industry feel stronger pressures and more intense competition than those working in print media. Electronic media workers frequently perceive that they have infinite workloads and challenges. The phenomenon might be related to time oppression, which leads people to feel tense working in the electronic media industry.

Table 5: Cultural Differences between Electronic and Print Media

Cultural Orientation	T Value	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Leadership & Management	0.625	314	0.532	0.8544	1.36633
Institution & Rule	4.404	311	0.000 ***	4.3563	0.98914
Value & Belief	0.961	312	0.337	1.0976	1.14202

Corporate symbols	0.948	317	0.344	0.8150	0.85988
Working Climate	4.443	316	0.000 ***	3.2774	0.73771
Rites & Rituals	2.135	310	0.034*	1.8295	0.85702

Group1= Electronic, Group 2= Print.

*= Significance Level (P), * = P <0.05, **= P<0.01, ***= P<0.001

The results also show that there is no significant difference in the three orientations of ‘leadership and management’, ‘values and beliefs’, and ‘corporate symbols’. Therefore, the statistical results provide weak evidence to support H1: *There are significant differences in cultural characteristics between electronic and print media organizations.*

Comparisons of Media Cultures in TV and Radio Stations, Newspaper and Magazine Publishers

Among TV and radio stations, newspapers, and magazines, the characteristic in the orientation of ‘leadership and management’ is not significantly different, indicating whether which kind of medium, the characteristics of the ‘leadership and management’ are similar. It means that trust, responsibility, communication, and democratic leadership style are generally in media organizations (see Table 6).

However, the ‘institution and rule’ orientation is more significant in radio and TV stations than in newspapers and magazines. In comparison of newspapers and magazines, newspapers is more significant than magazines. The results show that among the four media, the characteristics of ‘institution and rule’ in radio stations are the most significant, indicating there are stricter and clearer policies in radio stations and people follow the rules and depend on the standards to pay, promote, reward, and punish employees.

Table 6: Cultural Differences among Different Media

Orientations	Media	Other Media	Mean Difference	Std. Error	Sig.
Leadership & Management	Radio	TV	-0.6023	2.10650	0.775
		Newspapers	0.7127	2.09525	0.734
		Magazine	-0.2841	2.54154	0.911
	TV	Radio	0.6023	2.10650	0.775
		Newspapers	1.3150	1.62752	0.420
		Magazine	0.3182	2.17214	0.884
	Newspapers	Radio	-0.7127	2.09525	0.734
		TV	-1.3150	1.62752	0.420
		Magazine	-0.9968	2.16123	0.645
Magazine	Radio	0.2841	2.54154	0.911	
	TV	-0.3182	2.17214	0.884	
	Newspapers	0.9968	2.16123	0.645	
Institution & Rule	Radio	TV	1.7832	1.52269	0.242
		Newspapers	4.4913 **	1.51086	0.003

