



**T.C. ANKARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
MEDYA VE İLETİŞİM ÇALIŞMALARI ANABİLİM DALI
TEZLİ (İNGİLİZCE) YÜKSEKLİSANS PROGRAMI**



**THE ROLE OF INTRA-ORGANIZATIONAL FACTORS ON THE NEWS
IN THE TV NEWSROOM:
A RESEARCH ON THE THREE AFGHAN TV CHANNEL'S NEWSROOM**

Master Thesis

Ahmad Rashad SHAMS

Advisor: Prof. Dr. Abdülrezak Altun

Ankara, 2021



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TO THE DIRECTOR OF THE INSTITUTE OF SOCIAL SCIENCES!

I declare that all information in my master's thesis entitled " ROLE OF INTRA-ORGANIZATIONAL FACTORS ON THE NEWS IN THE TV NEWSROOM: A RESEARCH ON THE THREE AFGHAN TV CHANNEL'S NEWSROOM" is prepared under the supervision of Prof. Dr. Abdülrezak Altun and has been collected and presented in accordance with the principles of academic law and ethical behavior. I have listed all the sources in the text and bibliography section. Admitting that I have acted with scientific and ethical rules while doing my quantitative and qualitative research in this paper, I accept all kinds of legal consequences if proven otherwise.

Date:

Ahmad Rashad SHAMS

GRATITUDE:

I would like to express my gratitude and appreciation for the role model persons in my life which their kind support, guidance and unending support encouraged me to complete my master's degree. These effective figures are my kind parents and beloved wife. Without their support it was impossible to pursue and complete this academic step.

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Introduction

In a democratic society, media is recognized as the governing principle. By reflecting the facts of daily events, media informs people about different stories that affects human life. Reporting is one of the main tasks of the media as a social organization. This task must be done in accordance with the journalistic standards in the context of news coverage. The Newsroom is one of the most important parts of the media, it is the place where news production process takes place. Unequivocally, there are factors in the newsroom that affect the news process.

Newsroom that has a different concept, meaning, and position for each person, regardless of what the reporter, newsmaker, or news editor thinks, create a strange feelings and thoughts and questions in the mind of a journalism student: Where is the newsroom? - Who works there? - What are the newsroom staff looking for? - Where does the newsroom work start? - Who has what responsibilities in the newsroom?

Fortunately, there are theories and theoretical frameworks in this regard. In The Handbook of Media Management, Gareth Price, alongside other factors influencing the newsroom in a media, discussed the material and capital factors. According to Gareth Price, the newsroom is the beating heart¹ of the media which plays a key role in production and distribution of events (Shadab and Arbatani, 2010, pp. 58-73).

Mortaza shams an Iranian scholar with his colleagues in their join research² highlighted the importance of information technology in the newsroom. The main issue is getting familiar with

¹ This term used the first time by Gareth price the author of Broad cast management: a handbook for Asian broadcaster.

² Mortaza shams and his colleagues the influential factors in the newsroom. They conducted their research organically in Persian entitled “عوامل موثر در پذیرش و به کارگیری فناوری اطلاعات در اتاق خبر و نقش آن در ارتقای عملکرد شبکه های تلویزیونی خبری از نگاه دبیران و سردبیران خبر سازمان صدا و سیما”

the use and utilizing information technologies³ in the TV newsroom. Meanwhile, observing the effect of information technology on increasing the level of quantity and quality of news productions in the TV news channels. Despite existing obstacles and problems in using IT in the newsroom, they found that IT has a direct effect on boosting the level of quantity and quality of news (Shams and Asghari, 2017, pp. 53-75)

Many internal factors that affect the action and performance of the news heart will be addressed in this thesis. The task of every factors are to prevent or bring any changing the news or interfere the production of news process. The most prominent term in this subject is gatekeeper. The main question in this regard is, who is the gatekeeper and to what existent is his or her control effect on the news?

Gatekeeping is a theory that depends on our choice, postulated by social psychologist Kurt Lewin in 1943. Gatekeeping, which is one of the oldest social science theories adapted and developed for use in the study of news, has been used by communication scholars since the 1950s (Shoemaker, 20019, pp. 93-107). In simple terms Gatekeeping can be described as the factor which reduces billions of messages to the hundreds that reach each person every day in the world.

³ There are significant differences between the modern newsroom and the traditional newsroom. The differences that have lead to the improvement of the performance of the newsrooms and in addition to increasing the quality and quantity of the news productions of the newsroom, by increasing the speed and accuracy in the work process It has increased the efficiency and effectiveness of newsroom. In response to the most important role of information technology in improving the performance of television newsroom, the following can be mentioned: 1- Increasing the speed of information; 2- Quantitative and qualitative increase in the production of news products; 3- facilitating the process of news production and distribution; 4- easy monitoring of news production and distribution; 5- Increasing the expertise and working knowledge of the employees. By equipping the traditional newsroom with information technology, the following goals can be achieved: 1- removing tape from the news production and broadcast cycle; 2- recording, editing and broadcasting with high quality sound and images in the context of interconnected computer networks; 3- Online connection and instant sending and receiving of news from different parts of the world; 4- Easy and quick editing of news and information through professional and active software in the Newsroom computer system; 5- Connecting all the computers and systems of the newsroom to the main or common server and database accessible by all the members of the newsroom (Shams and Asghari, 2017, pp. 53-75).

Gatekeeping studies often focused on the selection of news content in the media outlets. But a gatekeeper is more than a choice. In other words, it includes all the process of selecting, using and controlling of messages whether the message is transmitted through the mass media or interpersonal channels.

In other word the gatekeeper controls the passing and outcome of information through the channel (Shoemaker, 20019, pp. 93-107). The concept of gatekeeping is not only making sense for organizations, but also applies to our daily lives. In gatekeeping theory, Kurt Lewin introduces housewives as gatekeepers. Lewin said that housewives are the gatekeepers who control what food can enter the “channels” from the garden or supermarkets and appear on the dinning-room table (Lewin, 1943, pp. 35-65). In his book entitled Communication Concept, Shoemaker considers gatekeeping as a process of structuring the main frame of an incident and developing it into the news. People who witness an incident confers a part of details to others. Researches show that people emphasize some aspects and downplays some parts while conveying the details. Elements are selected according to their importance. The most important ones are presented more prominently and faster or with repetition. It may not be an exaggeration to say that almost all communication activists are gatekeepers because gatekeeping is a complement to the overall process of selecting and producing messages (Shoemaker p. , 1991). Gatekeeper is not meant to be associated with the TVs and Radio’s media organization. In the recent researches many discussion regarding is debatable. In social media systems (Algorithms)⁴ in the business to business marketing (B2B)⁵ and also in the field of technology (technological gatekeeper)⁶ are recent terms of discussions. Algorithm invention

⁴ Algorithms are methods which used for resolving an issue or perform a calculation. Algorithms operates as an accurate list of guidelines that conduct determined function stage by stage in either hardware or software relying on routines. Algorithms are broadly used through all parts of information technology (IT) and in social media.

⁵ Business-to-business marketing (B2B) deal with the marketing of goods or the services to other organization or businesses.

⁶ Technological gatekeepers are those key persons technologists who are strongly interconnected to internal colleagues and external resources of information.

in the broadcasting of news contents on social media makes the duty of gatekeeper sidelined. Because the algorithm can direct and recommend content to the audience. This guides to robotic journalism which decreases the function of human being in journalism (Rusdi, 2020, pp. 542-544). Gatekeeping in Marketing also an important part, in Business to Business (B2B) gatekeeper is the person who before speaking with the business owner or company leader, intercepts or prevent marketing and sales professionals. In small business gatekeepers may not be necessary, because the business owners are often present to help with daily work. In large company or business gatekeeper is needed. The role of gatekeeper in these companies are often the role of Receptionists, Secretaries, Administrative assistants, Executive assistants, Family members, such as parents or spouses (Indeed, 2021). Technological gatekeepers are managing on how Internet technologies affect on information flows and who tenant the capability to translate between the two systems . For example, the gatekeeper can translate information obtained from journal articles of paper and personal contacts into phrases and uses that are related and understandable to local colleagues (Eoin Whelan, 2010, pp. 400-413).

Gatekeeping scholars identified several social institutions that shape the framework of news which passes from governments to markets and from public relations to interest groups (Vos and Russell, 2019, pp. 2331-2348). In Media, management is an important factor, the performance of this factors directly affects on news process. In this regard management approach is debatable. A systemic approach come up with a useful structure for managers to understand the organization and its complex components; and it makes it possible for them to think of the organization as a complex of intertwined components (Rezaian, 2001, p. 99).

Stephen Lacey and his colleagues in their article (The Structure of Media Organizations) introduced four kinds of approaches to management. These approaches are "Classical approach", "humanistic approach", "probabilistic approach" and "situational approach". They also point out that the important variables that should be considered in the design of

organizations are unity of command, area of control, division of labor, and separation of departments from each other (Lacy and Siomon, 1989, pp. 51-66).

Organizations are the realities of the collective and group life of human society. The organization is influenced by the connections it has with the external environment and other independent factors. These connections inherently create relationships that make the organization inevitably behave in a certain way. Daft believes that despite differences in appearance, organizations have common features and aspects due to their nature (Daft, 2010). The organization has a social institution and a purpose; it is consciously designed and has an active and coordinated system that is related to the external environment.

One of the most important theories about organizations is the general theory of systems. According to this theory, practical phenomena, both in the natural sciences and in the social sciences—from atoms and molecules to single cells and organs of the organism—operate at the level of individuals, groups, and communities. According to Bertalanffy (1951), all components of the system affect each other, and at the same time, they are all interdependent.

According to Boulding the roles of individual are more important than individual in a social system, In eight level of his classification system Boulding refers to the relationships and roles of components in the social system. He says individuals do not constitute the social system, but the roles of individuals that they play in the scenes of society do. Boulding recognized three manner for the organization of interactive and collective behavior in the societal dynamics. (1) exchange systems; (2) threat systems; and (3) integrative systems, or love systems⁷. Mentioned systems are rooted from different elements. Self-interest is the theme behind exchange systems and fear and love are the most important element in threat and integrative systems. In

⁷ which an interdependence of utility functions produces a situation where ‘what you want, I want’

integrative systems heroic nature, passionate and selfless behavior are being exhibited (Solo, 1994, pp. 1187-1200).

The structure of media organizations defines the tasks, communications, and power relations within the organization. An organizational chart shows how the parts of an organization fit together. The structure can also be considered as an informal influence within the organization, like people and things that motivate members to achieve goals. In general, the organizational structure exists for the purpose of regulating actions of employees and coordinating them to achieve organizational goals (Lacy and Siomon, 1989, pp. 51-66).

Statement of issue:

Media as the “fourth pillar of democracy”⁸ has the potential to bring profound change in society. Compared to other areas of media activity, the news is an important part of these activities, and the newsroom is referred to as the beating heart of the media. Therefore, the internal factors of the media organization undoubtedly affect the quantity and quality of news, and the urge to examine these factors in the field of media is vital. Media is not a new phenomenon in Afghanistan; therefore, its dissemination is according to Afghans' social context. The case of this research is three Afghan media which I categorized into three sections namely, State Media, Private Media, and Party Media. Therefore, I would like to take this opportunity to examine the intra-organizational factors on the news in the TV newsroom of these three media.

These media include the Radio and Television of Afghanistan (State), Ariana News TV (Private) , and Noor TV (Party). The reason that I chose these media was that these media are

⁸ For the first time, the term “Media: Fourth Pillar of Democracy” was used by Thomas Carlyle, a Scottish historian. As state in Merriam-Webster Dictionary, media is “a medium of cultivation, conveyance, or expression”. It is in various forms like print, virtual, social, etc.

in a higher position among other Afghan TVs from the point of view of broadcasting⁹. RTA (State TV) is the only radio and television that is managed by the government of Afghanistan, Ariana News (Private) is a private television that has no economic affiliation and the budget of this television is provided by its franchise owner. But in the field of broadcasting news, it is one of the most watched televisions at the national and international level. Noor TV (Party) is the only party TV that its activity is more than other party TVs.

As a journalist, at least until now, I have not seen in Afghanistan a study that examines the influential factors in the newsrooms of these televisions, and so far, no academic section has been written. The most important questions that arises in this section are: Are the governing principles of these media similar or differ according to their existence? Are the functions of these principles the same? What is the organizational culture like in the private, state, and party media?

Another intention of this research is to recognize the intra-organizational factors in the process of publishing and disseminating news.

Research Hypothesis:

The objective fact in the media organization is the news section. Although neutrality, objectivity, and reality are important principles in journalism, there are components and factors influence journalists, and these principles disappear in some cases under the influence of these factors. The considered hypotheses in this thesis are:

- 1- HR agent, Role of gatekeeper, news managers, organizational culture, mental assessment of reporter, financial dependence, advertise are the factors that affect on news process in newsroom.

⁹ For further information read page 42-44

- 2- Formal positions into newsroom like managers are prominent factors that affect on news process.
- 3- News policy in media is an outline that has affect on news processing.
- 4- All intra-organizational factors in newsroom are connected to each other and the performance of a factor will affect to the performance of other factors.

Generally this thesis include two type of discussion: the first being the theoretical discussion related to the subject and the second is the adaptation of theoretical discussions to the case study of the research. I used three research method for the collecting the data. Observation, questionnaire and interview. although I could not go to Afghanistan for observation, because of the Covid-19 but by helping of my advisor I went to TRT office in Ankara and I did my observation, during one day in the office. In the observation I focused on news processing from the first step until publishing. In this observation I also realize the organizational structure especially in newsroom. generally in the newsroom were many roles which doing the task of gatekeeper. Second research method is questionnaire. made questionnaire by google form and sending to the reporters and employers of the TVs. Questionnaire consists 40 question. questions are about the employers identity, job regulation, interfering factors during news process, ethical standards of journalism in Afghanistan and other areas like interfering party and government and also media's decision makers. Third research method is interview with the news managers and media decision makers of these three state, private and party media.

One of the basic impediment of the study was the lack of written resources on how newsrooms operate in the Afghan media. Since the onset of the media in Afghanistan which started with the publication of the first print media called Shams al-Nahar in 1875 (Farhang, 2009) to the commencement of the activities of Kabul Radio and television a in 1907 and 1978

respectively, less research on Afghanistan media and their activities have been carried out¹⁰. For this reason, fewer written sources are found on the subject. Another problem that can be considered is the lack of cooperation between media officials as long as collecting data is concerned.

