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MESSAGE FROM THE CHAIR MEDCOM 2018



Experience has no limits, nor is it ever completed: it is a form of immense sensitivity, an enormous spider web made of silk threads suspended in the space of consciousness, which captures every particle of air in its fabric. It is the very climate of the mind, and when the mind is imaginative it draws to itself the most subtle traces of life, transforming the most imperceptible movements of the air into great revelations

Henry James, *The Art of the Novel*

Welcome to MEDCOM 2018 !! I am happy to wish you a good and fruitful participation in the conference. The media have become central in contemporary societies to the point that some researchers speak of the fourth revolution referring to the digital revolution. The centrality of the media in our daily life is now shared, they accompany us in all our activities without interruption.

Despite this there are still many situations where social and cultural inequalities do not allow conscious and productive access to media resources, but rather only as consumers and users.

The issue of crises related to natural disasters, terrorist organizations, wars, economic problems and politics has had and will have a major impact on contemporary media and their role in telling, but also in preventing and increasing awareness and knowledge.

Media education is a great resource that still has much to say and develop in the models and tools that can be used.

And yet, the ability of the media to increase social mobilization from below and build real and virtual communities.

The conference is a great opportunity both to learn about the state of the art research in the media all over the world and to build spaces for exchange, knowledge and future research among the participants.

I believe that each of you will find the right way forward. A warm greeting!!

Andrea Volterrani,
Conference Chair MEDCOM 2018,
University of Rome Tor Vergata,
Italy

MESSAGE FROM THE CO-HOSTING PARTNER MEDCOM 2018

It's really a great pleasure for my university to be a co-hosting organization of the MEDCOM 2018 Conference. Media and communication subjects have become some of the most relevant, exciting and powerful subjects in today's media-dominated cultural landscape.

In the panorama of Italian universities, the large campus of the University of Rome Tor Vergata is an environment where professors and students alike live in close contact in a stimulating community.

Since its foundation, the aim of the University of Rome Tor Vergata has been to create a "new" university with vast open-air and indoor areas and good students/teacher relations and balance.

Close interaction between science and the humanities makes academic relations extremely fruitful and stimulating. Our goals are increasing innovative and international educational programs and curricula, improving transnational and interdisciplinary research and developing selected Centers of Excellence and, finally, creating bridges between Institutions, Firms and Territory. Our mission is to contribute to people's education and training, to scientific research and to the technological, organizational and social innovation needed to achieve a truly sustainable development in Italy, Europe and worldwide pursuant to the Sustainable Development Goals approved by the United Nations in September 2015, to accomplish such ambitious purpose requires high skills and management of complex processes, not only is the University of Rome Tor Vergata deeply committed to excellent education and scientific research, but it also closely cooperates with the private sector, public institutions and non-profit organizations at national and international level and adoption of policies and behaviours focusing on sustainability both in terms of well-being for people and ecosystem conditions. Our vision aims at playing a leading role in research and education, as well as in technological, economic, organizational and social development in order to become not only a 'sustainable University' but also one of the best European Universities by 2025, being an open space to develop advanced and high-quality knowledge, lifelong learning and training for youngsters and adults, to conceive and experiment innovative solutions hence achieving sustainable development and cooperates both with similar national and international bodies and with public and private research institutes, promoting the internationalization of teaching and research, investing in lifelong learning for teaching and administrative staff, pursuing the development of existing resources to be exploited in the most efficient way.

Established in 1982, the University of Rome Tor Vergata is located in a 600-hectares campus in the South-east of Rome. Among the most important international networks developed by the University of Rome Tor Vergata is part of EUA, i.e. a network representing higher education institutions and the Rectors' Conferences of 46 European Countries. It is a reference point for and supports the development of cooperation and constant update for its members regarding political views about higher education and research; is member of YERUN, founded in January 2015 between 18 European universities under fifty years with

accredited presence in the main international rankings, with the aim of promoting joint initiatives in research and teaching, as well as encouraging research and teaching mobility. – Venice International University (VIU): in 2016, the University of Rome Tor Vergata has joined VIU. Tor Vergata currently offers 107 degree courses (bachelor degree, Master degree, single-cycle degree), 160 Post Graduate and Master Courses and 31 PhD courses. Because of our international vision 11 courses and most PhD courses are offered in English. 12 PhD programs grant a joint degree with foreign Universities. Research: our 18 Departments and 42 Interdisciplinary Research Centers are active in numerous disciplines to expand basic and applied research.

So through teaching, research and industry partnerships our universities play a key-role enabling students to develop the critical, creative and technical excellence needed to succeed and discover new possibilities and practices with interdisciplinary and innovative approaches to media studies and research.

Therefore, I confirm the complete support of Tor Vergata university to promote all the initiatives coming out from this MEDCOM Conference as a further opportunity to develop the internationalization process through such an interesting discipline with a global impact.

Prof. Giuseppe Novelli,
Rector Magnificus University of Rome Tor Vergata,
Italy.

MESSAGE FROM THE CO-HOSTING PARTNER MEDCOM 2018



The media landscape is going through a rapid change. The 21st century society today negotiates the path of information and communication technologies, involving many segments of the society into this process. Many experts call this phenomenon the “puzzle of the 21st century”; voicing their concerns that rapid technological change and its impact may be so disruptive that it may threaten the stability of society itself. The public sphere is being reconstructed as we speak and we face the complexities of public opinion making. We now need to address 21st century skills and embrace a more inclusive information-sharing culture.

Thus, academics and universities now play different roles. We are now facilitators. The Ministry of Higher Education Malaysia (MOHE) has outlined a 10 point approach in the Malaysian Education Blueprint 2015-2025 in our nation’s aspiration to ensure students have the right balance of *akhlak* (ethics and morality) and *ilmu* (knowledge and skills). Universiti Teknologi MARA (UiTM), being the pioneer in media education in Malaysia, realize that we need to adapt in our teaching approaches by rethinking content delivery through heutagogy – personalized or self-determined learning by co-creating knowledge and making the system conform to the learner – while continuously reviewing and updating our curriculum.

Students today must be well versed about the changing media systems and environment as well as things including media ownership, balanced news reporting, social media, and all forms of popular communication. The media education system must embrace the new wave of the 4th Industrial Revolution and the concepts of Sustainable, Development and Growth (SDG), if it wants to remain current and relevant. What better way of unlearning and relearning, than by attending conferences and trainings alike.

Universiti Teknologi MARA (UiTM) Malaysia is proud to be the co-hosting partner of the 4th World Conference on Media and Mass Communication 2018. It is with great honor that we welcome you, celebrated academics, thinkers, students as well as representatives from organizations, to this conference. On behalf of UiTM and the Faculty of Communication and

Media Studies, I hope that this conference will provide the platform for leaders in the media and communication industry to give insights on media vision and thought leadership, and to collaboratively develop innovative approaches to meet the challenges, ambiguity, disruption and risks brought about by the 4th industrial revolution.

I end by saying, “Through leaps and bounds we travel scholastically ; shaping the minds that broaden horizons, strengthening the hands that scribble opinions and orating ideas of many persuasion. Students may come and go, but they never actually leave. They leave imprints of their determination to flourish, so that the remaining students would emulate the same valor of success.” Academics paint the white canvas which will color the world through their graduates. Let us all work together to paint that rainbow.

Professor Dr. Azizul Halim Yahya,
Dean,
Faculty of Communication and Media Studies,
Universiti Teknologi MARA (UiTM),
Malaysia.
April 2018

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MANAGING THAI TELEVISION IN THE DIGITAL LANDSCAPE

Thitinan B. Common

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Abstract: “Digital Disruption” has brought a dynamic effect upon television industries all over the world. Thailand’s digital television industry is still in its infancy and the Thai broadcasting sector has been undergoing significant technological and structural change. Digitisation has transformed the Thai television industry in all areas, such as content creation, the production process, and distribution. Organisational administrators are at the heart of this transformation as they have a pivotal role as change leaders. This article aims to explore the changing face of Thailand’s broadcasting landscape. It focuses on how digital convergence has added opportunities, as well as challenges and uncertainty to the business and its professionals. Built within the concept of television study and media management theory, the paper draws attention to the challenges in managing media works in the digital-cultural landscape and the ways managements address them. This paper explores organisational culture, management practices, and communication and leadership styles, as well as the way television managements in Thailand exploit digital media to empower their aspiring professionals.

Keywords: Television, Management, Digital, Convergence

Introduction

Compared with other areas of business management, Television Management has its unique characteristics. It is not only involved with administration and financial aspects, but specific skills and knowledge such as production skills, technology literacy, consumer insight, and media policy and regulations are also required. The broadcasting industry, as a technological-driven industry, has been constantly transformed in all areas due to technological change. While analogue television models are based on scarcity of channels and aimed at offering a product designed to reach a large cross-section audience, digitisation, on the other hand, has increased the number of media channels and altered the audience’s behavior and market segmentation. Digital technology is considered as a ‘disruptive technology’, the term defined by Day & Schoemaker (2000) as “science-based innovations that have the potential to create a new industry or transform an existing one”; this has brought tremendous upheaval upon the broadcasting industry all over the world, and not excluding Thailand.

April 2018 marked the fourth anniversary of the digital switch-over of Thailand’s broadcasting. Thailand’s digital television industry is still in its infancy stage. Reports of lay-offs in the Thai television industry are significant, and many digital television operators have been struggling and are still struggling financially in terms of support and revenue after four years of operation. Thai TV Co Ltd., one of Thailand’s digital television licensees, terminated its broadcast and returned the license. It also filed a lawsuit against Thailand’s broadcasting regulator, The National Broadcasting and Telecommunication Commission (NBTC), for its slow and inefficient management in the digital broadcasting transition. The case went to court and in March 2018, The Central Administrative Court ruled that NBTC had to return bank guarantees issued by Bangkok Bank for around Bt1.5 billion to Thai TV Co Ltd.

Thai television industry has experienced a complexity of media works and management due to ‘digital disruption’, which has brought about a dynamic effect in areas such as content creation, market segmentation, production and distribution. The central aim of this paper, *Managing Thai Television in the Digital Landscape*,

is to explore the media ecology of the Thai digital broadcasting industry and the challenging issues in television management within the digital-cultural landscape. It also focuses on management practices such as organisational culture and leadership styles adopted by the executives in the Thai television industry.

This paper is organised in three parts. It begins with an overview of the digital switch-over and the changing landscape of broadcasting in Thailand. Opportunities and challenging issues in television management within the digital-cultural landscape are subsequently discussed. Finally, excerpts from my recent research project, *Managing Television in the Digital Era*, are contributed focusing around management practices such as organisational culture and leadership styles exploited by the Thai television executives.

Overview of digital switch-over and the changing landscape of broadcasting in Thailand

Prior to the digital-switch over, Thailand's broadcasting industry was an oligopoly. There were six free-to-air terrestrial television operators, namely Channel 3, Channel 5, Channel 7, Channel 11 (NBT), Channel 9 (MCOT) and ThaiPBS. The main players in Thailand's broadcasting industry were Channel 3 and Channel 7, which won a lion's share of the audience ratings. A number of media production agencies acted as content providers, feeding media content for those main operators. These content providers also had their own television outlets on the digital satellite platform. However, the coverage was not large scale, and the audience size was not as extensive as that of the main established channels. The content providers and television operators there for depended on each other: the station operators relied on the content produced by big media production agencies such as GMM Grammy Public Company Limited, RS Vision Company Limited, and Workpoint Entertainment Public Company Limited; in return, the content providers also depended on the station platform to reach their target audiences.



Figure 1: Logos of the six free-to-air terrestrial television operators in Thailand prior to the digital switch over. Top row from left to right are: Channel 3, Channel 7, and Channel 9 (MCOT). Bottom row from left to right are: Channel 5, ThaiPBS, and Channel 11 (NBT). These operators have their own production departments which mainly focused on news production. They depended on the popular content provided by media production agencies.



Figure 2: Three main content providers or media production companies in Thailand: GMM Grammy Public Company Limited, RS Vision Company Limited, and Workpoint Entertainment Public Company Limited. These media companies, along with other smaller agencies, are experienced in producing popular content such as drama, light entertainment, and game shows, which are popular genres amongst Thai viewers.

In 2014, The National Broadcasting and Telecommunication Commission (NBTC) - the independent ICT regulatory body of Thailand - granted 24 commercial digital TV channel licenses to winning bidders. This digital transformation is considered as a 'big bang' force - a disruption which brought a destruction and reconfiguration of the new media ecology in the Thai television industry.

Digital TV Auction Result :

Children	News	Variety SD	Variety HD
13 3 Family	16 TNN24	23 Workpoint tv	30 MCOT HD
14 MCOT	17 THV	24 True 4U	31 One HD
Family	(Thai TV)	25 G25	32 Thairath HD
15 LOCA	18 new tv	26 Now	33 3 HD
	19 Spring news	27 CH 8	34 Amarin TV HD
	20 Bright TV	28 3 SD	35 CH 7 HD
	21 VOICE TV	29 Mono 29	36 3G PPTV HD
	22 Nation		

Figure 3: Digital television results: NBTC granted 24 commercial category licenses to digital television bidders; these channels were launched in April 2014.

After the digital-switch over, Thailand's broadcasting emerged with 24 commercial television operators. These can be categorised in 3 tiers in terms of their origins.