		Magazine	8.6031 ***	1.83705	0.000
	TV	Radio	-1.7832	1.52269	0.242
		Newspapers	2.7081 *	1.15771	0.020
		Magazine	6.8199 ***	1.55960	0.000
	Newspapers	Radio	-4.4913 **	1.51086	0.003
		TV	-2.7081 *	1.15771	0.020
		Magazine	4.1118 **	1.54805	0.008
	Magazine	Radio	-8.6031 ***	1.83705	0.000
		TV	-6.8199 ***	1.55960	0.000
		Newspapers	-4.1118 **	1.54805	0.008
Values & Beliefs	Radio	TV	-2.8333	1.72596	0.102
		Newspapers	-2.4167	1.71193	0.159
		Magazine	3.1591	2.07658	0.129
	TV	Radio	2.8333	1.72596	0.102
		Newspapers	0.4167	1.33602	0.755
		Magazine	5.9924 ***	1.77945	0.001
	Newspapers	Radio	2.4167	1.71193	0.159
		TV	-0.4167	1.33602	0.755
		Magazine	5.5758**	1.76584	0.002
	Magazine	Radio	-3.1591	2.07658	0.129
		TV	-5.9924 ***	1.77945	0.001
		Newspapers	-5.5758 **	1.76584	0.002
Corporate Symbol	Radio	TV	-4.9751 ***	1.30604	0.000
		Newspapers	-3.2445 **	1.29764	0.013
		Magazine	-1.2255	1.56523	0.434
	TV	Radio	4.9751 ***	1.30604	0.000
		Newspapers	1.7306	0.99646	0.083
		Magazine	3.7495 **	1.32627	0.005
	Newspapers	Radio	3.2445 *	1.29764	0.013
		TV	-1.7306	0.99646	0.083
		Magazine	2.0190	1.31800	0.127
	Magazine	Radio	1.2255	1.56523	0.434
		TV	-3.7495 **	1.32627	0.005
		Newspapers	-2.0190	1.31800	0.127
Working Climate	Radio	TV	-3.7068 ***	1.08915	0.001
		Newspapers	-0.5065	1.08031	0.640
		Magazine	3.8549 **	1.30747	0.003
	TV	Radio	3.7068 ***	1.08915	0.001
		Newspapers	3.2003 ***	0.84651	0.000
		Magazine	7.5617 ***	1.12205	0.000
	Newspapers	Radio	0.5065	1.08031	0.640
		TV	-3.2003 ***	0.84651	0.000
		Magazine	4.3614 ***	1.11347	0.000
	Magazine	Radio	-3.8549 **	1.30747	0.003
		TV	-7.5617 ***	1.12205	0.000
		Newspapers	-4.3614 ***	1.11347	0.000
Rites & Rituals	Radio	TV	-2.3053	1.33956	0.086
		Newspapers	-0.8953	1.33462	0.503
		Magazine	2.9228	1.59917	0.069
	TV	Radio	2.3053	1.33956	0.086
		Newspapers	1.4099	0.99443	0.157
		Magazine	5.2281 ***	1.32854	0.000
	Newspapers	Radio	0.8953	1.33462	0.503
		TV	-1.4099	0.99443	0.157
		Magazine	3.8182 **	1.32357	0.004
	Magazine	Radio	-2.9228	1.59917	0.069
		TV	-5.2281 ***	1.32854	0.000
		Newspapers	-3.8182 **	1.32357	0.004

*= Significance Level (P), * = P <0.05, **= P<0.01, ***= P<0.001

In terms of the characteristics of 'values and beliefs', magazine publishers are significantly different from TV stations and newspapers. The results indicate that compared to TV stations and newspaper publishers, magazine publishers do not significantly emphasize operating ideologies and company identifications, do not attach importance to costs, and new employees find it difficult to find experienced colleagues from which they can learn. On the other hand, magazine publishers do not pay much attention to employees' collaboration and co-ordination skills, and the training of newcomers.

The characteristic of the 'company symbol' in radio stations is less significant than in TV stations and newspaper publishers. But the cultural characteristics in TV stations is significantly different from radio stations and magazines. The results indicate that within the TV stations, employees tend to be hard working, active, intelligent and polite, and have good social relationships and professionals. These characteristics are much significant than radio stations and magazines.

With respect to the characteristics of the 'working climate', TV stations are the most significant among the four media, newspapers is more significant than magazine publishers, but there is no significant difference between radio stations and newspaper publishers. The results show that pressures, challenges, and competitions are abundant in TV stations compared to other media. These characteristics are more significant in newspaper publishers than magazine publishers.

Regarding the characteristics of 'rites and rituals', the cultural characteristics within TV stations are significantly different from the other three media. Chinese traditions, customs and Confucianism are more significant in TV stations, but they are insignificant within magazine publishers and radio stations.

Hence, the one-way Anova analysis provides strong evidence in support of H2: *There are significant differences in cultural characteristics among TV and radio stations, newspaper and magazine organizations.*

Discussion

The results found that the characteristics of overall media cultures can be divided into two levels: the media industry and employees. In terms of employee level, cultural characteristics show that companies attach importance to employees' collaboration and co-ordination abilities, professional skills, and their natures, such as working hard, active, and intelligence. Media companies emphasize operating ideologies, attach importance to costs and market trends,

evaluate benefits, and establish and follow salary scales, retirement and promotional policies. These characteristics reflect the commercial orientation of Taiwanese media and the importance of professionalism and rules, indicating that operation and management are important for media, as in other industries.

These main factors affect the six orientations of the media industry's cultural characteristics (leadership and management, institution and rule, values and beliefs, company symbol, working climate, and rites and rituals). These six orientations are similar to Western models of corporate cultures. However, each orientation still maintains some Chinese cultural characteristics.