In this thesis, the newsroom will be considered as an organization. It is the heart of the news as well as part of the overall structure of the media organization that interact with other parts of the media. Organizational and culture in the newsroom play pivotal roles in the performance of the organization. If the right work culture is well developed between management and employees, then it will strengthen organizational commitment, promote good ethics, performance and productivity. This thesis is comprised of three chapters.

Chapter One: This chapter, includes the explanation of the concepts which are related to the subject of the thesis.

Chapter two: This section examines the theoretical framework of the research; This chapter also describes the stages of Aristotelian logic, empirical logic, and systemic logic. Types of

¹⁰ The year of 1873 can be called the birth year of media in Afghanistan. In this year, "Shams-ul-Nahar" the first newspaper in Afghanistan, started publishing. After the death of Amir Shir Ali Khan King Of Afghanistan (9 June 1863 – 21 February 1879), Shams-ul-Nahar was no longer published, and after a while, the newspaper Siraj Al-Akhbar started publishing in 1911 (BBCAfghanistan, 2011) The publication of this newspaper is called the beginning of modern press in Afghanistan. When Amanullah Khan (28 February 1919 – 9 June 1926) came to power, journalism in Afghanistan received a lot of attention. After Siraj-ul-Akhbar, new publications were formed, such as Irshad-ul-Naswan - the first Afghan women's magazine in the modern era. Besides this, the foundation of Kabul Radio was laid during the reign of Amanullah Khan. But its official activities started in 1939, when the press department was established. It was during the reign of Shah Amanullah that the first press law of Afghanistan was created. In the field of visual media, Afghanistan national TV (RTA) was established during the presidency of Mohammad Dawood Khan (17 July 1973 – 28 April 1978) and its experimental operation started in 1957. After the defeat of the Democratic Republic of Afghanistan (1978–1987) renamed the Republic of Afghanistan (1987–1992) and with the rise to power of the Mujaheddin groups , newspapers and journalism largely fell from the previous prosperity; But some newspapers named Kabul, Balahisar, Sobh Omid, Shahr, etc. were also published. With the dominance of the Taliban group (1996–2001) in Afghanistan, the Afghan media suffered an unprecedented stagnation. There was only one radio station in Afghanistan, which was called the Voice of Sharia, and it was the official media of the Taliban. At that time, some other old media outlets in Kabul, such as Hewad and Anis in Kabul, and Etifaq Islam in Hirat, continued to broadcast. With the attack of the US and its allies on Afghanistan and the collapse of the Taliban, in 2001, the most important era of media in Afghanistan in the country's modern history was born (Noori, 2021).

systems and the performance of media as a social organization are also examined in this chapter. Additionally, the chapter also includes the general theory of systems and their conformity with media organization and Gatekeeping theory related discussions.

Third chapter: This chapter describes the position of the Afghan media according to the applicable law of Afghanistan, include legal discussions about the establishment of the media in Afghanistan. The results and findings of the research are also examined in this chapter and at the end, suggestions are presented in accordance with the research findings.

Every media organization has its policies for promoting its activities. The publication and dissemination of news in these organizations are done in accordance with their policies. Managers and media owners set up news control channels to oversee the activities of journalists. Each news item must go through several channels before reaching the publishing station. The fundamental question in the news publishing process is, what are the key factors influencing the news publishing process?

Media culture, organizational hierarchy, organizational system, media officials are considered to be influential elements in media activities (Borjalizadeh, 2017, pp. 71-84). These factors are considered as the gate in the way of publishing news. Based on these considerations, I decided to examine the high-impact factors on the news in the TV newsroom. Because of the diversity of the principles on which Afghan media operates, I selected three important media as the case study of this research. I hope this research will be helpful for those who will be interested in undertaking similar projects with regards to the Afghan media.

It is noteworthy that the research presented in this thesis was conducted during the rule of the Government of Islamic Republic of Afghanistan. The Islamic Republic of Afghanistan collapsed on 15 August 2021 while the Taliban forcefully took over. With the rise of the Taliban, many media outlets ceased to function.

CHAPTER ONE: CONCEPTS

1.1 Organization

Weber used the concept of organization to refer to a network of authorized distribution (Bittner, 1965, pp. 239-255). Social organization is described as a model of relationships between individuals and social groups in sociology (Dreachslin, 2013, p. 244). Social organization have many characteristics such as gender composition, leadership, division of labor, structure, communication systems and so on (Dreachslin, 2013, p. 122) “A bounded social entity with some form of internal structuring. Pursues goal(s) and is composed of organizational members. Member goals may or may not align with the stated organization goal(s). Formal-legal or informal” (Weber and waeger, 2017, pp. 886-918).

In simple term, an organization is indeed a collection of people who work together to achieve common goals. What leads to collective cooperation in the organization is the existence of a goal. Ali Rezaian in his book "Fundamentals of Organization and Management in the definition of organization writes that organizational goals are predetermined and specified (Rezaian, 2001).¹¹ A good division of work with considering chains of goals, uses the performance goals of each level as a tool to achieve higher-level performance goals and it is one of the endeavors of organizational development.

Garwin believes that organizational development should address issues such as “change, structure, culture, strategy, systems, values, decision making, leadership, teamwork, alliances, human capital, learning, creativity and entrepreneurship, communications, incentives,

¹¹ Ali Rezaian is one of the social scientists in the Persian field who published the book under the title of Fundamentals of Organization and Management (Mabani sazman wa mudiryet) . This book is very useful in the field of management sciences.

engagement, networking, corporate reputation, technology, measurements and scorecards, and resilience” (Garvin, 1993, pp. 73-91).

There is another definition of the organization, but this is according to the computer metaphor. According to this concept, an organization can be considered as an integration between hardware (technical system) and software (social system). But the value is created by software section through human and intangible resources (Iandoli and Zollo, 2017, p. 5).

1.2. Newsroom

A Newsroom is a place where a specific work team works side by side day and night to provide credible, first-hand, and accurate news collections to their recipients. The team includes reporters, online reporters, news editors, news presenters, news producers, news video editors, and news translators working under the direction of the news management. In a newsroom, the key buzzword is ‘depth, breadth, and impact’ (Ryfe, 2009, p. 201).

The newsroom process begins with the team's morning meeting. One or two days before institutions which has press conferences inform the media of their meetings through official e-mails or by telephone call to the newsroom. The news manager puts up the place of all these meetings in his or her daily work schedule, and then assigns the task to each reporter in the morning meeting, to cover these meetings. One thing to keep in mind is that priority is given to meetings that are in line with media publishing policy. Including news conferences, the subjects the reporter works on should be in line with media publishing policy.

Before a reporter leaves the media to produce his or her report, he or she must have an outline newsletter to prepare his or her report in collaboration with the news manager. The purpose of Outline is to determine which news sources it uses to produce its report, determine the angle

of its report in accordance with its media publishing policy, and in general where it starts and where it ends.

Several studies have shown that how resource and time limitations can affect resource usage and thus news content. In separate research, Miller and Gans revealed that the news organizations focused on extremely visible resources to maximize the efficient use of infrequent resources. Dunwoody pointed out that journalists facing a deadline and technological limitations have to rely on “control structure” of a scientific convention to obtain information. In other study, Fico found that journalists who had to cover more stories used less sources and different kinds of resources than journalists who had less production pressure. He also found that the influence and feedback of editorial chief effects on journalists picking and selecting the kinds of stories for the production (Lacy and Siomon, 1989, pp. 51-66).

1.3. Gatekeeper

Gatekeeper in a simple term means, something that act like a filter and determines what goes through or not. Every one of us, in our daily action, faces the gatekeeper. Despite this term being frequently used for media organizations it also belongs to our daily life.

Kurt Lewin introduces housewives as gatekeepers. Lewin said that housewives are the gatekeepers who control what food can enter the “channels” from the garden or supermarkets and appear on the dinning-room table. Each canal is surrounded by several parts which is being controlled by gatekeepers. Gatekeepers are in the point where they control which food should enter the channel and which food should transfer to the other section. There are influential factors that effects on whether to get or reject the food.

Lewin realized that his gatekeeping model is not limited with the food choices but it goes beyond it. As he wrote, the theory of gates “holds not only for food channels but also for the

traveling of a news item through certain communication channels in a group...” (Lewin, 1947, pp. 143-153).

In other words, gatekeeping does not only apply to goods, but also to all categories of media work, including subject-finding, interviews, reports, serials, films, and so on, as Roberts in his article “*Gatekeeping theory: An evolution*” express Kurt Lewine's discussion in 1947 (the discussion of buying a housewife from a supermarket) can also be generalized to media subject matter (Roberts, 2005).

There are countless topics in the news that journalists cannot select and process all of them for various reasons. That is, among the various issues in society, we are forced to be a gatekeeper. One of the important reasons for gatekeeping is the limitation of space and time.

News gatekeeping is the process by which billions of news items are summarized and broken down into hundreds of messages and delivered to presumed individuals at a given time.

Saying that gatekeeping is the vanilla ice cream of mass communication theory, Roberts adds that although it's not everyone's favorite but can be nearly tolerated by everyone (Roberts, 2005, p. 3). In 1950, David Manning White put the debit of gatekeeping in a different light, saying dealing with subjects is a matter of manner (taste), but two other researchers, Westley and McLean, are doing other research. They said that we are the gatekeeper, but the difference is that the audience is also gatekeeper and selector, so there is no need for only reporters and news editors to choose. According to this theory, both the media and the audience is active in choosing the subject.

Co-orientation theory is a model that shows two objects are in engage which each other. One side for example A wants to send X's information to B. Wesley-MacLean model introduces C as the gatekeeper in the mass communication studies. C is the gatekeeper that spikes A's messages that tries to send B (Roberts, 2005, p. 8).

If there is a small gap between the choice of the subject of the media and the choice of the subject of the audience, the media has succeeded in finding the subject, that is, it has chosen what the audience wanted, but if on the contrary, this distance is large, the audience selects other media and reaches the subjects they need.

1.4. Human resource

Human resources are a collection of people who are used to move an organization. Human resource selection in organizations is done by human source management is a role in organization that is drawn to make the most of employee performance in the service of the strategic goals of the employer (Rihan, 1998).

Human resource management focuses on the management of people, policy, and system of the organization. In addition, the department also conducts staff recruitment, training and growth of employees, performance evolution and rewarding activities.

1.5. Intra-organizational factors

According to Younes Shokrkah, intra-organizational factors refer to the overt and covert process of news management, the influence of internal media cadres from the values of society outside the media, the process of the opinion of journalists and selectors inside the media and the facilities of each media in terms of quantity, and quality (Shakarkhah, 2009, p. 55).

1.6. Organization structure

On the report of Robbins (1982), the structure of the organization is to set rules and regulations for the purpose of division of labor, determine the levels of organizational hierarchy, the center of power and decision-making authority, the degree of adherence and reliance of the organization to rules and regulations and procedures to guide the behaviors of

employees. Pugh and his colleagues (1968) found out five primary dimensions of organization structure in their research and they are: (1) specialization, (2) standardization, (3) formalization, (4) centralization, (5) configuration (Pugh and Turner, 1968, pp. 65-105).

Structure in the news is an “effective information dissemination system for the audience based on maximizing the use of staff, budget, and resources” (Price, 2009, p. 73).

1.7 Organization culture

Organizational or national culture is usually defined as a group of taken-for-granted assumptions, anticipation or regulations for living in the world.

In other words, organizational culture includes a paradigm, map, frame of reference, interpretive scheme or shared understanding that emphasizes the shared cognitive approaches to reality which differentiate a certain group from others (Adler, 1986, pp. 73-90).

However, organizational culture or space is the general pattern of common behaviors and beliefs and values that members share with each other, or in other words, "organizational culture can be likened to the shared values or assumptions that employees assume about the world and human nature” (Sylvie et al, 2009, p. 91).

1.8. Material and capital factors

Total revenue from all sources, including agency sales, advertising, program production sponsorship, government investment, program sales, and television rights." is a component of material and capital factors (Price, 2009, p. 73), technical and office equipment, means of transportation are other financial and capital facilities of the organization.

CHAPTER TWO

THEORETICAL FRAMEWORK

2.1. System theory

The theory system in its general sense, is in fact the most complete and newest intellectual framework that modern man has created for himself in order to discover truths and to distinguish right from wrong. This logic is the product of the life of civilized man, who began his evolution from the time before the birth of Christ. Although, in principle, the way of thinking has evolved, in order to justify the issue, the following three leap stages can be discussed in the following order:

2.1.1. The stage of Aristotelian logic:

Aristotle's logic or Aristotelian way of thinking is a complete synthesis or combination of the logic of Socrates and Plato. The basis of Socrates' work (early fifth century BC) was based on induction that is, in each chapter, he gradually came to generalities by examining different and detailed cases (Hintikka, 1980, pp. 422-439) and after induction, he used analogy, which, unlike induction, is the study of cases from the whole to the component (Hesse, 1965, pp. 328-340).

It is believed that Socrates taught Plato and Aristotle the method of reasoning based on general perceptions, and that is why he is considered the founder of philosophy based on rational generalities. The basis of Aristotle's logic in deductive reasoning-analogy is composed of three theorems, and the third theorem is the result of two other theorems. The first theorem is called major and the second is called minor, and these two theorems must have already been proved. For example, man dies (the theorem of major), Socrates is the human (theorem of the minor), so Socrates dies (the result) is a kind of deductive argument.

As can be seen, the principles of deductive reasoning arise from a kind of mental activity that even the mind does not perform an important action. Because the result is in fact into the depth of the introduction, and for this reason, as long as the man thought in the form of Aristotle's logic, progress was very slow, and it can even be said that intellectual stagnation dominated man for twenty centuries.

The period of intellectual stagnation, which is the medieval period of a certain time, had the following characteristics:

1- In this period, acquiring knowledge was only in the monopoly of the students of religious sciences. Physical phenomena were justified on the basis of metaphysical (imaginary) factors. Acquisition of science was clearly dogmatic, in that science was used only to affirm what had previously been accepted.

2. The scholars of the Middle Ages thought that the ancient scientists had perfected the tree of knowledge and no longer something to add and that the task of the latter man is only to learn it, it was enough for everyone to resort to the opinion of one of the past for proving his or her opinion. The acceptance of the idea of the past was so mixed with prejudice that the opposition was excommunicated and even executed (as was the case with the Italian Galileo, because he proposed the theory of the motion of the earth and because it was opposed to the idea of the ancients, he was sentenced to death. But because he repented, he was saved from death (Hofstadter, 2010).