Digital terrestrial television (DTTV or DTT) in Thailand

1. Tier 1: The analog-turned-digital operators
2. Tier 2: The content provider/satellite operators-turned-digital operators
3. Tier 3: The new digital operators

The Tier 1 analog-turned-digital operators are the operators of three of the main six established channels, namely *Channel 3*, *Channel 7*, and *Channel 9 (MCOT)*; the other three established channels, *Channel 5*, *Channel 11 (NBT)*, and *ThaiPBS*, were assigned Public Service Broadcasting licenses.

Tier 2, the content provider/satellite operators-turned-digital operators, are comprised of the main media production companies mentioned in figure 2: *Workpoint TV* operated by Workpoint Entertainment Public Company Limited, *G25* and *One HD* operated by GMM Grammy Public Company Limited, and *Channel 8*

operated by RS Vision Company Limited. In addition, this tier includes other channels operated by print media companies such as *Thairath TV* owned by the biggest newspaper publisher, Thairath Public Company Limited, and *Amarin TV*, which managed by Amarin Printing And Publishing Public Company Limited.

For tier 3, *PPTV* is the only player which has emerged as a new digital television operator. It is owned by Bangkok Media and Broadcasting Co., Ltd., a company managed by Bangkok Airways and Bangkok Hospital group.

Within the changing media ecology, Thai television has witnessed an increasing number of media players. This has brought about a turning point in the structural model of business competition. The content providers of Tier 2 which were previously business partners of the established analog-turned- digital operators (Tier 1), have become their business rivals. The Tier 2 content provider-turned-digital operators, specifically G25, One HD, Workpoint TV, and Channel 8, seem to be more adaptable. This is because they are experienced content producers who keep abreast of new technology and the evolving television market. These operators have their loyal target audiences and understand their viewers' changing behavior, tastes and trends. On the other hand, some of the operators in Tier 1 are catching up in the market since they have to struggle with the loss of content supplied from Tier 2. In this way, operators from Tier 1 have been hit hardest as they have had to compete with both the new comers and the rise in popularity of the internet and online media that has swamped the Thai media landscape.

The proliferation of digital television channels and the plethora of social media platforms has intensified the competitiveness in the Thai digital industry. The competition has taken place in many dimensions, such as competition for audiences, programming, and advertising revenue. The changing media ecology in the Thai television industry can be understood through *Niche Theory*. Derived from biological sciences, the term 'niche' was first used by Joseph Grinnell in 1924 to refer to animal ecology and describe how ecological objects and species fit together to form and function the organism (Vandermeer, 1972). Dimmick (2003) has applied Niche Theory in analysing media environment. He has proposed that Niche Theory postulated that media industries comprise of market niches just as ecological systems comprise of biological species. Therefore, the theory can be used to analyse competition among media agents for limited resources such as advertisers and audiences. In Thailand's digital media ecology, the television industry and market is an ecological system in which different types of agents are living together. These agents - station and platform owners, content producers, and advertisers, etc. - represent species of living bodies in the system with limited environmental resources.

In the digital media landscape, resources such as the audience number and content of media programmes remains the same; it is the number of media operators which has notably increased. This oversupply of media channels and platforms has brought a significant level of competition within the system. Media agents, television companies in particular, need to find strategies to reach their audiences and obtain advertising revenue. In order to survive in the changing media environment, media agents need to stay competitive by initiating programmes in order to improve their performance, as well as prepare their employees in adopting new essential skills to drive organisational success and outcomes. Change management, a discipline focusing on supporting individuals to successfully adopt change, is therefore central to managing television in the digital transition; as a change agent, television administrators play a prominent role in this transition.

Opportunities and challenging issues in television management within the digital-cultural landscape

In the digital media landscape, media consumption is being fragmented and spread across the media platform, which in turn contributes to the emergence of new patterns in media audience behavior. In order to survive, the industry and media organisations have to keep up with the rapidly evolving context of the media industry, such as marketing shifts and changing audience behavior (UGCs, Prosumer etc.). With corporations needing to adopt a new approach, the organisational administrators are at the heart of this transformation as they have a pivotal role as change leaders.

Digital disruption and media convergence has brought both positive opportunities and challenges in managing and administrating the television work. On the bright side, digital disruption is considered a positive force, bringing business opportunity to reach more audiences via a multiple platform. Digitisation and media convergence has offered a proliferation of digital television channels and online platforms. In this way, digital disruption has opened the doors to usher in new business opportunities in reaching target audiences; digital technology and innovation has also been regarded as a tool for new product development. This line of argument is evident in an emergence of a channels focusing on specific kinds of content and catering for segmented audiences - drama shows on Channel 8, teen drama series on G25, and the game show lover channel by Workpoint TV. Prior to the digital switch over, programmes such as dramas, series, and game shows were mainly scheduled during the post-watershed slot. But the digital media landscape has offered more channels and platforms for the production and air time of those genres which cater for segmented audiences. For example, after its launch on the digital platform, Channel 8 has produced and co-produced more television dramas, offering these in 'block programming' which suits the viewers' time schedule. Similarly, Workpoint TV, which is specialised in game show content, has produced more content and scheduled its popular shows during both night time and day time slots in order to cater for its fans' viewing patterns. The new media platforms such as online, social media, and mobile applications are also used to better reach the target audiences.

Findings from my research project building around dialogues with numerous television executives and professionals in Thailand also suggest that the majority of Thai television executives have considered digital technology as a dynamic tool for enhancing their business. However, television management is not only involved with non-human components such as production technology and financial management; it also engages with human aspects. In this way, one of the most challenging issues in managing television business is cultural and human management. The Thai television industry is currently facing a problem of a digital technology divide within the organisation. The younger professionals are more familiar with digital technology and new media production, while some older employees are still catching up with the changing technology. The substantial responsibility of television administrators is therefore to bridge the technological gap among the different generations of the workforce within the organisation, and to exploit digital media to empower their media work. Many television organisations have conducted workshops and training to help their staff become better equipped with a digital skillset. These workshops are normally facilitated by the younger workers - early adopters of technology – and are aimed at spreading technological knowhow and a positive attitude to the older generation. This in-house skillset training can be analysed in association with the theory of *Diffusion of Innovations*, which explains the process in which technology and innovation spread among members in a social system.

In his book *Diffusion of Innovations*, first published in 1962 and now in its fifth edition (2003), Rogers has proposed that there are four main factors that determine the spread of a new idea: innovation, communication channels, time, and a social system. Rogers has also defined types of adopters under five categories. These he terms innovators, early adopters, early majority, late majority, and laggards. Television organisation is a system comprising of staff members who possess different technological knowledge and digital skills. Workshop and training offered by the organisation is deemed as a communication channel to spread a digital mindset and skills, as an innovation, among the employees. As change leaders, television executives take the role of innovator, inspiring new ideas and a positive attitude regarding the advantages of digital technology across the organisational system. The younger staff, as change agents more familiar with digital technology, are early adopters who facilitate the spread of these ideas and attitudes, and encourage other workers as part of a social system to learn and practice in order to acquire digital skills for self-reliance. The process of innovation diffusion depends on human resources. This in-house training is therefore one of the human management strategies aimed at preparing the organisational workforce to work more effectively within the complex media environment. The ultimate purpose of this innovation diffusion management is to enhance the competency of employees – who represent the most valuable asset for managing television in the digital landscape.

Change Management: Organisational culture and leadership styles

The process of new technology implementation always takes time; it often causes resistance, and can be inevitably stressful. The effect and process can also cause a decrease in short term job satisfaction. The change management approach plays an important role in easing this tension and creating an even pace of change, and organisational culture and leadership style is considered an important tool of change management. This part of the paper, derived from excerpts of my research project *Management of Thai Television in the Digital Era*, explores organisational culture and leadership style exploited by the Thai television executives in administering their work during the digital transition.

Culture is a shared belief, value, and practice among the members in the institution. Organisational culture is essential for unifying the organisation as a system where individuals work together, and it decides the direction for the functioning of the organisation. According to Handy (cited in Block, 2001), corporate culture can be classified into four types: Power Culture, Role Culture, Task Culture and Person Culture. Power Culture can be symbolised as a web, a corporate culture with a concentration of power. In this culture, the organisational manager represents a spider whose power is spread out like a network from the centre to the rest of the organisation.

The Role Culture symbolically resembles a group of Greek pillars. In this organisational culture, a company is comprised of pillars representing sections and departments, each with their expertise in division of work. In the Role Culture, the organisational administrators are positioned on the top of the roof acting as conductors with a bureaucratic and top-down management style.

The Task Culture is a teamwork-oriented and project driven culture which can be likened to a net model. Each team and project represents strands that unify and structure the net or organisation. In this team culture, management plays a facilitator role, providing financial support and resource management. This organisational culture is considered as flexible and suitable with media work, and it has been said that the BBC has adopted this cultural structure.

The Person Culture is an unusual style. It is a loose cluster of individuals with unique skills and expertise. This culture puts people above the organisation; however, there is still a structure to serve and assist the individual.

Applying Handy's four power structure in analysing the culture of the Thai broadcasting industry, it can be seen that in principal, every organisation has adopted the Role Culture as a core organisational structure. This is because the broadcasting industry involves large scale and complex work which needs a clear role and job definition, division of work, and systematic management. In this way, the Greek temple model is said to be the backbone that underpins every company's structure.

However, through dialogues with executives from the Thai television industry, it has been suggested that in practice the Task Culture has also been adopted to a certain extent within many organisations. Television work has its unique characteristics, and is involved with artistic aspects and creativity. Consequently, television professionals sometimes need to work in their own space, a space which allows freedom and flexibility. Management therefore embraces the Task Culture in its administration with regards to content creation and production work. This project-driven culture of task role allows the team to work with freedom in a decentralised environment.

There is no occurrence of the Person Model cultural structure in Thai broadcasting organisation. However, it's worth noting that the Power Culture is also exploited regarding important and urgent issues. The decision will be made by the executive of the highest position in the organisation. The Power Culture is actually a pivotal culture that has been dominating the style of management in Thai broadcasting industry, and it's said to have worked well, with evidence of success in two established free-to-air channels, namely channel 3 and channel 7.

Leadership style is also another key factor worth considering. While management is associated with decision-making, planning, and controlling, leadership involves communication and the process of social influence. Rensis Likert (cited in Dainton and Zelley, 2011) has suggested four leadership style approaches: *Exploitive Authoritative*, *Benevolent Authoritative*, *Consultative Leadership*, and *Participative Leadership*, concluding that the fourth approach -*Participative Leadership* – is the most successful one, being that which produces more effective outcome and productivity.

The Exploitive Authoritative leadership style is based on fear and threat. It operates with one-way communication, and decision-making is centralised. Benevolent Authoritative is a leadership style which is based on rewards. The decision-making and communication is still one-way, but with some delegation. Consultative Leadership is based on appropriate rewards. It uses two-way communication, but with limited upwards communication. The decision-making in this approach is decentralised, but still limited. Participative Leadership revolves around group participation. It uses two-way communication with a decentralised decision-making style.

Applying Likert's four styles of leadership in analysing the style used among the Thai television executives, it can be seen that no organisation adopted a single approach of leadership style. The executives instead use a mixed approach, as different operating units suit different types of management and leadership style. The executives with a traditional perspective have suggested that they used a mixture of the four systems depending on the nature of work in each division, while the executives with more modern outlook have maintained that they prefer to shift between the third and fourth approaches.

Conclusion and Discussion

Television, as an ever-evolving industry, has long been a leading medium and popular entertainment platform in Thailand. In the changing landscape of media ecology, traditional television is facing competition from social media in the form of Facebook, YouTube, LineTV, and video streaming such as NetFlix. As Caspi (cited in Lehman-Wilzig and Cohen-Avigdor, 2004) has pointed out, every medium has four stages of its life-cycle. The first stage is an inauguration period in which the medium is initiated in the society. It is then followed by the institutionalisation stage of the process in which the medium is developed and popularised as an institution in the society. The medium will subsequently face challenges from the popularity of new media and will have to compete in order to keep its place: this is referred to as the defensive stage. Last is the adaptation stage, where, in order to survive, the medium needs to adapt within the new media environment. In this final stage, there are three ways of adjustment – adaptation, convergence, and obsolescence. Television in Thailand had its inauguration stage after World War II, and as one of the most important cultural institutions in the Thai society subsequently went through its golden 'institutionalisation' age. It is now in a challenging period of defending and adapting itself in the digital media landscape, and television management plays a pivotal role in this stage of television's life-cycle.

To conclude, this paper is built around the premise that the television industry is a technologically driven industry. Digitisation and the internet as disruptive technology have brought tremendous upheaval, and following the digital switch over the Thai television industry has undergone changes such as organisational and business structural change, market shifts and complex audience segmentation.

Christensen and Overdorf (2000) have suggested that disruptive technology can bring positive change as well as chaos. In this way, in order to stay ahead in this competitive environment, corporations need to take digital disruption as a positive and powerful force in managing technology and innovation in the organisation. This is because innovation, as Dougherty (2006) has claimed, is a small unit of technology which has a powerful impact to drive change in the organisation. In addition, as managing television involves both human and non-human aspects, management has a role as a change leader to employ digital technology as a disruptive force to mobilise and drive the organisation.

Technological change is a pivotal force of progress, but at the same time it poses great challenges. The big challenge for Thai television administrators is not only at the micro-level of the organisational management strategy. As well as such micro-level issues as questions about how to bridge the technological gap between resource people in different generation or how to exploit technological innovation and inspire change in the organisation for the maximum outcome or profit, the industry is also facing challenges at the macro-level of the political-economy of the media production industry. The daunting challenge which lies here for all Thai television professionals is about how to prevail in this changing media ecology, and, at the same time, how to still maintain the creative and production value of television as an art form which continues to play a crucial role in Thai culture and society.