The first orientation, leadership and management, involves trust, authorization, communication, decision-making and leadership style. Crane et al. (2003) also found that trust and communication are important in an organization; all employees must be treated as though they are trustworthy. Previous research found that Chinese societies are deeply affected by Confucianism, with power being based on an authoritarian system and social status (Hofstede, 1994: 160-170, Martinsons & Martinsons, 1996), Fukuyama (1995:29) found that Chinese have a low trust of people from outside their family. However, the results of this research show that these traditional thoughts are changing within media organizations, for instance, evidence was found that colleagues trust each other, managers trust employees, managers give powers to employees and adopt a democratic leadership style. The results indicate that trust and communication are important in this orientation.

In the orientation of institution and rule, the cultural characteristics are mostly associated with rules and policies. However, clear policies help media management become institutionalized, in contrast to the humanistic management styles of the past (Huang, 1999). With respect to the characteristics of 'values and beliefs', the results show the commercial orientation of Taiwanese media, with cost consideration, market trends and profit return all being important for media operation. Therefore, employees' collaboration and co-ordination, identification, and training become important, in order to consolidate company values.

The characteristics of the company symbol draw out the natures of the people working in the media industry, namely active, hard working, polite, smart, good social relationship and professional. The cultural characteristics shown in the orientation of the working climate describe the competition of environment in media, where nobody is allowed to make mistakes. In the orientation of rites and rituals, the cultural characteristics are mostly related to Chinese traditions and customs, which are still prevalent in Taiwanese societies, as also found by Li (1995:389).

There are no significant differences in the orientations of 'leadership and management', 'values and beliefs', and 'corporate symbols' in the cultural characteristics of print and electronic media indicating that their operations and management are similar. Only rules, corporate climates, and rites and rituals are significantly different.

This research found that Chinese traditions are more significant in electronic media, which might be related to media ownership structures and the history of companies. Three TV and two radio stations surveyed in this research, were used to be owned by the Taiwanese Government and tended to be official media, which could explain why these media have kept more Chinese traditions and have more specific rules and polices. The results indicate that ownership structures and company history are also two important factors affecting media cultures.

Radio stations have more specific rules; newspaper companies have more specific rules than magazine companies, which might be related to their company background, because the two radio station surveyed were established in 1929 (Broadcasting Corporation of China, BCC) and 1955 (Police Radio Station, PRS), and three out of the five newspaper companies surveyed were established in 1929 (Central Daily News), 1951 (China Times) and 1952 (United Daily News) respectively. Moreover, one of the radio stations (RRS) is still an official station.

The results show that magazine companies do not emphasize their values and beliefs, indicating that they might not fully promote their operating ideologies and identities compared to other media. Such companies lack training resources for newcomers, unlike other media, which emphasize professional skills and abilities. The phenomenon might also affect the cultural characteristics of 'rites and rituals', cultural inheritance and traditions inhibit organizational members from continuously educating newcomers.

However, in TV stations, the company symbols and working climates are significantly different from other media. People working at TV stations have tight connections, specific rules, and a strict professional requirement. These differences might be because of the different nature of the media. In particular, there are stronger time pressures in TV stations, leading to employees feeling that they face challenges and have strong pressures every day.

Conclusion

There are very few models and tools for examining media corporate cultures, especially in Chinese societies. However, since Chinese societies have great economic potential and are already attracting increasing numbers of entrepreneurs and investors, there is a need to

understand the media corporate cultures and identify cultural characteristics. This research investigated the cultural characteristics of media, and demonstrated the cultural differences among TV and radio stations, newspapers and magazines. It found that ownership structure, history, company background and life were influential factors in determining media cultures.

The cultural characteristics of the Taiwanese media cultures can be shown in six orientations: leadership and management, institution and rule, values and beliefs, company symbol, working climate and rites and rituals. Some cultural characteristics preserve Confucianism, Chinese traditions and customs (*guanxi*), which is particularly shown in the orientation of rites and rituals. National culture and traditions are still embedded in media corporate cultures. Therefore entrepreneurs seeking to merge and acquire media companies of different nationalities should carefully consider cultural differences. This research also provides academics with a valuable model for measuring media cultures.

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