2.1.2. Experimental logic stage:

In the early sixteenth century, the groundwork was laid for opposition to Aristotelian logic, and Francis Bacon of England (1525-1625) based his scientific method on observation, experience, and induction. Induction is an issue that philosophers of science have talked about since Aristotle. The fundamental problem with induction is how to arrive at a theory or

hypothesis by looking at a few examples. Induction is a method in which the mind comes to a general conclusion from partial theorems.

Induction is scientific method in the science history that Bacon was the first philosopher introduced it over Aristotle's deductive method. Bacon describes induction method as the chief method of inference in the natural sciences (Milton, 1987, pp. 49-74).

Bacon believed that the world was more complex than anything that could be interpreted by induction alone. He redesigned the scientific method to take advantage of philosophical induction in which a set of observations could be applied to the world. Bacon was the first philosopher in the history of the philosophy of science to realize that purely Aristotelian methods could not teach us much about the world, find answers to observed phenomena, and lack the great leaps of Platonic thought (Karimi, 2008).

Rene Descartes (1650-1696) and Emmanuel Kant (1804-1724) can also be considered among the scientists whose efforts were influential in the rise of science in the middle Ages.

After Kant, it was the turn of George Wilhelm Frederick Hegel (1731-1831), who lived about a quarter of a century after Kant. The general characteristic of Hegel's philosophy is that there is a contradiction between universal phenomena in terms of understanding. In existence, there is non-existence and in non-existence, there is existence, and the things that are imagined are all valid and relative, and without having the meaning of non-existences, it will not be possible to imagine those things correctly for the mind. For example, that light is comprehensible in the face of darkness, and the vision will occur when the light is accompanied by shadow. Therefore, each concept must be combined with its contradiction to give it its full meaning. Hegel generalizes this logic in that there is an antithesis to any thesis. From the combination of the two, a more complete combination called synthesis emerges. Again, this synthesis manifests itself in the form of a thesis, and another antithesis appears against it, and from the combination

of the two, another synthesis is created again, and thus the phenomena are in the course of evolution. The essence of this theory, which is motion and evolution, is called dialectics (Von Bertalanffy, 1972, pp. 407-426).

The basis of this theory was presented by Johann Gottlieb Fichte, another German scientist who had been living at a time with Hegel (Maybee, 2020), and Hegel completed it and was employed by Karl Marx in the idea of socialism and received the title of the dialectic of materialism (Von Bertalanffy, 1972, pp. 407-426).

As Hegel brings his dialectical transformations to a point that does not appear any antithesis to oppose the final thesis, Marx brings the materialist dialectical transformations of society to the final stage of what he sees as communism. After Kant and Hegel, the thought of philosophers gravitates from the supernatural (metaphysics) to the existing and visible world; so, famous scientists such as August Kent (1857-1798), John Stuart Mill (1873-1806), and Robert Spencer (1903-1820) used experience and observation as the basis of scientific thinking.

Meanwhile, the clue of the evolution of the thought of the logic of science had been seeming to be lost, but the logic of science evolved according to each scientific discipline. Because the logic of mathematics differs from that of nature, and because science was divided into different disciplines, the evolution of the progress of philosophy or the logic of science was not coordinated. But despite this apparent inconsistency, the new logic of science, especially from the beginning of the present century, began to crystallize with power.

2.1.3. System logic stage:

The new logic became known among management scientists as systems theory. After this introduction, our efforts will be focused on understanding this logic and its application in the management of the organization.

The discussion of systems theory will be as follows:

- 1- Definition of the system and its types
- 2- The importance and purpose of systems theory
- 3- Introduction to systemic thinking
- 4- General specifications of systems

2.2. Definition of system and its types

In the simplest language, a system is the sum of units or components that are closely related to each other. According to Klir “A system is an assembly or set of related elements” (Klir, 2013, p. 5). This definition, in its general sense, includes any single object that is made up of related components. A unit set is something other than a set of components. Recognition of this concept is very important in understanding the theory of systems, in this regard, by mentioning various examples, we try to clarify the purpose of the discussion.

- Farmers in low-water areas knew very well that if they collected the water of the aqueduct in the pool, its use for irrigation would be much greater, so they collected spring or aqueduct water in the farm pool for one, two, or three days and nights. Then the underwater valve of the pool was opened for a few hours, the result being that if the water went directly from the main source for irrigation, it could irrigate up to a thousand square meters of land. In some cases, the little water did not even reach the desired irrigation area. However, the same amount of water in a single form can irrigate one hectare (ten thousand square meters) of the same land.
- The productive power of a hundred people individually is very different from the productive power of a hundred people as an organization or group, which is organized according to the division of labor.

There is another important point in the definition and diagnosis of the system and that is the relationship of the components with each other. The relationship between the components of

the system determines the shape, nature, and outcome of the system. “A system, therefore, is a whole that cannot be divided into independent parts” (Backlund, 2000, pp. 444-451). With a certain number of raw materials for the building, different types of buildings can be built with different shapes and strengths.

2.2.1 Type of system:

Boulding provides a hierarchy for the classification of different systems. In this hierarchy, the level of complexity of the systems of each level is higher than the systems of the previous level, and the rules of the previous levels also apply to the next levels. While the next levels may each have special characteristics that the previous levels lack. Anatol Rapoport the coworker of Kenneth E. Boulding in his article about the memory of Boulding points that his coworker Boulding was very precise on highlighting the crucial features of the different complexity levels (Rapoport, 1997, pp. 416-431).

The levels are:

- 1- Level of static structures - This level is also called the level of frameworks, such as a map of land or an organizational chart.
- 2- Level of Simple Moving Systems - At this level, also called the surface of the clockwork, predetermined movements are observed, such as the movement of bicycles, the movement of steam engines, and the movement of the solar system. Most theories of physics, chemistry and economics fall into this category.
- 3- The level of cybernetic systems or control systems - or the level of automatic and self-regulating control mechanisms that can maintain balance, such as thermostats and intercontinental ballistic missiles. At this level of behavior, the system seeks the goal, but it cannot change the goal. In these systems, communication and control, need to maintain the balance of the system and continue operations in the path is preset. The

important point is that the operation of communication (such as temperature transfer in the thermostat) and control (through switching the current on and off) is done by the system itself without the intervention of external factors.

- 4- Levels of open systems, self-sufficient systems, and systems capable of reproduction - This class is assigned to protozoan or cell systems that are the boundary between living and non-living organisms.
- 5- Levels of plants devolutionary systems.
- 6- Level of internal image of Animal systems - Systems at this level are more mobile and self-aware and have special information receptors such as eyes and ears, as well as the nervous system and brain, so they can receive, interpret information and react appropriately to it.
- 7- Level of human systems - these systems are self-conscious, in fact systems of this level are creatures that are aware of their "ability to acquire consciousness", meaning "knows because it can know".
- 8- Level of social systems - This level includes organizational systems. These systems are influenced by factors such as values, roles, history, culture and works of art. These systems are among the most complex systems known. The constituent unit of such systems is not man but the role that man plays in the social system. For example, in an office are three people who do a certain job, one person works for a salary, another because of his / her interest in work and occupation, and the third one because of serving the people. Thus, although they work the same, they each play different roles. Boulding's term for this level is "social organization," a collection of individuals" (any acting unit) acting in concert (Pondy and Mitroff, 1979, pp. 3-39).
- 9- The level of the supernatural, symbolic, and abstract systems of the unknown world - these systems are at a level from which human information receivers are unable to

obtain information and which man has not been able to access through knowledge. The nature of phenomena and events such as death remains unclear to him. According to both scholars Pondy and Mitroff, Boulding adds a ninth open level to prevent an early closure of systems. Boulding add ninth level because he thought that there might be emergence of some new level of the system (Churchman, 1971).

The first three levels, which include physical and mechanical systems, deal with the "natural-physical" sciences. The next three levels of biological systems are the realms of biology, botany, zoology, and medicine. The systems of the last three levels also deal with the humanities, social sciences, behavioral sciences, arts, and religion.

Because we want to examine management systems, in the meantime, we want to focus on level 8 according to Boulding which is called the social organization system.

Basically, Systems are divided into two groups: open system and closed system. If a system is related to its environment, it is called an open system, like a human being receiving food and air from the environment. Open systems models played a key role in organizations in recent decades. In the last decade, researches have been conducted in the field of organizational theory under the control of ideologies dominated by a point of view labeled as open system models (Pondy and Mitroff, 1979, pp. 3-39).

Objects and solids can also take the form of open systems. Basically, it can be said that the first industrial revolution was based on the fact that human beings had the ability to convert energy from one form to another in the form of an open system and to use artificial machines instead of using natural machines (humans and animals). It can be seen that artificial machines, like natural machines, work in an open system, for example, the engines of cars, ships and airplanes use air and petroleum and produce power. Just like humans and animals consume air and food and produce energy.

According to Scot and Davis (2007:31) open system perspective shape, support and infiltrate organization (Weber and waeger, 2017, pp. 886-918).

All administrative, commercial, and media organizations operate as open systems, as each organization exports goods or services to its environment by importing human beings, materials, tools, and information and carrying out operations within itself. This continues as long as the environment values the system product. For example, we can focus on a media organization; journalists, cameras, office workers, information and tools enter into media organization and after the operation, and the result of the system is, publishing information to the public in the form of news or discussion, which actually appears as media to outside people. If one day people do not value the activity of the media, the media system will lose one of its most important items and the media will be shut down and the system will stop working.

The closed system has nothing to do with its environment. If the environmental agent can enter, the closed system will be destroyed. The best example of a closed system is an atomic particle. If it is possible to penetrate an atomic particle in any way, the nucleus of the atom disintegrates and turns into energy. A close system is considered as a kind of thermodynamic system (Helmenstine, 2020).

However, the discussion of systems is an open system, and whenever there is talk of systems theory, it means open system. Because administrative, commercial, and media systems operate on open systems, here we examine social systems in the form of general systems theory.

2.2.2. General theory system (GTS)

GTS is one of the branches of systems theory and of course the oldest approach to systems theory. General systems theory concentrates on the formation of the system rather than its function. The theory, proposed around 1955, suggests that complex systems, regardless of their purpose, have some basic principles of an organization in common, and that these principles

can be modeled mathematically. The main subject of GST is formulization and extraction of those roles which are valid for “systems” in general (von Bertalanffy, 2020).

The theory was developed based on the work of Austrian biologist Ludwig von Bertalanffy, British economist Kenneth Boulding, and Russian-American mathematical psychologist Anatol Rapoport (Mingers, 2017, pp. 67-71).

One of the main assumptions in the general theory of systems is "order". Order expression is a general need and perception of human beings of an orderly and a chaotic world. A consequence implicit in this order is the existence of law and laws. The systematic search of this law is the main job of General System's theory. Another assumption of general system theory is based on the fact that there is a universal principle for all organizations, which also applies to all systems, including physical, chemical, biological, and mental or social (Francis, 2020).

Another basic assumption about GST as a philosophy of world and life is summarized by Downing Bowler (1981). A selection the summarization follows bellow:

- The world is a hierarchy of system that is synthesized from more complex systems such as subatomic particles and civilizations.
- There is an ideology that all systems have similar characteristics in common. And percept that statements belong to these characteristics are world widely applicable generalization (Skyttner, 2010).

Organisms are considered in the general systems theory as a participatory element in social organizations. That is, there are similarities between this social system and the living organic system. The general systems theory also rejects the traditional view of the closed or mechanical system of social organizations. Conceptually, it is easy to draw similarities between living organisms and social organizations. Although Katz and Kahn have a critique of this similarity.

They warn: The biological metaphor inaccurately compares the physical parts of body with the parts of the social system. This comparison is as misleading between biological and social factions as more subtle (Kast and Rosenzweig, 1972, pp. 447-465).

In General Theory System, what matters is order. Kenneth Boulding (1964) points to five hypotheses for the development of modern General Theory System. "Order takes preference over disorder, and in the empirical world, order makes world good and attractive for theorizing systems," he says. And states Quantification and Mathematics are important aids in creating order (Skyttner, 2010, p. 51).

Various applications of basic concepts in different disciplines were identified by von Bertalanffy and were referred to as the "general theory of systems." The basic concepts of systems theory have not changed much and usually include the following:

- Understand the situation holistically rather than decrease, as a broad set of components interacting within an environment.
- Credits that relations or interactions between components are more important than the components themselves in determining the behavior of a system.
- Recognize the hierarchy of systems and the idea that features appear at different levels and that "mutual causality" exists within and between levels.
- Accepting that in social organization, individuals will act on different purposes and rationalities.

2.3. Media as an organization system

Organizations are social units that are built and rebuilt to achieve goals. Before organizations are formed, organizational goals are determined. TALCOTT PARSONS (1902 –1979) classifies organizations as a system based on the purpose and type of function and service to

the community, he make use of the functional kind of a social system; these functional are adaptive, Implementing, combinative and pattern, maintenance aims (El Adly, 1985, pp. 25-36). These functions are performed in organizations in the form of a system. Systems are a group of interconnected sections and components that are interdependent with each other which arranged in an order that produces a unified whole, for instance sections of an organization News Channel. The two basic types of systems are open and closed systems; closed systems are systems that are not affected by their environment whereas open systems are prone to external affects. Today, when we conceded organizations as systems, it means open system (Robbins and Coulter, 2014).



Chart: 1

Source: *Management VS.* Sydney: Pearson Education Australia

This visualization represents the performance of an open organization that has one input to receive materials and another output to products. It also observes the internal elements of the organization. Media organizations face the same task. Media organizations are institutions that seek to disseminate information to the public through the mass media, (2 U.S. Code § 1602 - Definitions, 2021)¹² and their function is systematic. Also, in the communication process,

¹² LII / Legal Information Institute. 2021. 2 U.S. Code § 1602 - Definitions. [online] Available at: <https://www.law.cornell.edu/uscode/text/2/1602#11> [Accessed 20 January 2021].

media organization is a channel of communication that means that information of a flow between sender, receiver and media performance is a transfer tools of the information (Richard, 2020). Three main components in the description of organization structure:

- 1- Organization structure designers' formal reporting relationship, including the number of stages in hierarchy and the area of direct of manager and supervisor.
- 2- Organization structure recognize the set of individuals into departments and departments into the whole organization.
- 3- Organization structure contain the outline of system to insure efficient communication, coordination and combination of attempts across departments (Daft R. , 2010, p. 56).