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BOOK REVIEW: PATRIARCHIALISM AT MERRY RIANA BIOGRAPHY BOOK

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Abstract: As a motivator, Merry Riana gives words of reinforcement to her audience. She is the only one female motivator among 10 top motivators in Indonesia, and she is the only motivator who had biography books. This study focuses on how the characters of Merry Riana as a motivator is represented by the authors of the books. The method that used in this research is Barthes's semiotic with qualitative approach. Authors only look at the text of the book that includes the use of sentences or choice of words by the author. The results of this study show that Merry Riana as a motivator is described as a person who has a strong self-confidence but still needs a husband to help her for making a several decision in her life. It looks that patriarchialism still influencing in this book.

Keywords: biography's book, motivator, patriarchialism, Barthes's semiotics

Introduction

Book is a window to the world. That expression is often stated by many people. It means that by reading a book, the reader will get a lot of information needed in life.

By all means, it depends on what type of book the reader reads and also the needs of the reader while reading the book. Surely, book is a medium that provides information. However, the function of book is not only an information provider but also as a medium of entertainment. Book can be a means of relaxation for some people because, in terms of characteristics, book is the first mass media which is also a media that is personal (Baran, 2012, page 83). From its first publication, book became the primary means of spreading and devoting knowledge, as well as became a massive artistic expression and diversion of thought (Danesi, 2010, p 75).

One type of book that is pretty much in demand is a biography. In Baran (2012, p. 101), biography falls into the category of Trade Books. Biography can be called as an institution of social and cultural change. The reason for this is in the biography, the author notes the actions performed by the figures and gives an interpretation of the history inscribed by those figures (Danesi, 2012, p. 176). According to Dewi (2013), biography is one of the most important reading materials because in the biography a figure's life journey from birth to death and the secret of the figure's success are accounted, so the reader can be motivated. In the biography, the reader may discover impressive things of the figure's life journey, take an outlook at the things that can be taken as an example from the figure, look for the figure's privileges and so on.

Merry Riana is one of the motivators who is considered quite influential in Indonesia. Based on motivasiindonesia.net, a network site that makes a list of 10 best and famous motivators in Indonesia (accessed 6 November 2016), Merry Riana is the only female motivator among 9 other motivators, namely Mario Teguh, Christian Adrianto, Andrie Wongso, Tung Desem Waringin, Iphho Santosa, Bong Chandra, Ary Ginandjar, Father Edi and Deddy Corbuzier. They generally convey their motivation verbally. Some of them have published their motivational books. Interestingly, of all the mentioned motivators, only Merry Riana publishes her biography.

The two of Merry Riana's biographies are "Mimpi Sejuta Dollar" written by Albertine Endah (2011) and "Langkah Sejuta Suluh" written by Clara Ng (2014). As biographical books, these two books tell a story of Merry Riana's life journey in achieving her success. As stated by Suwarno (2014), biography is a revelation of a

person's life derived from memory, written or orally. Both of these books are biographies because they narrate Merry Riana's life.



Figure 1. Mimpi Sejuta Dollar Book Cover

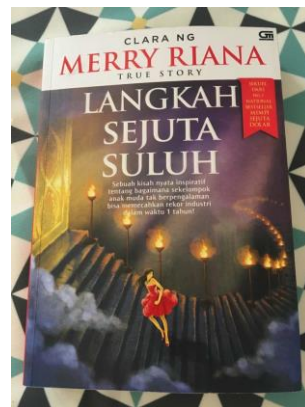


Figure 2. Langkah Sejuta Suluh Book Cover

A person is called a motivator because he/she gives reinforcement as well as inspiration to the people who become his/her audience. Similarly, Merry Riana also gives words of reinforcement to her audience. Therefore, it is possible that the audience or the wider community also expect a perfect life in accordance with the words she conveys. Does a motivator not have a difficult time in her life? How does she overcome those difficult moments? The audience certainly cannot always follow the daily life of the motivator, in this case, is Merry Riana. But, her daily life can be seen in her biography books.

These two books were written by two different authors, Albertine Endah and Clara Ng. Both are professional writers who have different styles of writing and genre. Albertine Endah is known as a biographical author. Some of the biography books that she has written are Chrisye, Krisdayanti and Anne Avantie. Clara Ng is better known as a novelist. The different genres of the two authors are interesting to be examined in seeing the figure of Merry Riana.

Therefore, this study wants to see how the figure of Mary Riana is represented in her biographies. The subject of this study is book text. The study focuses on authors' texts or words choices.

Research that focuses on biography as a subject is not much conducted and found. One of them is a research conducted by Marsinta Dewi in 2013. However, the research conducted by Marsinta Dewi focused more on applying one of the methods done by high school students in reading a biography with the quasi-experimental method. While, the research conducted this time is a study that is focused on biography as a subject with text analysis as the research method, namely semiotics initiated by Roland Barthes.

In 2017, a research was conducted on Merry Riana's biography by Asthararianty and Fanny Lesmana. The research was entitled Hermeneutics Studies on Representation of Merry Riana on Her Biography Cover Design. This research was limited to the cover design of both books with Gadamer's hermeneutics method. The result of this study was to show that a female motivator, Merry Riana illustrated in the cover design of the book, is a brave woman who fights to reach the peak of her success.

The research on the book was also done by Hidayat (2014) who uses semiotic analysis on the photo in Erik Prasetya's book "Jakarta Estetika Banal." However, there is a distinction between this research with Hidayat's research. That is, this research examines the entire text of the books.

Discussion

Mimpi Sejuta Dolar (MSD) book tells the struggle of Merry Riana who started her career as a young entrepreneur in Singapore. The story of her meeting with Alva, her husband, became a sweetener in the story which was narrated by Albertine Endah. Meanwhile, Langkah Sejuta Suluh (LSS) tells how Merry Riana struggled to live his life as a beginner businessman in the field of financial consultants in Singapore.

Both Mimpi Sejuta Dolar (MSD) and Langkah Sejuta Suluh (LSS) books use the first person pronoun. Here, two authors use 'I' to describe the figure of Merry Riana. The pronoun 'I' is not widely used in biography. In general, biography uses the third person pronoun, that is the name of person who is written. For example, the book entitled "Tidak Ada yang Tidak Bisa" by Dahlan Iskan. This book tells the story about a CEO of Bank NISP, Karmaka Surjaudaja. Yet, there are biographies that use the first person 'I' as well, such as Nick Vujicic's biography, a motivator figure from Australia, entitled "Life without Limits". This is different from MSD and LSS books, since the book is written by Nick Vujicic himself.

The word 'I' shows the closeness between a figure in a biography with his readers. The figure directly shows every process in themselves to the reader. Thus, the figure shows the exemplary or things that inspire the reader.

Tahun 1996 Karmaka sudah divonis segera mati. "Salah satu dokter terbaik di dunia dari Amerika Serikat untuk penyakit liver mengatakan saya menderita penyakit liver yang mematikan, yang sangat terlambat saya ketahui," katanya.

Memang Karmaka sudah berusaha maksimal untuk mengatasinya. "Saya sudah keliling rumah sakit terbaik di dunia. Sudah menemui dokter ahli liver di berbagai negara. Tapi semuanya mengatakan saya tidak mungkin bisa diselamatkan lagi," ujar Karmaka.

Satu-satunya jalan yang masih memberikan sedikit kemungkinan hidup hanyalah transplantasi liver. "Tapi saya tidak mau melakukannya," ujar Karmaka. Mengapa? Pada waktu itu, 12 tahun yang lalu, transplantasi liver masih merupakan hal yang baru. Belum semaju sekarang.

Figure 3. Quotation from "Tidak Ada yang Tidak Bisa" that shows the person who is written uses third person pronoun

Introduction

My name is Nick Vujicic (pronounced Voy-a-chich). I am twenty-seven years old. I was born without any limbs, but I am not constrained by my circumstances. I travel the world encouraging millions of people to overcome adversity with faith, hope, love, and courage so that they may pursue their dreams. In this book I will share with you my experiences in dealing with adversity and obstacles, some of them unique to me but most universal to us all. My goal is to encourage you to overcome your own challenges and

Figure 4. Quotation from "Life without Limit" that shows the person who is written uses first person pronoun

MSD story begins with a situation that describes the success of Merry Riana. The presence of Alva, her husband, is described in the first paragraph, in the Prologue. The statement 'Mercedes hitam milik kami' is a statement that wants to show the success of Merry Riana. Although the car series is not mentioned, the four-wheeled vehicle branded Mercedes shows the prosperity of the owner. Victor Mahrizal (2012) once wrote, "Generally speaking, publics are well known, Mercedes-Benz is a brand of the finest luxury cars from Germany that symbolize prosperity and wealth, strength and endurance and endless innovation."

MSD describes the success of Merry Riana in her business manifestly displayed in numbers. "*Aku menjadi Merry Riana, anak muda berpenghasilan lebih dari 1 juta dolar, dalam usia 26 tahun (I became Merry Riana, a youth earning over a million dollars, at the age of 26)*" (Endah, p 12). It does not explain what country of the currency listed. Yet, the word 'dollar' already describes a success. The dollar referred to in this book is the currency of Singapore. In 2007, when Merry Riana was published as a youth earning 1 million dollars, the Singapore dollar average exchange rate against rupiah was 6,502 rupiah. If she earns 1 million dollars, then in rupiah, Merry Riana has generated about 6.5 billion rupiahs.

Kurs Tengah Beberapa Mata Uang Asing Terhadap Rupiah di Bank Indonesia dan Harga Emas di Jakarta (rupiah), 2000-2015																
Mata Uang Asing	Kurs Tengah Beberapa Mata Uang Asing Terhadap Rupiah di Bank Indonesia dan Harga Emas di Jakarta (Rupiah)															
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Dollar Australian	5.318	5.309	5.065	6.347	7.242	7.207	7.133	8.229	7.556	8.432	9.143	9.203	10.025	10.876	10.218	10.064,16
Euro	-	-	-	10.515	12.652	11.660	11.858	13.760	15.432	13.510	11.956	11.739	12.810	16.821	15.133	15.069,67
Pound sterling Inggris	14.299	15.080	14.334	15.076	17.888	16.942	17.697	18.804	15.803	15.114	13.894	13.969	15.579	20.097	19.370	20.451,11
Dollar Hongkong	1.230	1.333	1.146	1.090	1.195	1.268	1.160	1.208	1.413	1.212	1.155	1.167	1.247	1.572	1.604	1.779,83
Yen Jepang	-	-	-	-	9.042	8.342	7.580	8.307	-	102	110	117	112	116	104	114,52
Ringgit Malaysia	2.525	2.736	2.353	2.228	2.445	2.601	2.554	2.828	3.153	2.747	2.916	2.853	3.160	3.708	3.562	3.209,65
Dollar Singapura	-	-	-	-	5.686	5.907	5.879	6.502	7.607	6.699	6.981	6.974	7.907	9.628	9.422	9.751,19
Dollar Amerika	9.595	10.400	8.940	8.465	9.290	9.830	9.020	9.419	10.950	9.400	8.991	9.068	9.670	12.189	12.440	13.795
Emas*	71.875	80.000	85.000	100.000	100.000	140.000	165.000	206.667	250.000	300.000	360.000	450.000	460.000	470.000	478.402	-
Gulden Belanda	4.044	4.169	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Subjek, Subject
 ("Kurs Tengah Beberapa Mata Uang Asing Terhadap Rupiah di Bank Indonesia dan Harga Emas di Jakarta", "Selected Foreign Exchange Middle Rates Against Rupiah at Bank Indonesia and Prices of Gold in Jakarta")

Keterangan
 Sumber Data dari Bank Indonesia
 Data Emas Merupakan Data dari Badan Pusat Statistik
 Data Yen Jepang untuk Tahun 2008 sampai 2011 Merupakan Angka Diperbaiki
 Dikutip dari Publikasi Statistik Indonesia

Notes
 Source Data from Bank Indonesia
 Source Gold Data is from BPS-Statistics Indonesia
 Japanese Yen Data for the Years 2008 to 2011 is a Revised Figures
 Data Cited from Statistical Yearbook of Indonesia

Tautan Sumber: <http://www.bps.go.id/LinkTableDinamis/view/id/952>

Figure 5. Middle rate of several foreign currencies against rupiah in the period of 2000-2015

This number clearly gives the reality Merry Riana as a result of her hard work. Meanwhile, this figure is a dream for most readers. Thus, it is obvious that the title of the book "Mimpi Sejuta Dolar" makes the reader inspired people to have good financial condition, just like what happened to Merry Riana. Surely, this fantastic number is shown as the title of the book to show the reader that even ordinary people can earn big income.

The success of Merry Riana is inseparable from her thoughts on success. The positive thoughts are depicted by the author, as illustrated by the phrase, "*Gempuran keprihatinan itu berhasil membangunkan sel-sel keberanianku dan menggugah kepekaanku dengan lancar, aku bahkan telah berpikir bagaimana caranya agar kemiskinan ini tidak menjadi bingkai abadi dalam hidupku* (*The fierce-concern has succeeded in awakening my courage cells and arousing my sensibilities smoothly, I have even wondered how this poverty does not become an eternal frame in my life*)" (Endah, p.8, 10).

It is also illustrated in Ng (p.80), "*Lihatlah ke dalam yang tak terlihat. Tembuslah di jarak terjauh kekelaman hati. Bukalah pikiran seluas-luasnya. Itu adalah bekal untuk menjadi pebisnis yang andal* (*Take a look into the invisible. Break through at the farthest distance of gloom. Open your mind as wide as possible. That is the provision to be a reliable businessman*)."

This sentence is written as one of the motivation words for someone who is reluctant to dream and work hard to achieve his/her dream. This motivation is given to the readers so as they do not easily discourage but keep to strive as hard as it is shown through the story of her life.

In the context of denotation, these two biographies show the words or phrases that indicate motivation for the reader. This shows that Merry Riana surely wants to be depicted as a motivator for the readers.

In MSD book, Endah shows the *testimony* of Alva Tjenderasa, Merry Riana's husband. "*Sudah jelas, bahwa pada waktu saya bertemu Ria untuk yang pertama kalinya, saya tertarik dengan kecantikannya. Di awal masa pacaran, saya mulai tahu bahwa ternyata Ria bukan hanya cantik di luarnya saja. Ria mempunyai hati yang besar dan kepribadian yang sangat positif* (*It's obvious that when I met Ria for the first time, I was attracted by her beauty. At the beginning of our dating, I began to know that Ria has not only outer beauty but also a big heart and a very positive personality*)" (Endah, p. 350). This illustrates Merry Riana's personality is filled with hard work.

The story of her failure is also presented in this book, but it still reflects a strong determination to achieve success. "*Setelah ratusan penolakan itu, aku semakin terlatih berbicara, bersikap dan bertingkah laku* (*After hundreds of rejections, I increasingly trained to speak, act and behave*)" (Ng, p. 41). As a motivator, it is told that Merry Riana also experiences failure in pursuing her success. However, behind the failure, there is a

strong determination to reach her dream. On page 85, it is also mentioned, "*Ingatlah, kegagalan adalah sebuah feedback (Remember, failure is a feedback).*"

The existence of God is enough to be invoked by the author in describing the success of Merry Riana in her work up to she earns more than a million dollars, and her recognition as a motivator. This is written by Endah (p 12),

"Aku menjadi Merry Riana, anak muda berpenghasilan lebih dari 1 juta dolar, dalam usia 26 tahun. ... Bukan hanya itu, keberadaanku sebagai anak muda yang dianggap sukses di Singapura, telah membawaku pada kepercayaan dan pengakuan sebagai seorang motivator. ... Bukan main. Tuhan begitu bersenyawa dalam langkah-langkahku (I became Merry Riana, a youth earning over 1 million dollars, at the age of 26. ... Besides, my existence as a youth who is considered successful in Singapore, has led me to trust and recognition as a motivator. ... Unbelievable. God accompanies me and he is so inseparable in my steps)."

Similarly in Ng (p.27), it is written, "*Kuserahkan semuanya ke tangan Tuhan. Aku yakin Dia akan memberikan jalan (I give everything to the God. I'm sure He will give the way).*"

On page 2 (MDS), it tells, "*Akan tetapi Tuhan begitu baik,(But God is so good, ...)*". Similarly in the LSS, Clara Ng also drew the phrase "*Tuhan akan bersama orang-orang yang mau menolong dirinya sendiri; tapi aku yakin, Tuhan juga akan selalu bersama orang-orang yang bukan hanya menolong dirinya sendiri, tapi juga orang lain (God will be with those who help themselves; but I'm sure God will always be with people who not only help themselves, but also others)*"(p.9).

In several examples above, it seems that Merry Riana is a figure who is very dependent on God. On her Twitter account dated September 13, 2017, Merry Riana shows her dependence on God.



Figure 6. One of the posts on the Merry Riana official twitter account

As a motivator, Merry Riana is also shown that she cannot work alone. She desperately needs Alva, her best friend as well as her husband, become her support in terms of designing strategy and working in the field, even as she begins to despair.

Endah described that on page 108, when Merry Riana has a dialogue with Alva about earning big money. It mentions, "*Bersama Alva, aku selalu mendapatkan "rumus" atas segala yang kulakukan (Together with Alva, I always get the "formula" for everything I do).*" Then, on page 216: "*Alva menyentuh tanganku... Alva menghibur (Alva touched my hand ... Alva comforted me).*"

Ng showed the same thing on page 17:

Alva memandangkku. "Tapi, tidak mudah bukan berarti tidak dapat dikerjakan lho."

(Alva looked at me. "But, difficult does not mean it cannot be done)."

"Apakah aku bisa melakukannya?" tanyaku ragu.

("Can I do it?" I asked doubtfully.)

"Bagaimana kamu tahu kamu bisa melakukannya atau tidak kalau kamu tidak pernah mencoba?" Alva malah bertanya balik kepadaku.

("How do you know you can do it or not if you never try?" Alva even asked me back.)

Perkataan Alva membuatku bergairah, tergugah.

(Alva's words made me excited, intrigued.)

Ng showed more how Alva gives full support to Merry Riana as written on p. 100, "*Jangan menyerah,*" *bisik Alva. "Aku mencintaimu. Aku akan selalu mendukungmu (Do not give up," Alva whispered. "I love you. I will always support you).*" Then on p. 101, "*Yang terkuat menopang tubuh kita saat kita terjerembap adalah rasa cinta. Inilah sumber inspirasi dan motivasi yang terbesar The strongest support for our bodies when we fall is love. This is the greatest source of inspiration and motivation).*" Next, it is told that, love meant here could be love for parents, love for soul mate, love for child. However, at the end of the chapter on page 102, the author asserts that the love here meant is love for Alva. "*Aku ingat kata-kata Alva, "Aku mencintaimu." Itu sumber kekuatanku (I remember Alva's words," I love you. "That's the source of my strength).*" This shows that Merry Riana is described as having a dependence on Alva as a support in her life.

On page 169, Merry Riana is depicted praying after she is tired and almost desperate. It is Alva who leads the prayer so that God gives them strength.

Several sections in this book show clearly how Merry Riana needs Alva to encourage her, even motivate her. Indeed Alva is not on the front line, but the success of Merry Riana cannot be separated from the presence of Alva, her best friend as well as her husband. There is an idiom says, there is a great woman behind the successful man. However, in the texts of these two biographies show behind the success of a well-known female motivator, there is an unknown male motivator. There is still a woman's dependence on men in Merry Riana's biographies.

Conclusion

There are three things that are found related to research conducted by Roland Barthes's semiotic analysis method.

First, Merry Riana is described to have a strong character in an effort to reach the best for her future. That is not unprecitable because Merry Riana is a motivator. Second, Merry Riana is a motivator who is close to God. Third, Merry Riana is a motivator who has a close relationship with her husband.

The two biographies of female motivator written by female writers seem to be unable to break free from the concept of women that is embedded in society, which is despite appearing confident, women are still dependent on men. In this case, patriarchal ideology still appears in the biographies of Merry Riana although both books are written by female authors.

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SOCIAL TRUST THROUGH LOCAL GOVERNMENT WEBSITE IN INDONESIA AS A PART OF GOVERNMENT PUBLIC RELATIONS PRACTICE

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Abstract: In the developing country of Indonesia, considerable emphasis is placed on the role of government Public Relations in helping to the nation of 246 million people to transition to a system of increased democratic, participatory and transparent governance. One of the Indonesian President's programs 'Nawacita' (Nine Goals) includes a goal that governments should overcome problems that currently limit their engagement in effective, democratic and trustworthy governance. Indonesia has 500 city and regency governments, and priority is placed on restoring social trust in public institution in these local government bodies. This research will study district government websites in Java, Kalimantan and Papua. Although Indonesia's local governments currently use their websites primarily for simple dissemination of information, this research demonstrates how and why they would adopt more sophisticated and extensive uses of their sites to develop as two-way communication tools to facilitate citizen engagement. Study of the websites of three local governments—the Surabaya, Palangkaraya and Jayapura on the island of Java—found no public discussion nor interactivity that was designed to improve social trust. The focus was on using the sites as a mouthpiece to circulate information rather than as a form of public participation or social trust in local development processes. Using data mining from the websites and in-depth interviews with local government public relations officers and citizen opinion leaders to gain holistic perspectives, this research found the initial result from the short observation that local government website usage only for transferring information. The two-way symmetrical model of communication only applied on Surabaya in early level.

Keywords: social trust, Indonesian local government, public relations, government websites, government-citizen communications, e-government

Introduction

Electronic government or better known as e-government is one example of the development of information and communication technology, combining electronic devices such as computers and internet networks, e-government provides public services to citizens and other stakeholders in a country or region. West (West D., 2000) defines e-government as a form of delivering government information and services online via the Internet or other digital means that have the potential to improve relationships with citizens, businesses and other governments. While other arguments say that the terminology of e-government involves digital interaction between citizens and government, between government and other government agencies, between government and citizens, between government and government officials, between government and business (Jeong, 2007), and it occurs at various levels, from national to local government level.

As an innovation, e-government concepts are widely developed in many countries, for example is in United States. In US, e-government is one of the fastest growing online activities. According to the Pew Internet and American Life Project (2006) more than half of Americans (54%) accessed and used government sites (Tolbert, Mossberger & McNeal, 2008). The data shows that almost 50 states in the United States implement some type of e-government and 80% of local governments manage their own sites. The e-government services used range

from providing information to online transactions with the government. Those services are available on every government website (McNeal, Hale, & Dotterweich, Citizen-Government Interaction and the Internet: Expectations and Accomplishments in Contact, Quality and Trust, 2008)

Meanwhile in Indonesia, the implementation of e-government is one of President Joko Widodo programs called 'Nawacita' which one of its stated, making governments less absent in effective, democratic and trustworthy governance by giving priority to restoring social trust in public institution such as local government. The e-government concepts apply in almost cities and regency in Indonesia, such as Sragen regency with OSS (One Stop Serving) for any kind of citizen license needs, Surabaya city with interactive government website and Bojonegoro that claimed as one of the best e-government in Indonesia implemented e-procurement for transparency information regarding government projects and tender with private corporate as their stakeholders. Basically, the implementation of e-government addresses the various demands of the community, among others, the availability of reliable, effective and accessible public services; facilitate community aspirations in the form of public dialogue and participation in government policy formulation (Edwi, 2008).

The implementation of e-government's divided into several stages. First stage is government's website. The communication process between government and citizens occurs through many channels, one of them is government's website which facilitating information, covering limitations of information dissemination and reducing information gaps. However, e-government implementation in Indonesia faces so many challenges, not only about the infrastructures but also geographic and economics challenge. There are some areas where government's website were developed quite advanced such as Bandung and Surabaya and there are also areas that government's website are still lagging behind. (Kumorotomo, 2009). The survey conducted by Rokhman (2008) on 30 regencies and 6 cities in Central Java, stated that municipal government website are well accessible, but mostly only at the informative stage, which is simply publishing information about the cities profile. Another finding is, only around 40% government website's are interactive enough to communicate with their public.

As part of e-government development, government websites should be used to develop relationships between government and citizens and serve as a two-way communication channel. Thus, at the same time, playing as government's public relations role. Government public relations (GPR) is always on two democratic terms, that is, the responsibility of the government to report on its activities to citizens and the need for support as well as public participation as part of the effectiveness of governance. Lee (2012) stresses that the goal of GPR is to fulfill government responsibility by providing service information for citizens by responding to their needs.

Another issue arises is a matter of trust. With all the potential, government website's has not been fully able to gain citizen's trust in government transparency that affected to citizen participation. When we talked about trust, we talked about government and citizen strong relationship. Based on survey conducted by the Organization for Economic Co-operation and Development (OECD) in 2013, actually Indonesia ranks first in government public confidence. The confidence increased about 28% than before (Purwanto, 2017), but with so many corruption cases nowadays, trust became another challenge in Indonesia government.

Trust is understood as a property of a collective unit (dyadic, group, and an ongoing form of collectivity) rather than as an isolated individual. Hence, as a collective attribute, trust is in a social system as long as the members of the system act accordingly and in the corridor for the sake of future survival formed by the presence of each other and / or the symbolic representation of members (Barber 1983). So it can be said that trust is a means or tool to build and maintain social relationships. That's why this study will focus on local government website are used as public relations functions to serve democratic, participatory and transparency governance as a result of social trust. By using quick observation to local government website, this study tries to identified how's the government website reach social trust among the citizens. Those government website are www.surabaya.go.id, www.palangkaraya.go.id, and www.jayapurakota.go.id

E-Government in Computer Mediated Communication (CMC) Perspective

Computer Mediated Communication is defined as:

Broadly, CMC can cover almost all computer usage including diverse applications such as statistical analysis programs, remote sensing systems, and financial modeling programs, all in accordance with the concept of human communication. (Santoro 1995)

While John December defines CMC is a process of human communication through a computer that involves people, being in a certain context, engaging in the process of shaping the media for various purposes.

Susan Herring, defines CMC in the classical perspective of CMC is the communication that occurs between manusa through the mediation of the computer.