From the point of Stephan lacy in general, organizational structure exists in order to regulate the actions of employees and coordinate them to achieve organizational goals (Lacey and Weeks, 2007). Also, organizational structure can be defined as a pattern of or network of relationships.

Organizational structure is necessary on a regular basis because a wrong organizational structure disrupts business performance and may even destroy the organization. According to Peter Drucker, the design of the organizational structure should be such that it makes possible the attained objective for five, ten or fifteen years (Drucker, 1988). Peter Drucker believes that organizational structure is a tool for achieving long-term and short-term goals. Organizational structure should not be seen as a plastic tool of strategy because the organizational structure reflects the organizational policies and routines that it can exercise their own influence on strategy (Whittington, 2008, pp. 267-277). Also, according to Chandler, the structure of an organization is influenced by its strategy or plan, so it can be concluded that its structure varies according to the type of media organization and the type of mission it has in mind. Organizations adopt structures that are consistent with the national culture in which they

operate. It can also be deduced from this statement that according to the culture of different ethnic groups and nations in different places, the type of organizational structure will also differ. The structure of the media organization defines the tasks, communications and power relations within the organization, which means to regulate the actions of employees and coordinate them to achieve the goals of the organization (Whittington, 2008, pp. 267-277). We pay attention to this issue from the perspective of the classical approach.

Classical approaches focus on the study of chain-based and formal organizational structure. In a formal structure, positions are defined, roles are defined, and the relationships between roles are drawn independently according to the personal characteristics of the members.

In general formal structure is idea of analytically divided from the work proceeding or "technology" (Perrow, 1967) of an organization (McPhee, 1985, pp. 149-178). Organizational structure is a means to an end, which can only be changed to develop performance. Scientific Management from Tylor (Tylor, 1919) and Weber's Theory of Bureaucracy (Weiss, 1983) are two classic theories of organizational structure:

2.3.1. Scientific management

Taylor believed that management could scientifically analyze the tasks performed by workers and discover the procedures that achieve maximum efficiency with the least resource institution. He changed the role of the manager from a decision-maker with absolute authority to one who makes decisions based on analytical and scientific procedures (Lacey and Weeks, 2007). For example, workers must be scientifically selected to perform tasks that are most appropriate for them. According to Taylor, in the organizational structure, communication should be formal and hierarchical. The purpose of communication is to increase productivity and efficiency. In general, Taylor considers communication to be one-way (from managers to subordinates) and task-oriented (Taylor, 2004).

2.3.2. Bureaucracy

Evidence before 2000 BCE revealed that organizations have maintained written records and had different hierarchies of regulations about the right of responsibilities belongs to positions. But they had not characteristics of bureaucracy (Tsoukas, 2005, p. 147).

Max Weber was the most influential figure of bureaucratic model. He attached great importance to the maximization of organizational efficiency in result of legitimate, logically based on authority (Weiss, 1983, pp. 242-248). Weber presented the bureaucratic model of organizational design. He considers bureaucracy to be a logical, rational and efficient form of organization. He develops this model as a normative framework in which organizations strive to find the best management approach. According to the book of *Structure of Media Organizations* by Stephen Lacy et al., Bureaucratic components can be considered as follows:

- Fixed division of employees between participants,
- Hierarchy,
- A group of general regulations that govern shows,
- Separation of property and personal rights from administrative,
- Choosing of personnel based on technical competencies,
- Employment is a profession from the participant's point of view

Formal organizational theories addressed fundamental questions about structure. These theories suggested principles applicable to all types of organizations that managers should follow ideally. Although these principles are no longer universal, they highlight important structural variables that should be considered in the design of organizations. These variables are, A. Unity of Command, B. Control area, C. Division of labor, and D. Separation of parts from each other (Lacey and Weeks, 2007). Unity of command: according to the oxford references, is a notion that on one should get instruction from more than one authority. This

thought or notion stemmed from prior management ideas that concentrates on the significance of producing a simple hierarchy with clear lines of authority (Oxford Reference)¹³.

Having more than one superior increase the possibility that subordinates will face conflicting priorities. However, in situations such as the newsroom, reporters are responsive to multiple such observers. News executives generally judge their job performance. Program secretaries evaluate the coverage of news reports by them. Producers address the issue of how reports are portrayed and organized. Fayol developed fourteen principles of administration including unity of command but unfortunately, today these principles are violated in “matrix management”, the structure of choice for many of today’s companies (Olum, 2004, p. 15).

Control sphere: The sphere of control is related to the number of subordinates that a manager can control in an efficient and effective way (Davis, 1957).

Division of labor: this is the extent to which jobs in an organization are subdivided into separate tasks (Oxford Reference)¹⁴ Employees specialize in performing part of a task, rather than being responsible for the entire task.

In TV stations, video editors are only responsible for editing videotapes. In media organizations, some tasks require very complex skills. Other tasks can be performed by trained people. However, if all employees are involved in any of the stages of preparing a news program, they need to have the necessary skills for the most difficult and easy tasks. This is an inefficient way to use workers' skills. Another efficiency is also achieved through the divider. Individual skills are enhanced by performing a task through repetition. Efficiency is also

¹³ Unity of command. Oxford Reference. Retrieved 25 Jan. 2021, from <https://www.oxfordreference.com/view/10.1093/oi/authority.20110803114732733>.

¹⁴ Division of labour. Oxford Reference. Retrieved 25 Jan. 2021, from <https://www.oxfordreference.com/view/10.1093/oi/authority.20110803095723213>

reflected in the reduction of time spent performing tasks due to the greater expertise of employees (Lacey and Weeks, 2007).

The hierarchy of a media company shows that media organizations performance depends on such a system. There are many departments and phenomena that contact each other. A media Company may specialize in one field or get involved in various fields. The Media Company is broadly categorized into, creative department, producing department and account department (Hierarchy of Media Company., 2021).

According to Lacy et al., Media organizations can also be functionally organized as follow to act as a chain and hierarchy (Lacey and Weeks, 2007):

- Administration Manager (CEO)
- financial manager (CFO)
- Managing Director
- News Manager
- Head of Engineering Department
- sales manager
- Program Manager

The division of the media organization into different parts in terms of structure and task shows that these organizations act as an open system and work together to obtain the aims of the organization (Chart: 2).

Source: Hierarchy Structure. 2021. *Hierarchy of Media Company*

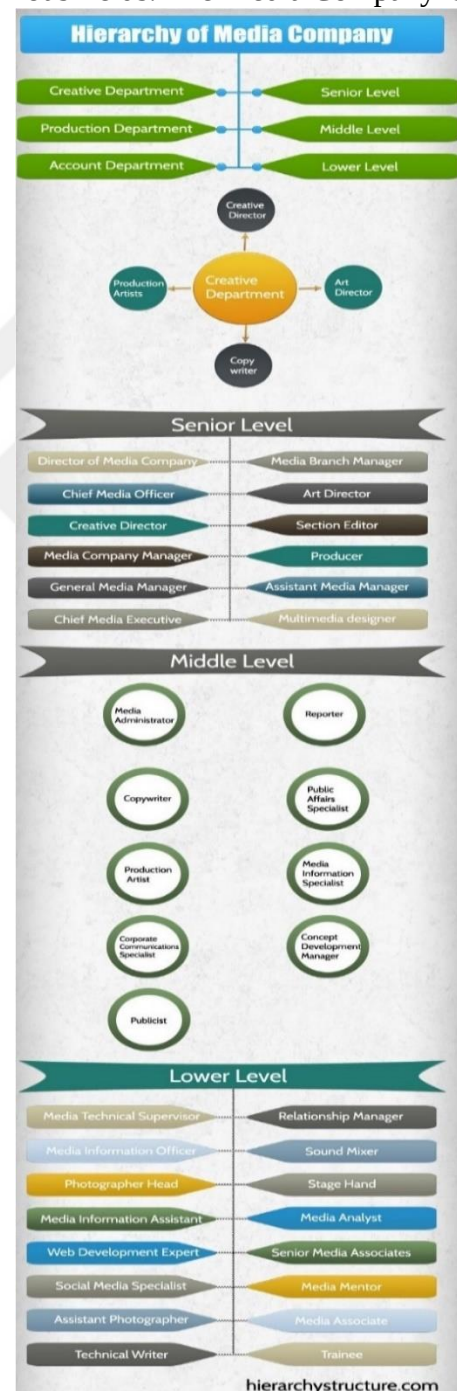


Chart: 2

2.4. Gatekeeping theory

Centuries ago, when man invented the basic forms of mass communication, he also thought of ways to control it. The control process is as old as the communication process. There is no doubt that we do not always get all the news. As Leo Rosten points out in 1937, the newspaper is not a calendar, yearbook, or date calendar, but the whole process of journalism is summed up in "selection." More than a decade later in 1949, Wilbur Schramm wrote: "No aspect of communication is so impressive as the enormous number of choices and discards which have to be made between the formation of the symbol in the mind of the communicator and the appearance of a related symbol in the mind of the receiver." (Schramm, 1949, p. 259).

Messages that reach us through the media, or do not even reach us, form our mental image and awareness of the world around us. No one can claim that this image is accurate, clear, and complete. News and events pass through filters that do not know what to do with their content. Silencing some news, telling a part of reality or distorting it, magnifying events, choosing the time and way of arranging the content or even the type of media carrying the message puts the news in a circle of various interactions; In this way, we can say that a distorted picture of the world around us is drawn.

Censorship, self-censorship, pressure groups, personal inclinations and individual manner, group interests, space and time constraints, limited opportunity for decision-making, specific journalistic techniques, geographical, political, economic, etc. are all factors that affect media coverage (Boroujerdi Alavi, 2001, p. 61).

The concept of "gatekeeper" provided a framework for evaluating experts to determine how choices are made and why certain headlines are rejected. The concept also provided a framework for studying processes in the field of selection, such as how content is formed, constructed, and its place and time determined. The concept of gatekeeping has undergone

fundamental changes throughout history. Many experts believe that during the transmission of news from the source to the readers, several news gatekeepers select the news at different stages. According to this belief, the news gatekeeper in the first stage is the source that was the source of the news or report. In the last stage, it is the audience that plays this role; because the audience is able to choose from the content that has passed through several gates in the previous stages, according to its own criteria.

The term "gatekeeping" first used in 1947 by Kurt Lewin, a social psychologist. Lewin's theory was developed to understand how one person or thing, or roles can bring an extensive social change in society? In his research on human eating habits, Lewin concluded that because food passes through canals before it reaches the dining table, changing eating habits is equal to changing the foods that pass through these canals. There are special centers in these channels that act as gateways and are considered places for decision-making. Lewin believes that how the material passes through the channels depends, to a large extent, on the operations that take place on them at the gate, and as a result, the appearance of the material before and after the gate is completely different (Roberts, 2005, p. 6).

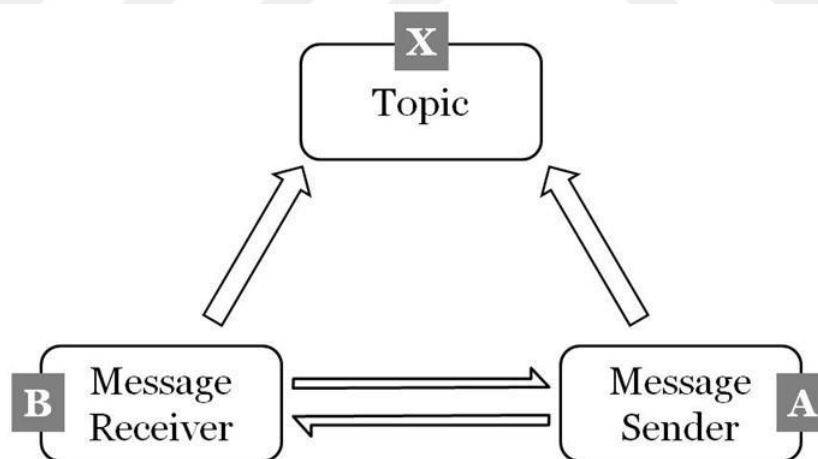
While Lewin was writing about tripe, he was not writing it; he realized that his gatekeeping model goes far beyond food choices. As he wrote, the theory of gates.

After Lewin in 1950, David Manning White (1917-1993), Lewin's research assistant at the University of Iowa, developed the theory of goalkeepers into a research project and introduced the term into the field of communication (Roberts, 2005, p. 5). White chose a "news editor" and called him "Mr. Gates" and asked him to read and hold all the news from the three news agencies, the United Press, the Associated Press, and the International News Agency. The implementation of this plan was one week in February 1949, and it was decided to explain the reason for any news that "Mr. Gates" rejects with a short explanation. According to this

research, Mr. Gates's choices were completely subjective. One-third of the unselected materials were rejected based on Mr. Gates's mental assessments and the other two-thirds were rejected due to lack of space or because similar materials were published or being published (Boroujerdi Alavi, 2001, p. 63).

Another theory that can be said to have a parallel path with the dervish theory is the Newcomb's Co-orientation model. Newcomb and Lewin were both involved in the psychological study of social issues. The Co-orientation model (1953) is a model of communication presented by Theodore M Newcomb in 1953, a professor at the University of Michigan (Roberts, 2005, p. 7).

The main aims of this idea is the effect of communication in a social relationship and to kept social balance with the social system. This model is sometimes called an "ABX" communication model. (Chart: 3)



The Newcomb's Model

Chart: 3

This model worked with a triangle format: A: Sender, B: Receiver, X: Matter of Concern.

The relevance between A and B is like the relationship of student and teacher, the state and the public or the newspaper and audience. The sender and receiver may operate at the same time, but some elements such as "X" may affect the flow of their relation. The "X" may be a third person, issue, subject, or policy.

Simply it can be said that in the Co-orientation model two people “move” toward each other and involve an object. Newcomb student Bruce H. Westley introduced another model, alongside sender, receiver, and the message he added the factor of C (Gatekeeper). C is that factor that interferes with the message that A is sending to B. The element that appears in Lasswell’s mass communication model too: “who says what through what channels to whom with what effect.” (Roberts, 2005, p. 8).