CMCs are usually linked specifically to human interpersonal communication via internet and websites. To better understand the CMC framework, it is necessary to look at the three main concepts of CMC itself, namely:

1. Communication, there are basic principles of communication in CMC, such as:
 - a. First, communication must be understood as a much more dynamic process. The meaning of the message lies not in words, but is much more fluid and context-dependent, shifting constantly from place to place, from person to person, and time to time.
 - b. Second, although communication is often seen as an exchange of information between communicators and communicants, communication is essentially about negotiating messages between people. Individuals have two roles at the same time that as speakers and listeners in turn, therefore communication is called a transaction because there is a change as an interpreter and infleuncer.
 - c. Third, consciously or uncommonly serves different functions and usually more than one function. These three things then form what is called multimodal in communication.
2. Mediated, basically all forms of communication are mediated through our interactions with humans in verbal form non verbal maunpn because communication will never exist in a vacuum. Mediation means to transmit something or act as a medium for something. In the CMC concept, the intermediary was technology as a means to disseminate information and news. CMCs usually limit what is meant by technology for machines designed, built and used for the purposes of information and communication exchange. This is what is commonly referred to as 'Information and Communication Technology (or ICT) and brings us well to the core concept of CMC.
3. Almost everything in life nowadays involves the computers in some way, so that this causes almost everything we do is also mediated by the computer, especially the technology of communication, the internet. (Thurlow, Lengel and Tomic 2004)

E-government adopts a CMC system that is expected to facilitate interactive exchange between government and citizens. Interactive is simply a two-way action where it becomes a form of expression of the communication exchanges over the reconciled message. Ha and James define interactivity as a form of expansion in which communicators and communicants respond to each other, and have a desire to facilitate communication needs (Lievrouw and Livingstone 2006) .CMC 'gives us the means to examine, modify and expand our understanding of social interaction human'.

It was mentioned before that new media technology essentially gave a change to human communication. CMC provides a medium to test, modify and expand the understanding of human interaction. In the CMC tradition, the most basic assumption is the medium is functioning as a two-way communication channel between participants. Meanwhile, according to Pavlik writes that 'interactivity means two-way communication between source and receiver, or, wider multi-way communication between a number of sources and receivers'. In some literatures, two-way communication is characterized by an egalitarian notion of mutual discourse and mutual reciprocity. (Thurlow, Lengel and Tomic; 2004).

The Social Trust, Two Way Communication and Citizen Participation

Trust is a major component of social capital, and social capital is a necessary condition for social integration, economic efficiency, and democratic stability (Fukuyama, 1995). In a broader view, social integration is a dynamic and structured process in which all members participate in dialogue to achieve and maintain peaceful social relationships. Social integration does not mean forced assimilation. Social integration focuses on the need to move towards a safe, stable and fair society by improving the conditions of social disintegration and social fragmentation, fragmentation and social polarization, and by extending and strengthening the conditions of social integration towards peaceful social relations, coexistence, collaboration and cohesion

In other word, trust is an important assumption that allows for a fiduciary relationship in the pursuit of common goals (Lewis & Weigert, 1985). While (Luhman, 1979) defines trust as a reduction in complexity and uncertainty. Some studies of social trust are usually associated with beliefs of government and institutions such as media, judicial systems, etc., where such beliefs have consequences in the course of democratic practice in society. (Welch, Rivera, Yankoski, Lupton, & Giancola, 2001). Eventhough, trust is common considered as a political support, but in reality it also affected in various aspect of the government. Such as, trust is lead into strong and harminous relationship between government and society, though it does not diminish the possibility of problems arising among them.

Social trust is a cognitive process through individual relationships to government institutions and contributes benefits such as information, material resources, social support, flowing through networks connecting actors (Coleman J., 1988), ie government and society through the local government website . Social trust also referred as a mediation of relationships both face-to-face and through other media that's why social trust also provide two way communication.

Initial Result of The Study

Actually, this study is planning to conduct in 1-2 years research to complete and finding the whole reality about social trust and government public relations. That's why this paper provide the initial result of this study according to short observation. Ideally, e-government, in this case is local government website is not only about Information technology usage to transfer information and email. The website supposed to be effective, interactive and facilitate public discussion. The interaction consist of citizens communicating with the government and facilitating citizen involvement using ICT such as local government website.

Though those three local government websites is in interactive categories among others government website in Indonesia, but in fact, those websites is only serve information dissemination instead of using the website to communicate in two way model. Other results shows that, too many application in the website that actually not utilized by the citizen or the government itself. The government tend to treat the citizen as a customer that's why only information nad there is no feed back or interaction rather the partner, that's why the participation or the citizen engagement is on low level.

Website as a mean of government communication is considered to have potential in building and maintains relations between citizens and governments.. In addition to having the accessibility and capacity to provide information, e-government is also considered to make governments more transparent and efficient (Ho, 2002),

e-government also makes governments more responsive to public opinion and needs through faster and more convenient communication options for users (Thomas & Streib, 2003). The most important is, e-government in this case local government website has the potential to create more democratic participation, on other than, that through the website actually opens more opportunities for public participation in government, thus encouraging democracy practice.

Discussion and Conclusion

Since this research is conducting for 1-2 years forward, the initial result was founded as a preliminary observation, stated that local government was using the website as information dissemination. From those two local government website of Palangkaraya and Jayapura, informative dissemination message strategy was the most frequently showed up on the observation. The two-way model communication only appeared on Surabaya's website on the early level. The using of a website at the local government level offer promise of increasing citizen engagement and allowing them to evaluate, commenting, even participating in government policymaking. The local government should see the opportunity through the website as social capital to lead the transparency in reaching good governance.

The use of the Internet by governments to communicate with citizens is certainly not new; often referred to as "e-government," these initiatives include all online communications and activities by governments (Dixon, 2010). The government website is a part of the e-government system is well suited to communicate the government program to their citizen and having direct interaction in order to gain social trust which will be affected to citizen's participation. Thus, the local government website not solely as a government program, but it can run as a public relations instrument that can perform two-way communication function as proposed by Grunig, which has a goal to embraces negotiation between the organization and its publics, and one that also fosters mutual understanding (Grunig, 1992). It is important for both government and citizen to communicate their ideas and behavior to make a two-way symmetrical model more reliable to implement on the local government website. That is the reason why in the digital era, the government must understand how the platform work and utilize the website as an instrument of Government Public Relations practice.

Still, there are so many weakness and lack in this study. It takes a long time to collect the documents from those three websites, that's why this research will conduct more than 1 year. In the future, in addition, analyzing how the local government website can initiate social trust as a part of government public relations, an in-depth interview will conduct is another data collection. This research will interview a government officer or the authorized one who responded to provide and manage the local government website. Thus the problems can be seen as answer holistically.

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RELATIONSHIP BETWEEN KNOWLEDGE AND EXPERIENCE OF WORKING JOURNALISTS

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Abstract: In this research paper the relationship between the knowledge and experience of working journalists has been identified in Faisalabad (The third most populated city of Pakistan). Purposive sampling technique was used to access the Journalist of various news channels and news papers of this region. The salary, number of news items being produced in a day, terms of employment, kind of beat assigned to the journalist, addition of their own views, perception about utility of experience or knowledge in their routine work were analyzed. Data was collected by using questionnaire and a knowledge evaluating tests in order to make a comparison between their working and acquaintance. General findings of the study were that any lacking in one field directly pulled back the performance in other one.

Keywords: working journalists, journalists beat, working experience

Introduction

The study has been conducted in Faisalabad which is the third most populated city of Pakistan. Faisalabad is the third biggest city in Pakistan with an expected 2006 populace of 2.6 million (city legitimate). The whole locale had a populace of around 5.4 million in 1998. Faisalabad city-area some time ago contained six sub-divisions; Faisalabad City, Faisalabad Sadr, Chak Jhumra, Jaranwala, Samundri, and Tandlianwala. In 2005, Faisalabad was rearranged as a City-Locale made out of eight self-governing towns, yet there are likewise a few informal neighborhoods frequently considered as towns. (YumYum)

As there were fewer channels the people in Faisalabad used to watch the one and only channel that was Pakistan television (PTV) to get themselves updated from their surrounding and the society.

Pakistan entered the TV broadcasting age in 1964, with a pilot TV channel set up at Lahore. This is the scene from which Pakistan's first transmission was broadcast in dark and white on the memorable date: 26th November, 1964.

The Rawalpindi Center was included 1967 and Peshawar and Quetta Focuses included 1974. The National Telecaster has thrived from that point forward, and today has PTV-Focuses in Islamabad, Lahore, Karachi, Peshawar, Quetta, Muzafarabad, AJK and Multan while the PTV Home office is additionally situated in Islamabad, the Government Capital.

At the point when PTV appeared in 1964, there was a staff of 30 workers, which has now ascended to more than 6000 people at all Units of the Organization. The representatives of PTV are partitioned into 09 groups and each group has a different pay scale. (Pakistan Television Co-Operation)

Journalism was new to everyone when it came in early ages and there were very few people in this field as it was not so popular. The occupation of the journalists was considered as a low quality work because masses lack experience and knowledge. It was not known how to present in front of the public similarly the audience were also unaware to express their thoughts and wishes that what were their actual desires to watch on media due to this journalists felt it arduous to work on screens. Print media was famous that time and it had more impact on people because it was cheap and easily access able. There was no trend of electronic media as it is on its peak in

present era. Due to the lack of knowledge and experience it seemed difficult for the working journalists to make fair decisions as the media studies were very rare and very less number of institutions offered professional studies in media.

There was no proper coverage to the important events and none of the issues were highlighted seriously as there were very less channels therefore, it was very tough to grip on uncertain situations. On the base of less experience and knowledge, journalists used to deliver news and write a very few columns only. The journalism was known as so-called career that time and the would be novelists were supposed to write for the newspapers and magazines for their earning process.

In the early and present era, relationship of knowledge and experience for the working journalists have a very strong bonding, both are incomplete without each other's chemistry. If a journalist lack knowledge, he has no grip on the information and he is unable to make proper sentences and if he lacks experience, he is unable to present his knowledge in front of others so without both of these elements, a working journalist is inappropriate for the professional field and hence, he is not assumed to be called a journalist.

Press flexibility has never been steady in Pakistan. Distinctive administrations utilized lawful and protected intends to control the press from open level headed discussion and feedback. In it sixty years of history, Pakistan has been managed by military more than the regular citizen. Press in Pakistan for the most part confronts dangers, savagery, financial weight, and so forth. The nation's law on lewdness has been utilized against columnists. Poor education, urban introduction of the press, and the high cost of daily papers are impeding variables for the a work in progress of print media in Pakistan . Close to these blockades, one can now effortlessly see a move from the brought together communicating to an open rivalry communicate framework in Pakistan , empowering the gathering of people to appreciate more energy of particular presentation. (Siraj)

The Pakistani media is an eager individual from the new warrior family of the 21st century and regardless of having a place with war-torn nation, is assuming dynamic part with regards to the requests of the present day times. Via airing dissimilar perspectives and taking part in cross addressing on noteworthy national and social issues the media reflects and illuminates general sentiment and basically shares the errand of the parliament. Investigative revealing and live talks can undermine the spell of numerous a performers.

This has encouraged community to the until now concealed workings of the political and bureaucratic set-up while at the same time highlighting the shameful acts endured by the regular man accordingly of the shady practices of the first class.

After a critical part of media in reestablishing the legal emergency, media has a remarkable capacity to go about as an impetus in common society endeavors to fortify popularity based commonwealth.

The principal fixing making vote based system conceivable is the stream of data. The media (plural of medium)electronic, print, digital and web guarantees this stream of data. In the event that confined, edited or obstructed in any capacity the general population will stay unmindful, oblivious of occasions, uninformed of their rights, their obligation to the Express, their requirements and the part that they can play for the advancement of the general public they live in and the nation overall.

Macaulay called the Press as Fourth Home of the legislature, yet the coming of innovation the media has increased new measurement, incredible quality and sharp changing the present age into data blast.

The media assumes a critical part in transmitting the cases of social, monetary and political developments to the chiefs and people in general. A free press and electronic media is a fundamental quality today of a popularity based country on the grounds that exclusive these wellsprings of data can keep data streaming unreservedly as well as help keep up a consistent exchange between the approach producers and the masses. (Media in Pakistan , 2007)

Journalists, similar to researchers, figure information by sewing realities to settings. They require logical and basic and also story aptitudes and substantive information. The naturally half and half nature of news coverage—its reliance on both solid abilities and more extensive scholarly learning—can't be settled in theory; subject information and viable aptitudes will dependably mutually influence the nature of announcing, similarly as they together influence the nature of instructing.

What, then, can writers realize in a scholastic setting, and when and by what method ought to such review join with or respect the real routine with regards to news-casting? The primary question is the simpler one: Journalists ought to study whatever conveys profundity and modernity to their work; without making one wonder, that could be nearly anything. A few types of news coverage require generalists, others request ability; specialization or skill is the thing that college grounds best give at the graduate level, similarly as they give general expansiveness to students. Columbia's lord of expressions program means to do that through its four ranges of focus, yet why restrain it to those? Why not offer, for instance, a news-casting track with a fixation in Arabic and Center Eastern reviews, or ecological science, or general wellbeing—or something else of journalistic significance?

Journalists everywhere throughout the world face various types of issue and circumstances. Since at times they are highlighting issues that influence persuasive individuals picture. That is the reason they are debilitated and confront stubbornness. In this circumstance an extremely solid system and spunk is required. Understudies who are examining news coverage are somewhat startled of this calling. What's more, some abstain from joining this calling on account of its picture and a few cases in which writers are slaughtered by the adversaries. Grapples, news casters, climate forecasters, host of various diverts have taken degrees in news coverage yet they are not under red line. Correspondents and investigative columnists are for the most part the sufferer.

Journalists ought to must be mindful in passing on data to maintain a strategic distance from any terrible results. Infrequently they are additionally in rush to break the news without getting its legitimacy. Along these lines individuals quit putting stock in them. So dependably be patient and exchange it to others after affirmation. Columnists carry on with an elevated expectation life and they have joins with numerous critical and partnered individuals. Rich individuals are the ones who need to stay in contact with them. Some offer pay off to shroud their exercises. Be that as it may, I think a man of solid character dependably keep away from such offers and knows his/her rights and commitment. This calling is so respectable in light of the fact that they uncover terrible acts and make individuals mindful about what is happening around them. So dependably indicate both sides of the photo. So the country can choose well. Columnist and correspondents ought to abstain from being one-sided and distortions to keep up accept among the country. (Jabeen, 2015)

Objectives

The objective of this study is to know that is knowledge or experience more important for working journalists. After this study, one can get a clear idea that which thing is more important and the factor of confusion regarding this phenomenon would be eliminated moreover, a clear image of the concept would be created after the completion of this article.

Research questions

- Are future writers being chosen on the base of information or experience?
- Does your boss enable your own particular convictions and considerations to impact your revealing?
- Do you feel that male and female columnists are dealt with similarly as far as pay?

Literature Review

The knowledge is defined as the facts, information, **and skills acquired through experience** or education i.e. the theoretical **or practical** understanding of a subject where as Experience is defined as the knowledge or skill acquired by a period of practical experience of something, especially that gained in a particular profession. (Leif, 2014)

The working journalist performs different types of tasks, they work in different kinds of beats and areas in which they find and present various kinds of information. They perform different roles where needed and are also prepared to work as a reporter, anchor, sub-editor and photojournalists etc and each journalist have different experiences from one another which they have acquired from their lives and working careers as they visit places for the sake of information and due to this every working journalist thinks according to his own point of view and try to present the situation and solve an issue on the base of knowledge and experience he has gathered (Estate, 2008).

As there are different fields of media like electronic, print, social etc and for this purpose there are specific persons working professionally i.e. journalists and reporters. If a journalist covers TV programs and come live on the television every day in other words he is a journalist for electronic media then he won't be able to write as perfect as a journalist of print media so in this sense, gap occurs in the experiences therefore the one who works in electronic media can't compete with the other professional in the print media on the base of gaps in knowledge and experience in both the fields as both differs from each other and they will also definitely lack proper training and various professional practice of journalism programmes, (Dickson, 2000). Journalism is based on creativity of mind that how you tackle a situation and make its worth for talking on it and generating new ideas in order to cover a certain topic and highlight it among the society so in building innovative ideas to handle an issue and to discuss it in front of the whole world, knowledge alone is not useful because it doesn't helps in making connections between what we know. (Cooper, 2014). When Journalism was new. The journalists didn't have much knowledge and in the late nineteenth century, it was slowly being developed and its scope was not much because the people working in it didn't have much knowledge and experience regarding it, even they were not able to cover the events properly as they lack the most important things i.e. knowledge and experience the situation in all types of media was fetal there were no professionals to work in the field and journalism was only thought as a so-called field to work in. (Young, 2012)

In the present era a journalist is useless if he doesn't have grip on knowledge and experience as the knowledge is the base and experience is the key to make it reach the heights. Even in the academic career a journalist is chosen on the basis of both these things even if a person has passed with highest scores but if he doesn't know to express his knowledge then he is not capable for coming in the professional field. There are certain skills on the base of which, a working journalist could be called an experienced and knowledgeable journalist, these skills are very important for the people working in this field and even for the students of Journalism to be selected in the field in future, these skills include reporting and covering a beat, interviewing personalities and gathering sources for the collection of data and must have knowledge about ethics and media laws. (The Changing Newsroom , 2009). Accurate decision making is very important in every field and in the field of journalism, it's really important to make decisions in order to make reports and on airing them according to the ethics and laws on media on the base of experience that journalists get from their work, they are able to make more fair decisions in different uncertain situations.

At the time when Journalism was new, reporting was thought everything in this field and the stories were constructed on the base of documents and other evidences but now in the present era, experience matters a lot and the stories are made on the base of observation and both by using knowledge and experience and most importantly spending time with the subject on which the journalist is going to report and all the facts are analyzed on the base on knowledge and experience. (Adam)

Knowledge along with experience is very important because the practical skills are very compulsory for performing better in the field if one would have better experience for working in the field, he would have better

reporting skills too. Knowledge and experience, both when combined together affects the quality of reporting as well as the field work. (Scheuer, 2007).

Methodology

Different news channels were surveyed, and questionnaires were delivered to the working journalists in Abb Takk, Neo and different channels and the sample of 50 working journalists was taken and indepth interviews were conducted regarding this study and the sampling technique used was Available sampling/convenience sampling and purposive sampling. The working journalists filled the questionnaires and the collected data was entered in to the software named SPSS after that to analyze the data frequencies tables of gender, age and education were made and co-relation was applied on different questions to get reliable and satisfied results.

Analysis and discussion

This chapter puts forth the analysis of the data collected and discusses the outcome.

Frequency tables of Gender, Age and Education.

Table 1 Frequency and percentage of gender wise data

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	8	16.0	16.0	16.0
Valid Male	42	84.0	84.0	100.0
Total	50	100.0	100.0	

This table 1 shows that out of total of 50 journalists, eight were females and 42 males

Table 2: Frequency and percentage of age group

	Frequency	Percent	Valid Percent	Cumulative Percent
18 to 24	26	52.0	52.0	52.0
Valid 25 to 34	19	38.0	38.0	90.0
35 to 44	5	10.0	10.0	100.0
Total	50	100.0	100.0	

Table 2 shows that from the sample of 50 working Journalists from different news channels, there were 26 persons in the age group of 18 to 24, in the age group of 25 to 34 there were 19 persons and only 5 persons were there in the age group of 35 to 44.

Table 3: *Frequency and percentage of Education level of the respondents*

	Frequency	Percent	Valid Percent	Cumulative Percent
Matric	1	2.0	2.0	2.0
FA/FSc	3	6.0	6.0	8.0
Valid BA/BSc	34	68.0	68.0	76.0
MA/MSc	12	24.0	24.0	100.0
Total	50	100.0	100.0	

Table 3 shows that in the sample of 50 working journalists, there was only one person whose education was Matric, 3 persons who did intermediate and 34 persons were there whose education was Graduation and there were only 12 persons who did masters in different fields of study mentioned in the questionnaires.

Table 4: *Frequency and percentage of equal treatment of female and male journalists in terms of salary*

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	15	30.0	30.0	30.0
No	21	42.0	42.0	72.0
Valid Don't know	13	26.0	26.0	98.0
Refuse to answer	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Table 4 shows that 15 individuals answered this question as Yes, 21 individuals disagreed with it, 13 people don't know about it and only 1 person refused to answer it among the total number of 50 individuals.

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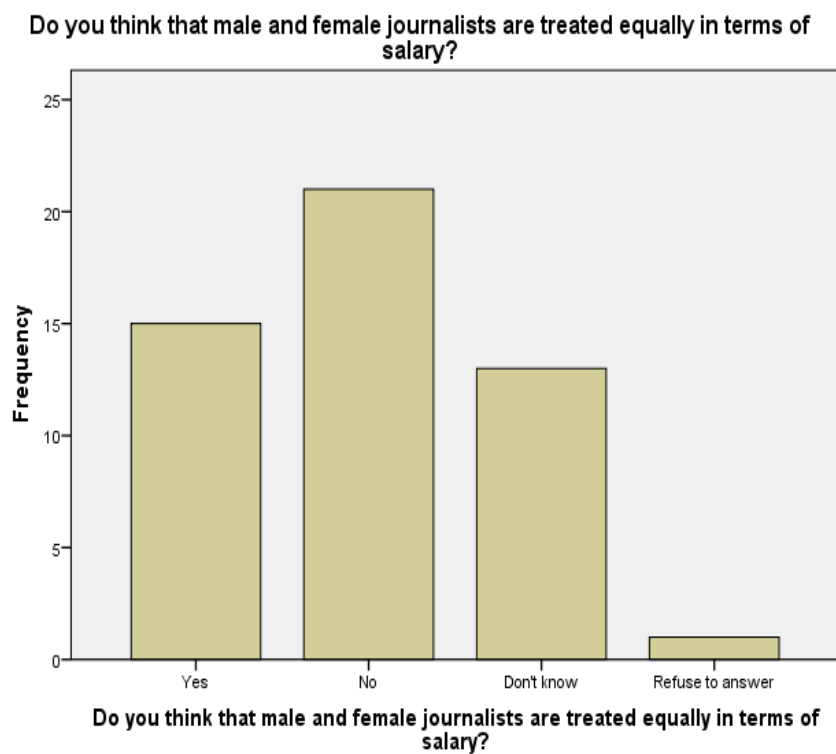


Table 4 shows that 15 individuals answered this question as Yes, 21 individuals disagreed with it, 13 people don't know about it and only 1 person refused to answer it among the total number of 50 individuals.

Table 5: Frequency and percentage of the following of ethics and laws by the journalists

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	8	16.0	16.0	16.0
No	14	28.0	28.0	44.0
Valid Some what	27	54.0	54.0	98.0
Refuse to answer	1	2.0	2.0	100.0
Total	50	100.0	100.0	

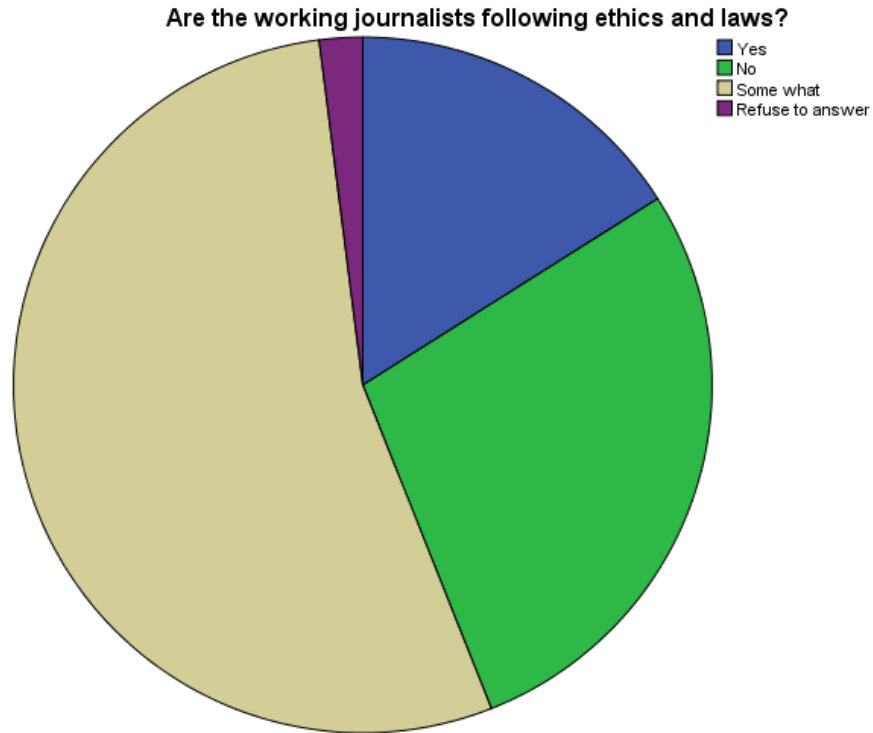


Table 5 shows that 8 individuals agreed with the statement, 14 answered No, 27 individuals answered Some What and 1 person refused to answer that working journalists follow ethics and laws among a total number of 50 working Journalists.

Table 6: Frequency and percentage of the selection of future journalists on the base of knowledge or experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Knowledge	4	8.0	8.0	8.0
	Experience	9	18.0	18.0	26.0
	Both	36	72.0	72.0	98.0
	Both not	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Table 6 shows that 4 of the individuals answered Knowledge, 9 answered experience, 36 individuals answered Both and only a single person answered Both not of the question that on what basis future Journalists are being selected from a total number of 50 working Journalists.

After applying co-relation on these two questions, the value comes -0.071. The value is Negative hence, it slightly co-relate in the Negative sense.

The value 0.219 comes after applying co-relation on these two questions, the value is Positive. Hence, it tells that there is moderate co-relation between these two statements in Positive Sense.

Correlations

		Since how long you (working journalists) have been working?	Does your (working journalists) employer allow your own beliefs and thoughts to influence your reporting?
Since how long you (working journalists) have been working?	Pearson Correlation	1	.219
	Sig. (1-tailed)		.063
	N	50	50
Does your employer allow your (working journalists) own beliefs and thoughts to influence your reporting?	Pearson Correlation	.219	1
	Sig. (1-tailed)	.063	
	N	50	50

Correlations

		What are the terms of your employment?	Does your employer allow your own beliefs and thoughts to influence your reporting?
What are the terms of your employment?	Pearson Correlation	1	-.071
	Sig. (1-tailed)		.312
	N	50	50
Does your employer allow your own beliefs and thoughts influence your reporting?	Pearson Correlation	-.071	1
	Sig. (1-tailed)	.312	
	N	50	50

Conclusion

After the collection of data for the article on which the study was made tell the views of the working journalists from different channels the sample taken was of 50 individual working journalists who age their point of view about this topic i.e. Relation between the knowledge and experience of working journalists. Most of them gave their final answer that both the knowledge and experience matter in the field of journalism and they were quiet satisfied with their given answers. The frequency tables of Age, Gender, Education and some questions were made while on other pair of questions, correlation was applied and in some, bar charts and pie charts were made too, to represent the question's results like the frequency table of the question that the "future journalists are selected on the base of knowledge or experience", tells that 36 individuals answered it that journalists are selected on the base of knowledge and experience, this answer could be considered as reliable because the majority goes with it similarly, in the question. "Do you think that male and female journalists are treated

equally in terms of salary” 21 individuals disagreed with it only 15 of them agreed with it, it tells that the individuals were unable to be satisfied with their salary as compared to females. While applying the correlation on a pair of question, these questions were “Since how long you (working journalists) have been working? And How many news items do you (working journalists) produce/process in a day?” these two questions highly correlation with each other that the working period do effect the news items of a working journalist that he produce in a day as the value of correlation comes 0.618 which describe itself clearly. Therefore, the overall result comes that the relationship between the knowledge and experience of working journalists is quite strong and in future, both of these things are being followed for the selection of a working journalist.