One of the first theories to have a significant impact on the study process was the one proposed by Galtung and Ruge in 1965. From another perspective, the two researchers examined the process of news selection by news gatekeepers. They identified features that make an event newsworthy. Galtung and Ruge described the process by which world events are transformed by the media into media images and made available to the audience. In their research, these two researchers have analyzed 12 news factors. These 12 factors are frequency, threshold, clarity or lack of ambiguity, Meaningfulness, Consonance, Unexpectedness, Continuity, Composition, Reference to elite nations, Reference to elite people, Reference to persons, and Reference to something negative (Harcup, 2001, pp. 261-280). All of the above factors influence the selection or non-selection process of news events. The most important conclusion that can be drawn from this model is that the news selection process is relatively systematic and somewhat predictable. It is noteworthy that this model is only related to the process of selecting foreign news.

2.4.1. Concept and propping up gatekeeping theory

The most fundamental development in mass communication theory was that the gatekeeper could have several concepts that control the various functions of the media alongside the news process. In his 1959 research, McNelly focused on reporters, not editors, and noted that reporters could be considered the first news gatekeepers because they had access to news sources. "Different types of forces are applied to different types of gatekeepers," McNelly noticed (Roberts, 2005). The gateway to the mass media is the passage of information and news. Gatekeeping is the process of controlling the flow and flow of information in various social, cultural, political, and economic systems (Abbasi, 2003, p. 8). The concept of selectivity, also translated as "gatekeeper, border guard" was first coined by Kurt Lewine during World War II.

Every media outlet, including newspapers, radio, television, etc., should make a choice among all these news and information data. Because it is never able to reflect all events.

Gatekeeping is often thought of as the choice of news for the newspaper, but Gatekeeping is more than just a simple choice. According to Sanford Thatcher, gatekeeping should be defined as: "An extensive process of controlling information, including all aspects of message encryption, not just selection, but also the prevention, transmission, shaping, presentation, repetition, and timing." During the transmission path from resource to receiver. "In other words, gatekeeping includes all aspects of selecting, holding and controlling the message." (Sato, 2012, pp. 41-50).

In a more detailed analysis, we can say: Gatekeeping is the process of reconstructing a necessary framework for an incident and turning it to news, and communicators choose the elements of the message and throw down the rest. Selected elements are displayed prominently:

most quickly and frequently. It is no exaggeration to say that all those involved in communication are somehow gatekeepers, because gatekeeping is a must throughout the process of selecting and producing a message. Not only is it not possible to transfer all the news, but it is also impossible to transfer raw materials that do not have the shape and image of the news (Boroujerdi Alavi, 2001, p. 66).

Pamela J. Shoemaker defines Gatekeeping as: "Selectivity is the process by which billions of messages around the world are summarized and transformed into hundreds of transformed messages and delivered to individuals at a given time." She wrote her doctoral degree about "Gatekeeping" and covering with a new gatekeeping model that affirm individual gatekeepers working within a single organization, internal and external forces with the canal, and feedback (Roberts, 2005). This model, recognizes individual to organizational to institutional impacts on society.

Another theorist in this field is Dimmick (1974). In his monograph, he called the gatekeeper, a theory of (uncertainty) and wrote that the important performance of the gatekeeper in news organizations is to decrees inconsistencies by decision-makers and reduce doubt about news definitions (Dimmick, 1974, p. 37).

It can be said that a great deal of power lies in means of mass communication, and the sources of meaning contained in these means are producing messages with very diverse purposes and possibilities that are being added to it day by day. Obvious and covert gatekeepers are involved in selecting the message, deleting the message, and reshaping the message. For example, any media operator can produce the role of a filter in turning a fact into information, and this information, which is the content of the news messages of these media, often passes through various filters.

THIRD CHAPTER

INTRA-ORGANIZATIONAL FACTORS IN THE TV NEWSROOM

3.1. Press in Afghanistan's applicable laws after 2001

One of the accepted values of contemporary man is access to the press and media, which is reflected in various ways in the laws of Afghanistan. After 2001 and the formation of the interim government, Afghanistan slowly moved towards democracy. The position of the media as the fourth pillar of democracy was also enshrined in Afghanistan's 2004 constitution. This constitution of Afghanistan (2004), which has 12 chapters and 162 articles, was approved by the Loya Jirga¹⁵ in 2003. The constitution enshrines the right of freedom of speech and the conduct of the press in accordance with international standards.

The principle of the right of freedom of speech is guaranteed in Article 34 with the principles of how the media is established and operates: “(1) Freedom of speech is inviolable. (2) Every Afghan has the right to express his thought through speech, writing, illustration, or other means, by observing the provisions stated in this Constitution. (3) Every Afghan has the right to print or publish topics without prior submission to the state authorities in accordance with the law. (4) Directives related to printing house, radio, television, press, and other mass media, will be regulated by the law” (Afghanistan Const, Article 34).

¹⁵ The Loya Jirga (لویه جرگه, "Grand Assembly") is a specific type of House or Legislative Assembly. It is organized to elect a new head of government in the event of a sudden incident, pass a new constitution, or resolve national or regional issues such as war. Loya Jirgas have been reported since at least the early 18th century.

This constitution guarantees the publication and distribution of the media in the official and local languages of the country in paragraph 4 of Article 16: “Publications and radio and television broadcasting are allowed in all languages spoken in the country” (Afghanistan Const, Article 16).

Pursuant to Article 34 of the Afghan Constitution, in 2007 the Law on Public Media of Afghanistan was approved by the Wolesi Jirga¹⁶. Article 1 of this law states: “This Law has been enacted, taking into account the principles of the holy religion of Islam, pursuant to Article 34 of the Constitution and Article 19 of the Universal Declaration of Human Rights, to ensure the protection of freedom of thought and speech and regulate activities of mass media in the country” (Afghanistan Mass Media Law, Article 1). Article 19 of the Universal Declaration of Human Rights identify freedom of speech and thought as one of the basic human rights. This article states:

“Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers” (Universal Declaration of Human Rights, United Nation, Article 19). Article 12 of Chapter 4 of this law allows the establishment of electronic media for all citizens. This article explicitly states: “Citizens of the country, political parties, social organizations, national non-governmental organizations, private companies, and government institutions can establish electronic mass media” (Afghanistan Mass Media Law, Chapter 4, Article 12).

¹⁶ The House of Representatives (Wolesi Jirga of Afghanistan – ولسی جرگه افغانستان). The House of Representatives is the parliament that has the most legislative burden in the country, like the House of Commons in the Westminster model. The council consists of 250 representatives who are directly elected by people. 68 female are also members of this council

Generally, in this law, the media is divided into two types, Governmental and Non-governmental Media. The law mentions National Radio Television Afghanistan as the only state-owned media outlet belonging to the Afghan people. Article 13 of this law states in this regard:

The National Radio and Television of Afghanistan (State) is a mass media associated to the people of Afghanistan and operated within the outlet of the administrative power of Afghanistan and its budget should be provided by the government of Afghanistan and through services and advertisement.

Article 13 also refers to the election of the head of this state radio and television network: “The Director-General of the National Radio Television is appointed by the president after confirmation by the Wolesi Jirga.”

3.1.1 National Radio Television of Afghanistan (RTA) (State):

National Radio Television Afghanistan (State) is the only state-owned media in Afghanistan. The abbreviation of this organization is RTA (State). Article 15 of the Afghan Mass Media Law clearly states the duties and responsibilities of this television:

“National Radio Television Afghanistan is obligated to adjust its programs in the light of the principles and provisions of the holy religion of Islam, national and spiritual values of the Afghan nation and in its programs shall consider dissemination of information, balance, neutrality, and promotion of religious education, science, culture, and economy, moral and psychological security” (Afghanistan Mass Media Law, Article 15)

Article 16 of this law refers to the religious and national programs of this television:

“National Radio Television, in compliance with full impartiality in the interest of promoting national unity and strengthening religious and national values of the country, must organize its programs in such

a way to reflect the culture, language and religious beliefs of all the ethnic groups residing in the country” (Afghanistan Mass Media Law, Article 16).

This law also puts the responsibility of the national radio and television on the president in case of emergency and states in Article 17 expresses the situation of this Radio Television in case of emergency. According to this article, in case of emergency, the operation of National Radio Television will be under the full control of the President.

According to the Mass Media Law, Afghanistan citizens, including political parties and foreign institutions, can establish media and engage in information activities within the limits of the law. Article 17 of this states:



“Private radio and televisions shall carry out their activities in light of the Mass Media Law of the Islamic Republic of Afghanistan” (Afghanistan Mass Media Law, Article 17).



The provisions of this law regarding the observance of principles by non-governmental media are also clear:

“Private radio and televisions are obliged to observe the principles and provisions of the holy religion of Islam, and national, spiritual and moral values and the psychological security of the Afghan nation in their programs” (Afghanistan Mass Media Law, Article 20).

In this research, newsrooms of National Radio and Television as the state media of Afghanistan and Ariana News (Private) and Noor televisions as non-governmental media are examined.

3.1.2. Ariana News (Private):

Ariana News TV (Private) was founded by Ehsanullah Bayat, the founder of the AW¹⁷ Telecommunication Network. Ariana News(Private) is one of the most-watched channels in Afghanistan, broadcasting in 33 provinces of the country. This channel also has international publications via satellite.¹⁸

According to the official site of the TV Ariana News (Private) is one of most-watched and independent news channel in Afghanistan, presenting different political and social programs alongside covering the latest developments across in Afghanistan and world. The news channel associated to Ariana TV network, which inaugurated in 2014. The news channel could quickly became one of the most popular news outlet in Afghanistan. Ariana news (Private) is accessible nationwide through free-to-air antenna, satellite, cable and live streaming through YouTube 7/24. The channel claims to have a large number of resources in Afghanistan both in the form of manpower, technology and hardware. The channel provides detailed reports occurring inside Afghanistan to the world.

3.1.3. Noor TV (Party):

Noor TV (Party) is one of the Afghan TV channels that has been broadcasting from Kabul, capital of Afghanistan, since July 2007. Burhanuddin Rabbani¹⁹, head of the Jamiat-e-Islami²⁰ Party of Afghanistan, owned this television station.

Since its establishment, Noor TV (Party) has been broadcasting 24 hours a day. The programs of this television are mainly news, political and religious. Every 24 hours, 13 news bulletins

¹⁷ Afghanistan's first wireless company, Afghan Wireless founded in 2002 and owned by prominent Afghan businessman Dr. Ehsanollah Bayat.

¹⁸ <https://www.ariananews.af/about-us/>

¹⁹ Burhanuddin Rabbani (1940-2011) was the late Tajik politician in Afghanistan and had led the Jamiat—e-Islami Party. He was one of the well-known leader among the Mujahideen.

²⁰ Founded in 1969 under the leadership of Burhanuddin Rabbani, the Jamiat-e-Islami was one of the most well-known parties in the central Asian state.

with different times are published on Noor TV network (Party). In these news bulletins, the most important news of Afghanistan, the region, the Middle East and the world are covered in different news sections according to their priority and importance.

Noor TV (Party) broadcasts live programs for six hours and thirty minutes every day. This network is active in the fields of news, politics, sports, and Islamic and historical programs. The TV is currently being broadcast live in Kabul, Kandahar, Herat, Helmand, Nangarhar, Bamyan, Jawzjan, Balkh, Baghlan, Kunduz, Takhar and Badakhshan provinces. Most of the network's programs are in Persian, and it also broadcasts news in Pashto and Uzbek.

Basically, the TV is associated to the Jamiat-e-Islami Party, one of the most famous political parties in Afghanistan. The late Burhanuddin Rabbani was the founder and leader of the party. The current leader of the party is Salahuddin Rabbani, son of Burhanuddin Rabbani.

3.2. Sample description

One of the most important theories regarding the performance and relationship of components inside of an organization is G.T.S (General theory system). In this system, "everything depends whit everything, that is, any change in one component effects on all components, such as the interconnected human organs” Therefore, it is necessary to start and examine the issue with a systematic view. According to Bertalanfi (1951), all components of the system affect each other at the same time, all components are related to the whole. According to von Bertalanfi, system is a number of elements that are related to each other.

The media, as an organization, plays the most important role in informing the community of events. The performance of the Newsroom on TV is the beating heart²¹ of the organization. The newsroom, as an organization, structurally has various components such as production,

²¹ Gareth price

distribution, support, broadcast editorial, production editorial, training, research, domestic or international departments; from another perspective, managers, employees, equipment, office facilities, etc. are its components (Majidiqahrworodi, 2018, pp. 31-52). These components have the independent function, but without connection to other components, they are not able to perform and complete their activity. Despite having specific tasks and functions, these units are not complete without communication with other departments and affect each other in the overall process of the organization and are influenced by each other.

The flow of news takes place in this room from the moment of creation and selection of the subject to the station of publication. In this thesis, the newsroom is considered as an organization that has its components, links, and internal influencing factors.

All social organizations operate in accordance with the requirements of open systems. Any organization that is in contact with its external environment and is influenced by external factors, has its systemic performance based on an open system. The newsroom as an organization is affected by the internal and external factors of the organization, and the news process from the creation of the subject to the publishing stage is also affected by these factors. Variables such as media news policy, profession, decision-making, management, commitment, value, integrity, communication patterns, employment, training, and budget are among the factors.

By using two research methods, interview, and questionnaire, we examined the intra-organizational factors effects on the news process: The statistical population in this study is 38 employees of the newsroom of Ariana News (Private), Noor TV (Party), and National Radio and Television in Afghanistan. Of these, 27 are male and 9 are female. In this questionnaire, 2 of them preferred to hide their identity. According to the following statistics, 71.1% of respondents are male, 23.7% are female and 5.3% are those who decided to hide their identity (Table: 1).

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	27	71.1	71.1	71.1
	female	9	23.7	23.7	94.7
	prefer not to say	2	5.3	5.3	100.0
	Total	38	100.0	100.0	

Table: 1

The degree of the newsroom staff is another factor in this thesis. According to the statistics, 92% of the employees in different TV stations have bachelor's degrees and 7.9% of them have master's degrees. This statistic shows that most newsroom staffs have a low level of education and non among them has doctoral degree. People with a master's degrees are employees of the newsroom at Noor (Party) TV, but unfortunately, at Ariana TV (private) and national (state) radio and television, the level of education is not higher than bachelor's degree. This means that people with doctoral degrees do not apply to work in the newsroom of private and state television. While the amount of need and acceptance is also high (Table: 2).