Limitations

The data regarding this research cannot be generalized as it is only limited to the Urdu News papers and the Urdu TV channels as it was told before that 50 working journalists were taken from different channels and newspapers of Faisalabad.

Suggestions

It is suggested about the study that more research could be done on national and international media.

English and regional press should be included in the study and the study could be more vast including the more number working journalists from different news and tv channels all around the globe.

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Questionnaire

Name: _____ Gender: _____ Age: _____ Degree: _____

1. What is the title of your job?

- a) TV Reporter b) Journalist c) Newscaster d) Other

2. What are the terms of your employment?

- a) Full-Time employee b) Part-Time employee c) Freelancer d) Other

3. What kind of beat you work on?

- a) Political b) Crime c) Education d) Other

4. Since how long you have been working?

- a) 3-6 months b) 7-8 months c) 1-5 years d) more than 5 years

5. How many news items do you produce/process in a day?

- a) 2 packages b) 3 packages c) 5 packages d) more than 5 packages

6. Which sources you use to collect data for news?

- a) Search Engines b) News Channels c) Social Media d) Other

7. What is the role of the journalist?

- a) To be an absolutely detached observer b) To act as watchdog of the Government
c) To set political agenda d) To aware of ongoing situation

8. Does your employer allow your own beliefs and thoughts to influence your reporting?

- a) Yes, he does b) No, he doesn't c) To some extent d) Refuse to answer

9. Do you stay away from the information that can't be verified?

- a) Yes, I always do so b) I sometimes do so
c) No, I don't d) I use information as it is

10. Do you think that male and female journalists are treated equally in terms of salary?

- a) Yes b) No c) Don't know d) Refuse to answer

11. Is experience or knowledge more important for working journalists?

- a) Experience b) Knowledge c) Both d) Both not

12. Are the working journalists following ethics and laws?

- a) Yes b) No c) Somewhat d) Refuse to answer

13. Are the journalists being respected in society in present era?

- a) Yes b) No c) Somewhat d) Refuse to answer

14. Are the important issues being given proper coverage?

- a) Yes b) No c) Somewhat d) Refuse to answer

15. Future Journalists are being selected on the base of knowledge or experience?

- a) Knowledge b) Experience c) Both d) Both not

POWER OF MEDIA, PUBLIC DIPLOMACY AND FOREIGN POLICY IN THE 21st CENTURY

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Abstract: Public diplomacy is used as an effort to engage and persuade foreign publics, an important factor in a foreign policy to improve the image and position of one country. The objectives of one country's foreign policy can be obtained by dealing directly with the people of foreign countries. Today, in the information age, under the power of the media of causing an effect in indirect or intangible ways, new public diplomacy is implemented as a modern instrument and techniques of communication, a shift in diplomatic practices to engage with foreign publics and move away from one-way information flows toward dialogue and engagement. Therefore, a new media landscape challenge traditional foreign ministry "gatekeeper" structures, foreign ministry of foreign affairs can no longer being a dominant factor in communicating foreign policy. It requires a new away practice to being carried out with new media, new technologies to elucidate foreign policy to a range of non-governmental international actors, evaluate the influence of these communicative efforts. The paper will clarify the old and new theoretical framework of public diplomacy, the role and power of public diplomacy in foreign policy, the power of the media in the 21st century which influence the new public diplomacy practices of one country in general and the United States government in specific, covering national policy, current affairs, current activities. From these analyses, the paper will be concluded the new way for Vietnam Ministry of Foreign Affairs to implement its public diplomacy in the new era of media age.

Old and New Public Diplomacy

Definition of public diplomacy has appeared in 1960s, which is a new definition of the modern international relations; however, its activities have been implemented for a long time. When the Ancient Rome invited sons of its neighbor kings to study at Rome, this was considered as primitive activity of public diplomacy, culture exchange in modern age. The other example is the building of the Royal Library of Alexandria or Ancient Library of Alexandria in Egypt, one of the largest and the most significant libraries of the ancient world, part of a larger research institution called Museum of Alexandria where many of the most famous thinkers of the ancient world studied, which could be seen as the model for British Council or Confucius Institute at present. The term "public diplomacy" has varied over the years, having been around the mid- nineteenth century and its usage initially peaked after the World War I as a liberal criticism of secretive diplomacy. It re-emerged in the 1960s as a means of interpreting Cold War propaganda and was associated during the 1980s with Reagan propaganda's activities in Latin America. The old public diplomacy in the twentieth century was considered as "a state- based instrument used by foreign ministries and other government agencies to engage and persuade foreign publics for the purpose of influencing their governments"¹. This referred to propaganda or a kind of diplomatic advertising, which described as a one- way flow of information in which PD actors control the message by making instrumentalist use of media channels and ensuring limited interaction between communicators and "recipient", focusing on specific short-term objectives.

¹ Gregory, Bruce (2011), "American Public Diplomacy: Enduring Characteristics, Elusive Transformation", The Hague Journal of Diplomacy, vol.6 (2011), pp. 351-372, (page 353).

Edmund Gullion, former US Ambassador and Dean of the Edward R. Murrow Center of Public Diplomacy at the Fletcher School of Law and Diplomacy, Tufts University first established the modern usage of this term in 1964. Based on his definition, Public Diplomacy is a form of influencing over public opinion that would in turn have an effect on the conduct of diplomacy, and “deals with the influence of public attitudes on the formation and execution of foreign policies”². In his explanation for the communicative aspects of the public diplomacy influencing method, public diplomacy relates to the role of the press and other media in international affairs, cultivation by governments of public opinion, the non-governmental interaction of private group and interests in one country with those of another, and the impact of these transnational processes on the formulation of policy and the conduct of foreign affairs”³. Therefore, it can be seen the role of communication technology in carrying information of the new public diplomacy. The information age has been democratizing communication by providing freedom of access to information, the ability to voice opinions and the opportunity to enter debate. No foreign policy could be successful without a sustained, coordinated capability to understand, inform and influence people and private organizations, as well as governments⁴. The goals of Public Diplomacy are to understand, inform and influence and the changes in communication technology had affected how PD actors can reach target publics, the number of actors with an active stake in foreign affairs, and public expectations of how governments should related to them. Comparisons between old and new PD are paralleled with differences between old and new media. The new technologies challenges the process of understanding, informing and influencing, which is the way PD actors engaged with their publics. International researchers stated that public diplomacy would include activities in the fields of information, education, culture to influence the other foreign governments through their citizens. In his book “The New Public Diplomacy: Soft-power in International Relations”, Jan Mellisen defined a new public diplomacy as “a shift in diplomatic practices motivated by new actors; engagement with increasingly “interconnected foreign publics”; moving away from one-way information flow towards dialogue and engagement”.⁵ He also mentioned that US post- 9/11 public diplomacy has been considered as the solution for global challenges such as terrorists, Iraq war... while the other traditional diplomatic methods could not deal with conflicts in international relations.

Public Diplomacy in the Information Age

In terms of Strategic Overview:

New information technologies have accelerated and expanded the global inter- relations among countries, corporations, organizations, people and individual citizens.

In such an interdependent world, national governments have realized the importance of the Internet and other new media tools in promoting their public diplomacy efforts. Connectivity and interactivity have become the defining characteristics of the new media, as well as the defining communication activity of their users.

² Waller, J. Michael (ed.) (2007), *The Public Diplomacy Reader*. Washington, DC: The Institute of World Politics Press. (page 23).

³ Waller, J. Michael (ed.) (2007), *The Public Diplomacy Reader*. Washington, DC: The Institute of World Politics Press. (page 24).

⁴ Peterson, Peter G., Sied. Jenifer, Bloomgarden, Kathy (2002), *Public Diplomacy: A Strategy for Reform: Report of an Independent Task Force on Public Diplomacy Sponsored by the Council on Foreign Relations*. Washington DC. Council on Foreign Relations (page 5).

⁵Mellisen, Jan (ed.) (2005), *The New Public Diplomacy: Soft Power in International Relations*, Basingstoke, UK: Palgrave Macmillan.

Social media has transformed from the Web as passive information communication to a dynamic platform for the exchange of real experience, since self-expression, participation, dialogue as well as creation and maintenance of relationships within virtual communities becomes possible.

Main characteristics	Old Public Diplomacy	New Public Diplomacy
1. Identity of Key Actor	State	State & non- state
2. Key Objective, Background & Context	<p>Linked to foreign policy & national security</p> <p>Outgrowth of political advocacy & propaganda theory</p> <p>Crisis- driven and reactive</p>	<p>Longer- term in reference to behavioral change</p> <p>Based on relationship, systems & network consideration</p> <p>Outgrowth of corporate branding & network theory</p> <p>Linking Branding with Social Media</p>
3. Nature of Transaction	<p>Official, Quasi- Official and Unofficial</p> <p>Top down: actor to foreign peoples</p> <p>Targeted messaging</p>	<p>Mainly Unofficial/ Non-governmental (NGOs, private citizens, practitioners)</p> <p>Horizontal, facilitated by actor: Relationship-branding</p>
4. Government & Public Involvement	<p>Government to publics (G2P)</p> <p>Passive public role</p>	<p>Publics to Publics (P2P) transmission</p> <p>Active & participatory public</p>
5. Communication Flow	<p>One- way informational; two-way asymmetric</p> <p>Unequal partners in information and/or communication</p>	<p>Dialogue- based</p> <p>Exchange orientation- --two-way symmetric communication</p>
6. Technological Environment	<p>Short-wave radio, print newspapers, land-line telephones</p> <p>Necessary evil as technology and new media democratized international relations</p>	<p>Satellite, Internet, real-time news</p> <p>Mobile telephones</p>
7. Media Environment	<p>Clear line between domestic & international news sphere</p>	<p>Blurring of domestic & international news sphere</p>
8. Terminology	<p>“International image” “Prestige”</p>	<p>“Soft power”, “National brand”</p>

In this new environment, public diplomacy activities become more personalized. Social networking, blogging, micro-blogging and other new media tools have given individual citizens the opportunity to communicate with agents of public diplomacy, who are perceived as being “some-one like me” rather than impersonal nation-state. Furthermore, old public diplomacy described as one-way communication has been replaced by sharing information, experience and interaction.

Less relevance to the Competitive Cold War Model

Promoting positive images of one’s country is not new, but the conditions for implementing soft power have transformed dramatically in recent years. Nearly half the countries in the world are now democracies. The competitive cold war model becomes less relevant as a guide for public diplomacy.

While it is necessary to provide accurate information to people in countries where the government controls information, there is a new demand to garner favorable public opinion in countries where parliaments can influence decision-making.

Moreover, shaping public opinion will become more important where authoritarian governments have been replaced. Public support would not so important when the United States successfully sought the use of bases in authoritarian countries, but it became crucial under the new democratic conditions in Mexico and Turkey. Even when foreign leaders are friendly, their freedom to act may be limited if their publics have a negative image of the United States. Then Diplomacy aimed at public opinion would become important outcomes as the traditional classified diplomatic communications among leaders.

The Paradox of Plenty (of Information)

Nowadays, information is power, and most of the world's population has access to that power. It has been ages when "small teams of foreign service officers drove Jeeps to the hinterlands of remote regions of the worlds to show reel – to- reel movies to isolated and passive audiences. Technological advances leads to a considerable reduction in the cost of processing and transmitting information. The result is that an explosion of information and produced a "paradox of plenty". Plenty of information would lead to scarcity of attention. When people are overwhelmed with the volume of information, they find it difficult to know what has to be focused on. Therefore, attention rather than information has become the scarce resource, and those who can differentiate valuable information from background clutter gain power. Editors, specialists and cue- givers become more in demand, and this is a source of power for those who can tell people where to focus our attention.

Credibility

Among editors and cue-givers, credibility is the important resource and more crucial than in the past, the political struggles would occur over the creation and destruction of credibility. Governments will compete for credibility not only with other governments but also with a broad range of actors including news media, corporations, NGOs, intergovernmental organizations, and networks of scientific communities. Politics has become a competition of competitive credibility.

Under the new conditions of the information age, the soft power may prove more effective. A weak credibility and the public diplomacy will not translate culture resources into the soft power of attraction. The effectiveness of public diplomacy is measured by minds changed (as shown public polls), not dollars spent or slick production packages.

The professional production values of the new American satellite television station Alhurra did not make it competitive in the Middle East, where it was widely regarded as an instrument of government propaganda. The effectiveness of public diplomacy is measured by minds changed (as shown in interviews or polls), not dollars spend. For example, the professional production values of the new American satellite television station Alhurra could not make it competitive in the Middle East, where it was widely considered as an instrument of government propaganda. The effectiveness of public diplomacy is measured by minds changed (as shown in interviews or polls), not dollar spent.