Educational status * The TV you work for Crosstabulation

Count

		The TV you work for			
		Privet TV	State TV	Party TV	Total
Educational status	Undergraduate	22	8	5	35
	Postgraduate	0	0	3	3
Total		22	8	8	38

Table:2

The reason is the low salaries of newsroom employees on Ariana News TV (Private) and National Radio and Television. According to statistics, two employees with a master's degree who earn more than \$ 1,000 per month and another with a master's degree who earns between \$ 600 -\$ 1,000 per months all work in the party television newsroom (Table: 3).

**Educational status * How much is your salary? (Please indicate your salary in dollars)
Crosstabulation**

		How much is your salary? (Please indicate your salary in dollars)			
		100-300	300-600	600-1000	1000-...
Educational status	Undergraduate	25	10	0	0
	Postgraduate	0	0	1	2
Total		25	10	1	2

Table: 3

Employees with a master's degree also graduate from fields other than journalism, communications, and literature, and more importantly, these employees are employed on a contract basis in the television newsroom (Table:4).

Educational status * job status Crosstabulation

		job status		
		Formal	Contractual	Total
Educational status	Undergraduate	23	12	35
	Postgraduate	0	3	3
Total		23	15	38

Table: 4

This statistic shows that having a high degree, even if it is not related to journalism, is one of the main advantages for media owners.

76.3% of the participants graduated from journalism, 2.6% from communication, 7.9% from literature, and 13.2% from other fields (Table: 5).

field of study

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Journalism	29	76.3	76.3	76.3
	Communication	1	2.6	2.6	78.9
	Literature	3	7.9	7.9	86.8
	Other	5	13.2	13.2	100.0
	Total	38	100.0	100.0	

Table: 5

Most employees with bachelor's degrees in journalism are employees of the private and state television newsrooms. The main indicators of hiring employees in Noor TV (Party) are professionalism, good literacy, adherence to the principles and ethics of journalism, but this statistic shows, journalism and related fields of Journalism is not important indicator for this TV²² (Table: 6).

field of study * The TV you work for Crosstabulation

	The TV you work for			Total
	Privet TV	State TV	Party TV	
Journalism	22	7	0	29

²² News manager of Noor TV (Party) mentioned these indicators as the main indicators when hiring journalists.

field study	of Communication	0	1	0	1
	Literature	0	0	3	3
	Other	0	0	5	5
Total		22	8	8	38

Table: 6

The 23 participants, who make up 60.5% are formal employees in newsrooms, and the remaining 15, who make up 39.5%, are informal employees in newsrooms and work on a contract basis (Table: 7).



job status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Formal	23	60.5	60.5	60.5
	Contractual	15	39.5	39.5	100.0
	Total	38	100.0	100.0	

Table: 7

Twenty-two of these respondents are formal employees on private television, one is an informal employee and the other seven are formal employees (contract basis) on state television. And all the employees of the party TV newsroom are also working on a contract basis (Table: 8).

job status * The TV you work for Crosstabulation

Count

The TV you work for	Total
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		Privet TV	State TV	Party TV	
job status	Formal	22	1	0	23
	Contractual	0	7	8	15
Total		22	8	8	38

Table: 8

23 of the participants, who make up 60.5%, work as professional journalists, 13 person, who make up 34.2 %, work in the media due to their interest in journalism, and 2 person, who make up 5.3 \$, work in the media because they did not find another job (Table: 9).

Why did you choose media work?

				Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Journalism is my profession			23	60.5	60.5	60.5
	Interested in journalism			13	34.2	34.2	94.7
	I could not find another job			2	5.3	5.3	100.0
	Total			38	100.0	100.0	

Table: 9

These 23 participants have degrees from the faculty of journalism and 6 others who said that journalism is an interest also have a degree from the faculty of journalism. 1 person from the faculty of communication, 3 persons from the faculty of literature, and 3 persons have bachelor's degree from other faculties, but due to their interest in journalism, they are workings in the newsroom. 2 persons who have bachelor's degree from other faculties work

as journalists because they could not find any job. These 2 people work on Noor (Party)
(Table: 10).

Why did you choose media work? * field of study Crosstabulation						
Count		field of study				Total
		Journalism	Communication	Literature	Other	
Why did you choose media work?	Journalism is my profession	23	0	0	0	23
	Interested in journalism	6	1	3	3	13
	I could not found another job	0	0	0	2	2
Total		29	1	3	5	38

Table: 10

This statistic shows that in the televisions in question, the fields related to the journalist are an important indicator principle for employment, but it is not a definite indicator.

3.3. Intra-organizational factors

3.3.1 News Policy

One of the important factors influencing news process is news policy on media. This policy depends on how the media operates and functions. Due to its partisan nature, Noor TV (Party) has defined its news policy on the axis of Islam and the national interests of the people as follows: Islam and the national interests of the Afghan people are the main concepts that guide the goals, decisions, and decision-making of Noor TV (Party). Any broadcast, contrary to the above two principles, is considered contrary to the broadcasting policy of this television²³.

²³ Interview with news manager of Noor TV (Party)

For Ariana News TV (private), however, the needs and values of the audience are the main concepts of news policy they consider. According to their decision-makers in the News department, the TV news policy is in accordance with the principles of global journalism.²⁴

But for Radio Television of Afghanistan, news policy is defined in the interests of the government. According to decision-makers of this TV in the News department, any event in which the interests of the government are guaranteed is a priority for them.²⁵

As studies show, the news policy of newsrooms in the three TVs in question has been based on the affiliations of these TVs. For example, the policy of state television is more focused on covering news related to the government and government meetings and rallies, while Noor (party) television is more focused on covering news related to the party or at least broadcasting news that is in favor of the party. But Ariana (private) TV's news policy, unlike party and state television, focuses more on broadcasting and covering events that have news value (Table: 11).

In the TV you work for, what kind of newsworthy events is the news approach more focused on? * The TV you work for Crosstabulation

		The TV you work for			
		Privet TV	State TV	Party TV	Total
In the TV you work for, what kind of news newsworthy events is the news approach more focused on?	Covering governmental		6	0	6
	Covering parties' news		0	5	5
	Any event that has news value and we have access to it	22	2	3	27
	other newsworthy events (please explain a little bit)	0	0	0	

²⁴ Interview with news manager of Ariana TV (Private)

²⁵ Interview with news manager of Radio Television of Afghanistan

Total	22	8	8	38
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Table: 11

News managers in these TVs always explain the news policy to the reporters, consequently, news is prepared according to that policy. The news editors on these three TV stations repeatedly turned down the publication of reports that were against the news policy. In many cases, the reports written by the reporters, despite being recognized by the media news editors, were not allowed to be published.

News policy is one of the important intra-organizational factors that affect the news process. The statistics obtained in this regard also confirm this claim. Only 7.9% of respondents answered that they do not write their news according to the TV policy and 92.1% of the respondents said that they write their reports according to the TV news policy (Table: 12).

My reports are prepared in accordance with the News policy of TV I work for.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	2.6	2.6	2.6
Disagree	2	5.3	5.3	7.9
Agree	20	52.6	52.6	60.5
relatively agree	6	15.8	15.8	76.3
Strongly agree	9	23.7	23.7	100.0
Total	38	100.0	100.0	

Table: 12

7.9% of respondents which includes 3 newsroom employees work on Ariana (private) television (Table: 13).

My reports are prepared in accordance with the News policy of TV I work for. *
The TV you work for Crosstabulation

		The TV you work for			
		Privet TV	State TV	Party TV	Total
My reports are prepared in accordance with the News policy of TV I work for.	Strongly disagree	1	0	0	1
	Disagree	2	0	0	2
	Agree	19	1	0	20
	relatively agree	0	6	0	6
	Strongly agree	0	1	8	9
Total		22	8	8	38

Table: 13

Respondents answered the same question: I am committed to working under a contract between the organization and myself. The statistics obtained were the same (Table: 14).

I am committed to work in accordance with the provisions of the contract signed between me and the TV I work for. * My reports are prepared in accordance with the News policy of TV I work for. Crosstabulation

			Strongly disagree	Disagree	Agree	relatively agree	Strongly agree	Total
I am committed to work in accordance with the provisions of	Strongly disagree	1	1	0	0	0	2	
	Disagree	0	1	0	0	0	1	
	Agree	0	0	18	0	0	18	
	relatively agree	0	0	2	4	0	6	

the contract signed between me and the TV I work for.	Strongly agree	0	0	0	2	9	11
Total		1	2	20	6	9	38

Table: 14

According to statistics, 92.1% of employees and reporters in the newsroom consider the interests of television when writing news and reports, and write their reports in accordance with the political, economic, and social interests of the television in which they work. Only 7.9% of the respondents agree that they do not care about the interests of the organization they work for (Table: 15).

When preparing news, I do consider the interests of the TV I work for.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	7.9	7.9	7.9
	Agree	20	52.6	52.6	60.5
	relatively agree	8	21.1	21.1	81.6
	Strongly agree	7	18.4	18.4	100.0
	Total	38	100.0	100.0	

Table: 15

In this study, 19 of the 35 participants who work in private television, said they care about the interests of the television. However, eight respondents from state television believe that interests of the television are relatively important. Finally, the remaining eight participants, employees of Noor (party) television, said that they do not overlook the interests of television

at all when writing news and that the interests of television are very important to them (Table: 16).

When preparing news, I do consider the interests of the TV I work for.

Crosstabulation

		The TV you work for			Total
		Privet TV	State TV	Party TV	
When preparing news, I do consider the interests of the TV I work for.	Disagree	3	0	0	3
	Agree	19	1	0	20
	relatively agree	0	7	1	8
	Strongly agree	0	0	7	7
Total		22	8	8	38

Table: 16

3.3.2. Attitude and leadership

Data analysis shows that 97.6% of newsroom staff on these TVs are satisfied with the news manager's behavior and 2.6% are dissatisfied (Table: 17).

I am satisfied with newsroom manager's behavior.

.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.6	2.6	2.6
	Agree	17	44.7	44.7	47.4
	relatively agree	9	23.7	23.7	71.1
	Strongly agree	11	28.9	28.9	100.0

Total	38	100.0	100.0	
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Table: 17

21 of the 37 participants in this study, who work in private television (Ariana News), said they are satisfied with the behavior of the news manager. 8 other participants, who work in state television (RTA), said that the news manager's behavior is satisfactory and the remaining fraction of the respondents, who work for Noor TV (Party) enunciated that they were highly contented with the behavior of the news manager (Table: 18).

I am satisfied with newsroom manager's behavior.

*** The TV you work for Crosstabulation**

		The TV you work for			
		Privet TV	State TV	Party TV	Total
I am satisfied with newsroom manager's behavior.	Disagree	1	0	0	1
	Agree	17	0	0	17
	relatively agree	4	5	0	9
	Strongly agree	0	3	8	11
Total		22	8	8	38

Table: 18

The attitude and leadership of the newsroom staff is important in the news preparation process. Two types of leadership, one of which is authoritarian leadership and the other is participatory leadership, are used in social (media) organizations.

In authoritarian leadership, the leader makes decisions without the overwhelm opinion of his or her group members. He or she does not consult or exchange views with the staff or even pay

attention to their opinions before making a plan. The leader only wants subordinates to obey the decision set by him or her. If a manager changes the working hours of a few of his employees without their awareness, it means that he has followed an authoritarian leadership style (Becker, 2021).

Participatory leadership: is a collective attempt. It means taking a leadership model in a alliance, organization, or another project in which everyone has an equivalent contribute and work together to solve an issue, making something new, or run an organization or work plan. The leader does not dominate the group but is responsible for leading and coordinating the process through which the group makes decisions and acts to achieve its goals. For example, if a reporter can do his or her job properly, he or she will be rewarded from participatory leadership (Becker, 2021). This style of leadership uses motivational and incentive programs to motivate employees, but the programs must be in line with the goals of the organization.

Both types of leadership are used in the newsroom of governmental and non-governmental media.

In the news policy of Noor TV (party), the authoritarian approach is known as a dry approach. News Managers in this media believe that this kind of approach in the media work of this television is not a positive experience at all and emphasize the participatory approach as an effective approach.²⁶ And added participatory approach not only makes things simpler, easier and faster, but also makes journalists more accurate.

In the news policy of Afghanistan National Television, a participatory approach is recognized as a better and more effective type of leadership in the newsroom. News managers in this media

²⁶ Interview with news manager of Noor TV (Party).

also believe that a participatory approach, while increasing the spirit of cooperation between employees and news leadership, is effective in improving the quality of news.²⁷

In contrast to these two televisions, in Ariana News TV (Private) news policy, the authoritarian approach is seen as an effective approach. News managers in this media believe that an authoritarian approach speeds up and improves the work of the media.²⁸

Review of data from reporters shows that the authoritarian approach has not been generally endorsed by newsroom staff, they prefer a participatory approach. 94.7% of the statistics show that if newsroom staffs are praised by the organization leadership, they will do their works with more love and affection. And only 5.3% said it did not matter to them. Based on these data, there is a direct relationship between the quality and quantity of news and the encouragement of reporters by newsroom officials (Table: 19).

If I am praised by the head of TV I work for; I will continue my work with more passion.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	2.6	2.6	2.6
	Disagree	1	2.6	2.6	5.3
	Agree	15	39.5	39.5	44.7
	relatively agree	4	10.5	10.5	55.3
	Strongly agree	17	44.7	44.7	100.0
	Total	38	100.0	100.0	

Table: 19

²⁷ Interview with news manager of RTA TV (State).

²⁸ Interview with news manager of Ariana news TV (Private).

3.3.2.1. Motivation of cooperation between employees

Researchers at *Nankai University* in China and *Tilburg University* in the Netherlands have had research on the spirit of cooperation between employees. The result of this research shows that:

- 1- If the cooperation of the employees of the organization increases, the current employees will be sure that the new employees will not replace them.
- 2- To make a spirit of employee cooperation, it is necessary to give employees the opportunity to experience collaboration and teamwork with each other so that they can learn the necessary communication skills required to interact with each other.
- 3- The constantly changing categories and occupational units of individuals in organizations lead to a significant reduction in intra-organizational cooperation.
- 4- Novice employees are more willing to work in the organization than senior and experienced employees.
- 5- To increase the organizational cooperation of employees, it is necessary for people to constantly pay attention to organizational history, goals, practices and organizational perspectives. New employees in organizational collaboration processes are more sensitive to organizational history than experienced employees.
- 6- If, in the organizational culture, there is a realization that new employees are following the path of senior employees, the survival of the organization and the future benefits of senior employees (especially their salaries and retirement benefits) in the optimal performance group of new employees, then cooperation between the staffs of the organization will increase significantly (Xu and Potters, 2018, pp. 28-40).

In interviews with news managers from the three media in question (Noor, Arian News, and RTA), they all said that employee collaboration is a very important value for them. But

when asked, "Were your strategies successful in increasing employee cooperation?" They are all kind of disappointed. One of the problems is that the leader's view about employee cooperation is quite superficially: they see employee cooperation as a value that needs to be developed, not a skill for training.

3.3.3. Organizational culture

The role of organizational culture as an effective practice in strengthening cooperation between newsroom employees is also important. The organizational structure is an important factor that affects the news process. The main study subject of "contemporary study" is organizational sociology. The contribution of anthropology and psychology in this new arena is important, the study of organization may be considered as come back to certain of the most primary worry about the nature of organization (Ouchi and Wilkins, 1985, pp. 457-483).

According to the research findings, the most important factor that increases the interest of Noor TV(Party) employees to cooperate collaboratively is the "organizational culture". Organizational culture in this media is defined in terms of shared historical memory. The Jamiat Party, as a political party since 1969, has been involved in all events. All the employees who also work in the newsroom of this television are either affiliated with the Jamiat political party or are interested in the party's achievements. The news managers of this media have the following say in relation to organizational culture:

"Common culture and historical memory (jihad and resistance) is the most important element that motivates our employees and has become the norm. That is why our employees are often willing to volunteer for hours without being paid extra."

On RTA (State), organizational culture is describe in terms of government interests. The interests of national television and the interests of the government are among the values that have strengthened the spirit of joint work in this media.²⁹

In Ariana news TV (Private), organizational culture is describe in terms of results and respect for the views of newsroom employees.³⁰

3.3.4. Job immunity

Job immunity in the Afghan media is a major problem. According to data analysis, 50% of the staff of private TV newsrooms confirm that they do not have a job immunity (Table: 20).

I have job immunity in the TV I work for.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	9	23.7	23.7	23.7
	Disagree	10	26.3	26.3	50.0
	Agree	10	26.3	26.3	76.3
	relatively agree	6	15.8	15.8	92.1
	Strongly agree	3	7.9	7.9	100.0
	Total	38	100.0	100.0	

Table: 20

According to data, the employees of the newsroom of the party and state televisions said that they have a job immunity and the level of satisfaction of the employees of the party TV (Noor) about the job immunity is high. There is a connection between work immunity and work

²⁹ Interview with news manager of RTA (State).

³⁰ Interview with news manager of Ariana news TV (Private).

independence. If the reporter is not worried about losing his or her job, he or she can write a report calmly and not even have to obey the manager's orders by force (Table: 21).

I have job immunity in the TV I work for.

*** The TV you work for Crosstabulation**

		The TV you work for			
		Privet TV	State TV	Party TV	Total
I have job immunity in the TV I work for.	Strongly disagree	9	0	0	9
	Disagree	10	0	0	10
	Agree	3	7	0	10
	relatively agree	0	1	5	6
	Strongly agree	0	0	3	3
Total		22	8	8	38

Table: 21

The threat from decision-makers in TV newsrooms, that reporters will lose their jobs if they do not report on a particular subject has also been cited as a major factor influencing the news process. Although this factor is not obvious, there are many journalists who faced such threats. 34.2% of newsroom staff said they wrote news reports on a specific issue because they had been threatened by media officials that they would lose their job if they did not do so. 65.8% of the respondents to the questionnaire, however, denied this and said that they had never faced such a threat (Table: 22).

I prepared a report about specific topic compulsorily because I was threatened, otherwise, I would have lost my job.

Frequency	Percent	Valid Percent	Cumulative Percent
-----------	---------	---------------	--------------------

Valid	Strongly disagree	15	39.5	39.5	39.5
	Disagree	10	26.3	26.3	65.8
	Agree	6	15.8	15.8	81.6
	relatively agree	4	10.5	10.5	92.1
	Strongly agree	3	7.9	7.9	100.0
	Total	38	100.0	100.0	

Table: 22

These threats are more prominent in the RTA (state) and Noor TV (Party). None of the respondents confirmed in (Ariana News) private television that they had been threatened by newsroom officials, but five of the eight respondents from the RTA newsroom (State) said that they had been threatened by newsroom officials, and all respondents from Noor TV (Party) had faced threats of losing their jobs (Table: 23).

I prepared a report about specific topic compulsorily because I was threatened, otherwise, I would have lost my job.

*** The TV you work for Crosstabulation**

Count

		The TV you work for			
		Privet TV	State TV	Party TV	Total
I prepared a report about specific topic compulsorily because I was threatened, otherwise, I would have lost my job.	Strongly disagree	15	0	0	15
	Disagree	7	3	0	10
	Agree	0	5	1	6
	relatively agree	0	0	4	4
	Strongly agree	0	0	3	3
Total		22	8	8	38

Table: 23

52.7% of the newsroom staff responded, that several of their news reports were rejected and the news manager did not allow them to publish, while 47.3% of responders said that written news reports were not rejected by news managers (Table: 24).

On several occasions, the reports I prepared were not allowed to be published on TV.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	18.4	18.4	18.4
	Disagree	11	28.9	28.9	47.4
	Agree	10	26.3	26.3	73.7
	relatively agree	8	21.1	21.1	94.7
	Strongly agree	2	5.3	5.3	100.0
	Total	38	100.0	100.0	

Table: 24

Out of the 20 participants, 4 of them are newsroom staff on private (Ariana news) television, and the rest are employees of (RTA) state and Noor TV (Party) party television. This statistic shows that state television and party television have more control over broadcasts and do not allow any reports to be broadcast against their wishes and policies. The table below also shows that control and restrictions on news coverage on Noor television are more serious than on RTA television (State) (Table: 25).

On several occasions, the reports which I prepared were not allowed to be published on TV.

*** The TV you work for Crosstabulation**

The TV you work for	Total
---------------------	-------

		Privet TV	State TV	Party TV	
On several occasions, the reports which I prepared were not allowed to be published on TV.	Strongly disagree	7	0	0	7
	Disagree	11	0	0	11
	Agree	4	6	0	10
	relatively agree	0	2	6	8
	Strongly agree	0	0	2	2
Total		22	8	8	38

Table: 25

The main factors that prevent the broadcasting of news on Noor TV (Party) are the following:

1. News that is contrary to Islamic and national values.
2. Violate the privacy of the individual, group, institution, religion. Unless the case is documented, and its disclosure is in the national interest.

In addition to these cases, legal reasons and security secrets are also factors that prevent the broadcast of news on Arian news TV. Any news that is against the interests of the government is not allowed to be broadcast on RTA (State).

3.3.5. News Manager Interventions

The sources used by reporters in the news are one of the main indicators that show the control of internal factors over the news process. 63.1% of the newsroom staff on state, party, and private television says that these sources are determined by decision-makers (news manager and ...) in the newsroom or by the TV presidency. On the contrary, 36.9% of newsroom stuffs said that there was no such interference in determining the sources of reports by newsroom officials or decision-makers over all TV (Table: 26).

The sources I use in my report are most suggested by the news manager or the boss of TV.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	13.2	13.2	13.2
	Disagree	9	23.7	23.7	36.8
	Agree	12	31.6	31.6	68.4
	relatively agree	11	28.9	28.9	97.4
	Strongly agree	1	2.6	2.6	100.0
	Total	38	100.0	100.0	

Table: 26

In consonance with statistics, 36.9% of those who work in private television did not see the involvement of newsroom officials in determining news resources, but all those who agreed with the question of the intervention of newsroom decision-makers in determining news resources in the newsroom are employees in state party television (Table: 27).

The sources I use in my report are most suggested by the news manager or the boss of TV.

*** The TV you work for Crosstabulation**

		The TV you work for			
		Privet TV	State TV	Party TV	Total
The sources I use in my report are most suggested by the news manager or the boss of TV.	Strongly disagree	5	0	0	5
	Disagree	9	0	0	9
	Agree	8	4	0	12
	relatively agree	0	3	8	11
	Strongly agree	0	1	0	1

Table: 27

News management is a channel for publishing news and is one of the internal factors influencing the news process. In accordance with data collected, 47.3% of newsroom stuffs from both the state party and private televisions agreed that news managers interfere in their daily work while preparing reports about daily events whereas 52.7% said otherwise (Table: 28).

The news manager is more interfere in my work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	21.1	21.1	21.1
	Disagree	12	31.6	31.6	52.6
	Agree	7	18.4	18.4	71.1
	relatively agree	11	28.9	28.9	100.0
	Total	38	100.0	100.0	

Table: 28

The table below shows that news managers in state and party television are more involved in the preparation of the news process. But the level of news manager interference in the work of journalists in the private television is low, and only two correspondents said that the news managers were involved in their daily work while preparing reports about daily events (Table: 29).

The news manager interferes in my work.

*** The TV you work for Crosstabulation**

The TV you work for	Total
---------------------	-------

				Privet TV	State TV	Party TV	
The news manager interferes in my work.	Strongly disagree			8	0	0	8
	Disagree			12	0	0	12
	Agree			2	5	0	7
	relatively agree			0	3	8	11
Total				22	8	8	38

Table: 29

81.6% of reporters in the newsroom share news facts with the news manager before writing their report, and after consulting the news manager, they begin the report with the news fact that the news manager has approved it. But 18.4% of reporters in the newsroom select news facts themselves and begin to write their report (Table: 30).

Before I start writing the report, I inform the news manager about the facts in the report.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	2.6	2.6	2.6
	Disagree	6	15.8	15.8	18.4
	Agree	19	50.0	50.0	68.4
	relatively agree	7	18.4	18.4	86.8
	Strongly agree	5	13.2	13.2	100.0
	Total	38	100.0	100.0	

Table: 30

This 18.4 percent respondents are employees of private TV (Table: 31).

Before I start writing the report, I inform the news manager about the facts in the report.

*** The TV you work for Crosstabulation**

		The TV you work for			
		Privet TV	State TV	Party TV	Total
Before I start writing the report, I inform the news manager about the facts in the report.	Strongly disagree	1	0	0	1
	Disagree	6	0	0	6
	Agree	15	4	0	19
	relatively agree	0	4	3	7
	Strongly agree	0	0	5	5
Total		22	8	8	38

Table: 31

3.3.6. Recruitment

Recruitment of employees is one of the main variables in this research. According to statistics, 49.9% of newsroom employees believe that the hiring of employees in TV newsrooms is not based on professionalism but rather mediations and connections. On the other hand, 50.1% believe that hiring process is completely merit based and professional (Table: 32).

In the TV I work for; employees are hired based on personal preferences and mediation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	13.2	13.2	13.2
	Disagree	14	36.8	36.8	50.0

Agree	11	28.9	28.9	78.9
relatively agree	4	10.5	10.5	89.5
Strongly agree	4	10.5	10.5	100.0
Total	38	100.0	100.0	

Table: 32

Based on the following data, all respondents from state and party television believe that recruitment is based on mediation, but out of 22 respondents from the private and party who answered this questionnaire, only 3 correspondents said that hiring of employees is mediation oriented (Table: 33).

In the TV I work for; employees are hired based on personal preferences and mediation.

*** The TV you work for Crosstabulation**

Count

		The TV you work for			
		Privet TV	State TV	Party TV	Total
In the TV I work for; employees are hired based on personal preferences and mediation.	Strongly disagree	5	0	0	5
	Disagree	14	0	0	14
	Agree	3	8	0	11
	relatively agree	0	0	4	4
	Strongly agree	0	0	4	4
Total		22	8	8	38

Table: 33

Contrary to respondents, news managers at Ariana News TV (Private) believe that, when hiring employees, professionalism, capacity, and creativity are considered as the main

determining factors. News manager of RTA (state) TV believed that in addition to professionalism, news ethics, good writing skills, the willingness to report from high-risk places such as war zones are highly considered.

Newsroom staff on Noor, Ariana, News and RTA TVs (State) pass different training processes after hiring and before starting work. News managers in this media believe that this process has enabled correspondents encounter fewer problems and the news to be prepared in accordance with the news policy. In addition to explaining news policy, these TVs even teach new reporters about the use of specific words. This shows that it is very important for managers and media owners to have control over the newsroom staff.

3.3.7. Codes of ethics for Afghan journalists

Afghan journalists, in collaboration with the Afghanistan Journalist Center have approved a new code (in Dari) of ethics for journalists in 2016. Six core values are included in the code – accountability, impartiality, balance, reduction of risk, authenticity, and professional behavior at work. It also includes guidance on responding to government pressure and reporting on children (AFJC, 2016).

Codes of ethics for journalists are another factor influencing the news process. The knowledge of the staff of the newsroom about these codes and the observance of the principles of journalism mentioned in these codes improves the quality of the news. But if the newsroom staff is not fully and professionally aware of these codes, the sanctity and principle of journalism will be under question. Statistics also show that these codes are one of the most influential factors on the news process in the newsroom.

Analysis of the data shows that ethical codes for Afghan journalists are not always considered by many journalists. According to the data, 12 reporters, representing 31.6% of the participants,

said that they sometimes follow ethical standards. But 26 reporters which represent 68.4% of the participant said that they follow codes of ethics for journalists (Table: 34).

Do you follow the code of ethics of Afghan journalism when preparing news?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sometimes	12	31.6	31.6	31.6
	Always	26	68.4	68.4	100.0
	Total	38	100.0	100.0	

Table: 34

In Noor (Party) TV, codes of ethics are not always followed by reporters. But 50% of reporters in state television (RTA) follow the codes of ethics while the rest follow only sometimes. Based on this data, the ethical standards of journalism are always respected in Ariana news (private) television (Table: 35).

Do you follow the code of ethics of Afghan journalism when preparing news?

*** The TV you work for Crosstabulation**

Count

		The TV you work for			
		Privet TV	State TV	Party TV	Total
Do you follow the ethical standards of journalism in Afghanistan when preparing news?	Sometimes	0	4	8	12
	Always	22	4	0	26
Total		22	8	8	38

Table: 35

Statistics show that 86.8% of the respondents to the questionnaire said that they are familiar with the code of ethics for journalists and only 13.2% said that they are not familiar with the code of ethics for Afghan journalists (Table: 36).

I am familiar with code of ethics of Afghan journalism.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	5.3	5.3	5.3
	Disagree	3	7.9	7.9	13.2
	Agree	12	31.6	31.6	44.7
	relatively agree	1	2.6	2.6	47.4
	Strongly agree	20	52.6	52.6	100.0
	Total	38	100.0	100.0	

Table: 36

As shown in the data, only 13.2% mainly employees of Ariana News TV (private), reported lack of familiarity with journalism's code of ethics. Reporters of Noor (party) and national (state) TV newsrooms are, however, fully aware of the code of ethics of journalism even though some choose to follow it (Table: 37).

I am familiar with the code of ethics of Afghan journalism.

*** The TV you work for Crosstabulation**

		The TV you work for			
		Privet TV	State TV	Party TV	Total
I am familiar with the ethical standards of Afghan journalism.	Strongly disagree	2	0	0	2
	Disagree	3	0	0	3
	Agree	12	0	0	12

	relatively agree	1	0	0	1
	Strongly agree	4	8	8	20
Total		22	8	8	38

Table: 37

3.3.7.1. professional behavior

Professional behavior is one of the issues mentioned in the code of ethics of journalism and forms the basis of the work of a professional journalist. This is one of the intra-organizational factors which influence the news process. If the news manager and other employees have a professional approach to each other considering the code of ethics of journalism, quality news will be produced, and work will proceed accordance with principles of journalism. The figures show that 84.2% of employees in newsrooms encounter professional behavior as compared with 15.8% who do not (Table: 38).

In the media I work for, I am facing “professional behavior” in accordance with the code of ethics of Afghan journalism.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	7.9	7.9	7.9
	Disagree	3	7.9	7.9	15.8
	Agree	20	52.6	52.6	68.4
	relatively agree	2	5.3	5.3	73.7
	Strongly agree	10	26.3	26.3	100.0
	Total	38	100.0	100.0	

Table: 38

This 15% are employers of Ariana news (private). All respondents from RTA (state) and Noor (party) TV strongly agreed that they face professional behavior in work area (Table: 39).

In the media I work for, “professional behavior” in accordance with the code of ethics of Afghan journalism.

*** The TV you work for Crosstabulation**

		The TV you work for			Total
		Privet TV	State TV	Party TV	
In the media I work for, “professional behavior” in accordance with the code of ethics of Afghan journalism	Strongly disagree	3	0	0	3
	Disagree	3	0	0	3
	Agree	16	4	0	20
	relatively agree	0	2	0	2
	Strongly agree	0	2	8	10
Total		22	8	8	38

Table: 39

3.3.7.2 Authenticity

Authenticity in news is another important issue of ethical codes of journalism, which is also referred to as the principle of journalism. And if the news authenticity is not carefully considered, the trust of the media will be under question and the news will lose its trust and quality. 79% of respondents to the questionnaire agree that in the television they work, the accuracy (**authenticity**) of the news is considered based on ethical codes, which is an important principle, but 21%, however, said that this principle is not commended in the media that they work for (Table: 40).

In the media I work for, “authenticity” is considered in accordance with the code of ethics of Afghan journalism in the news process.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	2.6	2.6	2.6

Disagree	7	18.4	18.4	21.1
Agree	15	39.5	39.5	60.5
relatively agree	3	7.9	7.9	68.4
Strongly agree	12	31.6	31.6	100.0
Total	38	100.0	100.0	

Table: 40

This 21% are all employees of RTA (state) television (Table: 41)

In the media I work for, “authenticity ” is considered in accordance to the code of ethics of Afghan journalism in the news process. * The TV you work for
Crosstabulation

		The TV you work for			
		Privet TV	State TV	Party TV	Total
In the media I work for, “authenticity ” is considered in accordance with the code of ethics of Afghan journalism in the news process.	Strongly disagree	0	0	1	1
	Disagree	0	0	7	7
	Agree	7	8	0	15
	relatively agree	3	0	0	3
	Strongly agree	12	0	0	12
Total		22	8	8	38

Table: 41

3.3.7.3. Correctness and Balance

Correctness and Balance in news are other principles of ethical codes of journalists and consideration of this principle determines the media trust. 76.3% of the respondents said that Correctness and Balance are considered in the media which they work for while 23.7% did not agree (Table: 42).

In the media I work for, "correctness and balance" are in accordance with the code of ethics of Afghan journalism.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.6	2.6	2.6
	Disagree	8	21.1	21.1	23.7
	Agree	15	39.5	39.5	63.2
	relatively agree	5	13.2	13.2	76.3
	strongly agree	9	23.7	23.7	100.0
	Total	38	100.0	100.0	

Table: 42

The following statistics show that 2 reporters from Nor television (party), 2 and 5 newsroom employees from Ariana news television (private) and RTA television (state) chronologically, asserted that the Correctness and Balance in the news are not considered in the media they work for (Table: 43).

In the media I work for, "correctness and balance" are considered in accordance with the code of ethics of Afghan journalism. * The TV you work for Crosstabulation

Count

		The TV you work for			
		Privet TV	State TV	Party TV	Total
In the media I work for, "correctness and balance" are considered in accordance with the code of ethics of Afghan journalism.	strongly disagree	1	0	0	1
	Disagree	1	5	2	8
	Agree	6	3	6	15
	relatively agree	5	0	0	5
	strongly agree	9	0	0	9

Total	22	8	8	38
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Table: 43

3.3.7.4. Impartiality

Impartiality is also another principle of journalism that 63.2% of respondents believe it is considered in the media for which they work, but 36.8% of correspondents think otherwise, as long as their workplaces are concerned (Table: 44).

In the media I work for, "impartiality " are considered in accordance to the code of ethics of Afghan journalism.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	2.6	2.6	2.6
	Disagree	13	34.2	34.2	36.8
	Agree	8	21.1	21.1	57.9
	relatively agree	7	18.4	18.4	76.3
	Strongly agree	9	23.7	23.7	100.0
	Total	38	100.0	100.0	

Table: 44

The table below shows that all respondents from Noor television (party), and 6 respondents from RTA (state) believe that this principle is not considered in the news process (Table: 45).

In the media I work for, "impartiality " are considered in accordance to the code of ethics of Afghan journalism.

*** The TV you work for Crosstabulation**

The TV you work for			
Privet TV	State TV	Party TV	Total

In the media I work for, “impartiality” is considered in accordance with the code of ethics of Afghan journalism.	Strongly disagree	0	0	1	1
	Disagree	0	6	7	13
	Agree	6	2	0	8
	relatively agree	7	0	0	7
	Strongly agree	9	0	0	9
Total		22	8	8	38

Table: 45

3.3.8. Advertising and economic resources

The question is, can the media continue its political-economic life without advertisements? Naturally, the answer is that no system can survive without a sponsor, and the livelihood of the media as a system depends on advertising and reporting. In addition to the fact that the media are politically dependent on institutions, they are also economically dependent on institutions. If the media is financially independent, then it will also be independent in processing news.

Independence of Ariana News (private), Noor (party) and RTA (state) TVs in processing events and news, due to political and economic dependencies on the individual or institution; has always been under criticism. Because the newsroom performance as a system is greatly affected by this dependency.

Advertising in Noor TV (Party) is not considered as the main economic source of income because it has the financial support of a political party (Jameat E Islami)³¹. In RTA (State), advertising is not seen as a principle of financial support for television because it is supported by the government and has no economic affiliation with any institution or advertises anything

³¹ Interview with news manager of Noor TV (Party).

other than government interests³². But on Ariana news TV(Private), advertising is an important economic source for television³³.

The financial and non-financial dependence of the media on advertising and institutions also affects the flow of news. Some of these media outlets rely on government budgets while others depend on the revenues from commercial activities such as the sale of advertising space. For example, RTA (state) TV, which is economically dependent on the government, refuses to broadcast anti-government news, this calls into question the independence of the media. Noor (party) TV also refuses to broadcast news if it is detrimental to the party (Jameat E Islami) because of its financial dependence on it. Managers at Arian news TV sometimes block news coverage against advertisers because of its strong economic dependence on advertising. In this regard, when news managers of these three media, were asked whether pressure from the advertiser prevented the publication of certain news item, the findings revealed that this has not yet happened on Noor and RTA television (State). But in Ariana News TV (Private), it has happened that, due to the complaints from an advertiser, it could not publish news nor follow up an issue on TV.

The research findings also show that political parties offer money to journalists and newsroom staff to publish news in accordance with those parties goals. 14 reporters working for the newsroom of RTA(State), Noor (Party), and Ariana news (Private) television were asked: Have you ever received a money offer from a political party or government official to write a report according to their goals? The answers were positive. They said they had been repeatedly offered money by political parties and government officials, and in some cases, the offer had been accepted by these journalists.

³² Interview with news manager of RTA TV.

³³ Interview with news manager of Ariana news TV (Private).

Results

The functioning of social organizations is based on open system theory. Boulding's classification of systems shows that systems operate according to specific conditions and features. Boulding in his classification refers to open systems in level 4 and social systems in level 8. According to Boulding, social systems are influenced by factors such as values, rules, historical commonality, culture, art and work (Pondy and Mitroff, 1979, pp. 3-39). The simplest definition of a system is an arrangement of parts related to each other. Social organizations that work based on a system and hierarchy and has specific goals, their functions are according to open systems. Social organizations, including media organizations whether they have specific functions within the organization, also interact with the outside and the environment in terms of a system. This means that media organizations, while having internal influencing factors, are also functionally related to the environment. News as an important part of media organization activities is affected by these factors. The newsroom is an important part of the media organization where news is produced and processed. In this process, there are intra-organization factors that are effective on the news process. From the point of view of theory, the performance of all media organizations are the same, all media organizations have specific and determined processes, according to which the news is prepared and published. The influential intra-organizational factors on the news process differ according to social and culture context of every society. In this thesis, I examined these factors according to the conditions and social culture of Afghanistan in the media of Afghanistan. By examining various factors, the result of this research is that there are many factors involved that affect the news process from the beginning to the publishing stage. These factors are:

News policy: News policy differs depending on the nature of the media in the newsroom. The results of this research show that news policy does not have a single definition in all Afghan media. The news policy in the state media revolves around the interests of the government.

Also, news policy in party media is defined based on party interests, and in private media, news policy is defined based on owner interests and economic affiliation. The results of the research revealed that RTA (State) focuses more on government news coverage or at least the news is centered on the interests of the government. Noor TV (Party) focuses more on party news or at least news that is centered on the interests of the party. But Ariana News (private) TV, unlike state and party TV, focuses more on events that have news value, and those news are based on news principles and in interaction with economic interests. 92.1% of journalists also confirm that they prepare news based on the news policy of the media they work for.

Attitude and leadership: Two types of management and leadership are used in Afghan TV newsrooms. The research results in RTA (State), Ariana News (private) and Noor (party) TVs show that the way of management in these media is different. According to the results of this research, news managers in state and party televisions prefer the participatory leadership method, while authoritarian methods are preferred in the private media. 94% of the newsroom employees also consider the participatory method, appropriate and effective method in leading the newsroom.

Organizational culture: The role of organizational culture as an effective practice in strengthening cooperation between newsroom employees is important. Research findings highlights organizational culture as the most important factor behind the collaborative nature of personnel working on Noor TV (Party). There are many factors that define organizational culture such as work ambiance, policies and values of the corporation. For instance, Noor TVs (Party) Common culture and historical memory (jihad and resistance) is the most important element that motivates and empower its employees.

Job immunity: Job immunity is an important factor that affects the news process. The research results show that there is an indirect relationship between job immunity and the news

production process. According to the statistics of this research, 50% of journalists in private television do not have job immunity. Not having a job immunity causes journalists to be under pressure and prepare reports based on the demands of the media officials. The result of this research shows that some journalists were forced to prepare reports according to the interest of media decision-makers due to the fear of losing their jobs. According to the statistics of this research, 34% of journalists were threatened with losing their jobs by media authorities. This research shows that there is no job immunity in Afghanistan's private media and this has caused journalists to work according to the interest of media owners and decision makers.

News Manager: The interfere of news managers in the process of preparing news is another important factor within the organization of news production. The result of this research shows that news managers have full control over the news process in the newsroom. According to research statistics, 63.1% of journalists in government, private and party media confirm that news sources are determined even by media decision makers and news managers. 81.6% of the journalists confirms that before writing the news, they are sharing all the news facts and subject and prepare the report according to the news manager's order.

Recruitment: recruitment is another element that indirectly affects news preparation. If the process of recruitment is clear, professional and merit based, the quality of news will be satisfactory. But if professionalism is not prioritized during the recruitment process, the quality of the news will be deplorable. Unfortunately, the recruitment process in Afghan media is not clear and the mediation effect is highly visible. Research finding shows 49.9% of newsroom employees believe that the hiring of employees in State and Party TV's newsrooms is based not on professionalism but rather mediation. However, the news manager of these TVs emphasized that, professionalism, news ethics, good writing skills, and the inclination to report from high-risk places such as war zones are considered as the main determining factors of the recruitment process.

Codes of ethics for Afghan journalists: Codes of ethics for Afghan journalists are other factors that have a high effect on production in the newsroom. If the reporter is aware of these codes, he writes the report responsibly. But the results of this research show that some journalists have no information about these codes. 13.2% of the journalists confirmed that they have no information about the ethical codes of journalists. However, according to the statistics of this research, 31.6% of journalists sometimes consider ethics codes when writing news. The finding presents interesting results: that is, not all reporters working in the newsroom understand journalism code of ethics and 31.6% of those who are familiar with codes occasionally ignores them. Consequently, this affects accountability, impartiality, and balance, reduction of risk, the authenticity of news and its subsequent dissemination.

Recommendations:

To increase the quality of news and reduce the negative impact of influential factors within the organization on the news preparation process, I suggest the following:

- ✓ The newsroom should be made up of professionals. Recruit people in the newsroom who have received academic knowledge and training in journalism and communications.
- ✓ Develop a news policy in the media that does not restrict the reporter and allows the reporter to produce news in accordance with the principles of journalism.
- ✓ Journalists must be independent in writing news according to the principles of journalism. And news managers should not have unnecessary interference during the news process.
- ✓ The reporter must have a job immunity to be independent when writing the news according to the rules of journalism.
- ✓ Spread the organizational culture in the newsroom to increase the sense of collaboration between employees.
- ✓ To improve the quality of news, journalists who work harder and more professional in their work should be praised by the media organization in order to continue their work with more passion, love and accuracy.

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