The rise of soft power in international relations

The Word War I saw the appearance of professional image cultivation across national borders, and it was inevitable after the war that the emerging academic study of international politics would wake up to the importance of "soft power, which introduced by Joseph S. Nye, "hard power" and "soft power" are inextricably linked. Today, soft- power, which is the postmodern variant of power over opinion, becomes increasingly important in the global information age. Political specialists in many countries have been become gripped by the notion of soft power and the Ministries of foreign affairs wonder how to implement it most effectively. As Nye mentioned, countries that are likely to be more attractive in post modern international relations are those that could frame issues, whose culture and ideas are closer to prevailing international norms, and whose credibility abroad is reinforced by their values and policies (Nye, 2004). And public diplomacy is one of the factors of soft

power, which is “based on intangible or indirect influences such as culture, values and ideology” (Nye, 1990). Joseph Nye defines power, as “the ability to influence the behavior of others to get the outcomes one wants” and mentioned three ways to do that: 1) coerce with threats; 2) induce behavioral change with payments; or 3) attract and co-opt. Soft power is getting others to appreciate you to the extent that they change their behavior to your liking. Sources of soft power would be based on culture, political values and foreign policy. What gives any country a soft power advantage is measure by three dimensions:

- When culture ad ideas match prevailing global norms
- When a nation has greater access to multiple communication channels that can influence how issues are framed in global news media.
- When a country’s credibility is enhanced by domestic and international behavior.

Nye emphasized public diplomacy being a tool to convey the message and mobilize sources to create soft power. Therefore, public diplomacy plays an important role to implement foreign policy to realize the soft power of country. It could be understand that “public diplomacy is the country’s attempts to implement foreign policy and pursued the national interests through directly dealing and engaging with the people of foreign countries and non-state actors”.

Public diplomacy is one of soft power’s key instruments, and this was recognized in diplomatic practice long before the contemporary debate on public diplomacy. The United States, the former Soviet Union and Europe’s three major powers invested particularly heavily in their “communications with the world” during the Cold War. Although conventional diplomatic activity and public diplomacy were mostly pursued on parallel tracks, it became increasingly hard to see how the former could be effective without giving sufficient attention to the latter. It fact, as early as 1917-18, Wilson and Lenin had already challenged one another at the soft power level, long before their countries turned into global superpowers and started colliding in the military and economic fields. The batter of values and ideas that dominated international relations in the second half of the twentieth century evolved into competition in the sphere of hard power, and not vice versa. The world diplomatic community woke up late to the fundamental challenges of communication with foreign publics rather than habitual international dialogue with foreign officials. Diplomatic culture is after all fundamental peer- oriented, and the dominant realist paradigm in diplomatic circles was by- product of a long history of viewing international relations in terms of economic and military power. The question today of how foreign ministries can instrumentalize soft power is testing their diplomats’ flexibility to the full. As Robert Cooper said that success in diplomacy “means openness and transnational cooperation”⁶, such openness and multi- level cooperation call for the active pursuit of more collaborative diplomatic relations with various types of actors. Public diplomacy is an dispensable ingredient for such a collaborative model of diplomacy”.⁷

“ If you look at expenditures in the American budget, we spent about 17 times as much on military hard power as we do on all our foreign representation, the State Department budget, foreign aid as well as the Voice of America and all the exchange programs lumped together. There is something wrong with that picture” (Nye, 2004).

Similar Experience in UK: With the Ministry of Defence receiving 18 times the amount of the Foreign Common Wealth Office (FCO) (24.2 billion pounds compared to 1.3 billion pounds), the investment in public diplomacy is dwarfed by the returns that come from successful work- and the cost of failure. For example, the

⁶ Robert Cooper, the Breaking Nations: Order and Chaos in the Twenty- first century (London: Atlantic Books, 2003), p.76.

⁷ Shaun Riordan, The New Diplomacy (London: Polity, 2003), chapter 9.

200,000 foreign students that the British Council works to attract every year earn 5 billion pounds for British higher education. Equally, the disastrous images that came out of Foot and Mouth have already cost an estimated 2 billion pounds in lost tourist revenue.

Diplomatic institutions need to move beyond cosmetics of locking on a few units and recruiting some extra staff from NGOs. Instead, what is needed is a fundamental re-balancing of the diplomatic offer and a larger investment in it. Foreign services must transform themselves from being reporters and lobbyists on reactive issues to shapers of public debates around the world.

Media Power to Foreign Policy

The classic four functions of the media are: *first*, surveillance of the environment, which concerns the media collecting and distributing information; *second*, correlation of the parts of society to respond the environment; *third*, the transmission of the social heritage from one generation to the next, referring to the mass media being able to communicate different values, social norms across different groups and throughout long periods of time (Lasswell, 197: 85); entertainment and mobilization (Mc Quail, 1994).

In providing the foreign- policy environment, there of these roles are relevant: the informative, the correlative, mobilizing functions. In performing these functions, the mass media incorporate and integrate the national society as part of the internal environment.

Reporters would inform the public of international, foreign and security events; journalists provide background, interpretation and commentary on the information. In its third role, the media provide support to the established authority and its norms, especially during crisis or a peace process. Then the press performs its mobilizing role, which creates a joint media- government environmental component.

There are three main modes of influence, which the media have on foreign policy. *First*, agenda setting means “the mass media may not be successful in telling people what to think”, however “the media are successful in telling their audience what to think about”⁸. Television plays a major agenda setting impact. *Second*, the main impact of the media is “framing” and “priming” which lead to shape public opinion. The stakes related to a particular foreign policy issue, which are not necessary to be self-evident or part of an objective reality. How issue is cast (Framed) influenced the substantive judgments of people and then the media plays an important role in the framing. The media also affects (prime) the relative priority that the publics give to an issue over another and the criteria by which the public makes their judgments about success or failure. These effects occur both directly through the public’s own exposure to the media and indirectly through opinion leaders, cue-givers. *Third*, the media influence directly on policy- makers, which their concerns wonder how a policy could be perceived comes into a play part of the plans for pursuing a foreign policy, with strategies for press conferences, special briefings and political spins almost as detailed as military plans. Moreover, smart policy- makers focus on dispatches and analyses by the more famous foreign affairs journalists as independent sources of information to supplement their own intelligence sources.

Public Diplomacy Communication Process in the Information Age

Based on Cull’s recent work in which he identified *five core components of public diplomacy*, these are: listening, advocacy, cultural diplomacy, exchange diplomacy, international broadcasting (Cull, 2009).

Listening is the first which precedes the success of PD, identified by Cull as the element which “precedes all successful public diplomacy”, listening encompasses information gathering on the context in which

⁸Arthur M. Schlesinger, Jr., *The Imperial Presidency* (New York: Atlantic Monthly Press, 1974), 51-51.

communication takes place. The old public diplomacy actor would use many methods to collect information on foreign environment to better affect it. First, *Media monitoring* is the practice of collecting data from foreign television, radio and news paper sources and making assessments on how a nation is being represented abroad for the purpose of engaging with those representations. Second, *Public opinion polling* which is a means of assessing how members of the public respond to the representation of a country and set of policies. The point of collecting data through listening is that it should then be used as a basis for decision-making- a process that has not been given attention it deserves and has become a fundamental point of contention for the new PD (Kelley, 2009).

Listening is considered as an attempt to manage the international environment by collecting and collating data about publics and their opinions overseas and using that data to redirect its policy or its wider public diplomacy approach accordingly (Cull, 2009).

Traditionally undervalued, listening has increasingly been assimilated into the dialogical and advisory communication models proposed by advocates of the new public diplomacy. One of the ideals of the new PD is that communication (and even policy) decisions should be taken on the basis of up- to- date data for the purposes of engagement, rather than on the basis of static preconceptions for unidirectional broadcasting. Listening therefore offers a pretext for influencing foreign media environments- often reactively, through potentially proactively if research informs policy- through information gathering and analysis.

Advocacy is the promotion of policies, ideas or interests to foreign public in an attempt to affect their opinions. This includes most prominently Foreign Ministry or Embassy press relations, lobbying and information work, and tends to have short-term uses and goals (Cull, 2008). Since public diplomacy targets are in foreign publics, advocacy work plays out in the media and political environments of other nations and is designed to influence the political climate. "Advocacy is a uni- directional transmission of information, often geared to meet short-term needs, and sometimes moved to communicate in an influence- driven, propagandistic communication style" (Kelley, 2009)⁹.

New PD theories considered advocacy work as dialogue based, building on like- minded networks of government and non-governmental actors, with research informing the strategy and engagement as well as collaboration providing the basis for persuasion.¹⁰

Cultural and exchange diplomacy is a nation's effort to manage the international environment through promotion of cultural resources and achievements overseas. It including tours, promotions and institutes for culture, art and language, being a means of promoting a nation's values through dialogue and exchange with other culture, art and language, also a means of promoting a nation's values through dialogue and exchange with other cultures in the long term, and promotes relationship- building, trust and mutuality. Moreover, cultural diplomacy relates to the negotiation of formal bilateral agreements over cultural promotions or exchanges. For instance: the international tour of a national state theatre or ballet, emphasizing the "execution of these agreements and the implementation of cultural relations flowing from them. Traditionally, the goal is to promote

⁹ Kelley, John Robert (2009) *Between "Take- offs" and "Crash Landings": situational aspects of Public Diplomacy*, pp. 72-85 of Snow, Nancy & Taylor, Philip M. (eds) *Routledge Handbook of Public Diplomacy*. London & New York: Routledge.

¹⁰ Evan, Alex and Steven, David (2008) *Towards a Theory of Influence for Twenty First Century Foreign Policy: Public Diplomacy in a Globalized World*, pp. 44-61 of Welsh, Joylon and Fearn Daniel (eds) *Engagement: Public Diplomacy in a Globalized World*. London: Foreign & Commonwealth Office.

issues which have mutual benefits to the citizens of both countries, and which may improve the climate for the diplomatic negotiations when relations are under pressure.

Today, cultural diplomacy has been reversed for creating experiences rather than simply transmitting information; therefore, positioning it (along with exchange diplomacy) as one of the new public diplomacy components. In a long term, the new public diplomacy could be considered a expansion and generalisation of well- established cultural relations communication models into other public diplomacy components.

Exchange diplomacy relates to visits between citizens of different nations and the positive role this performs in generating international understanding. Exchange participants are sometimes considered “citizen diplomats” as unofficial ambassadors sharing the responsibility to help shape foreign relations. One country sends its citizen overseas and reciprocally accepts citizens from the overseas, often, these are targeted to have leadership, educational, military or cultural importance. A typical strategy is a for the Ministry of Foreign Affairs to host journalists, such as educational scholarships are well- established models of exchange.

Exchange diplomacy depends on the “opinion leader” or “multiplier” model of communication, which regards respectable community members relaying their personal experiences of foreign cultures to larger publics in a manner that is more convincing than mass communication. Business and special interest actors have become prominent citizen diplomacy actors, however historically religious and missionary groups are perhaps the most significant motivators of citizen diplomacy. New public diplomacy emphasizes the role of actors from business, entertainment, education and diasporas in promoting international understanding.

International broadcasting (News) through radio, TV and Internet- Governmental & Commercial makes use of media technologies and media power to provide information for foreign publics. The broadcasting channels could be wholly- owned and controlled by a government agency, or come under the independent editorial control of private or non government institution with partial government support or guidance. Broadcasting can play direct or indirect roles in government public diplomacy objectives, such as monitoring functions, advocacy work, cultural and artistic promotion and exchanges of programming and personnel or in a broader sense, include interviews with officials on private sector networks (Cull, 2008).

Recent technological advances have present major challenges to successful Cold War broadcasting business models such the Voice of America and Radio Free Europe. In the The Gulf War, the birth of the “The CNN effect”, in which transnational satellite media pushed policy decision makers to take action according to news agenda deadlines, thereby intervening in their usual decision- making cycles. Recently, Moises Nain called the term “YouTube effect” to describe how community websites such as YouTube challenged military attempts to control the image of warfare during the 2003 Iraq war. This trend is contributed by the collaborative, interactive nature of new media such as “wikis”, blogs and social network, which can be characterised as representing a paradigm transform from “I” to “We” media. Diplomats are facing to engage more in online communication about their policies to influence, since online technologies are considered “essential tools” for public communication.

This overview demonstrates that each of the traditional components of old public diplomacy is challenged by the new public diplomacy. Listening is regarded as prerequisite for understanding and influencing foreign publics, amid increasing expectations that policy should be more directly informed by the analysis of foreign opinion, and more flexible to the demands of dialogue. This means that organisation, planning and evaluation take a more central role. Both advocacy and broadcasting are challenged to change their ways of distributing information by encouraging participation and interactivity. For advocacy work in particular, finding the right communication channel in newer models of engagement. In culture and exchanges, there is a requirement that members of the public assume the key role in international engagement, generating transnational ties, learning about others and affecting foreign citizens through experiences.

In the information age, the new public diplomacy will have these characteristics, including credibility, unofficial, strategic and long-term, two way engagement and multi-levels or multi-function, multi-

collaboration. Therefore, the implementation Forms of PD includes 4 types of activities: message transmission, communication strategy, exchange and cooperation activities, trust and credibility building.

The US Public Diplomacy and Lessons for Vietnam

In the 21st century, under the government of Barack Obama, public diplomacy policy became an effective tool to realize the US national interest and its global direction. Through its available resources, the Obama government attempted to build a global community network to implements the US public diplomacy objectives.

The main components of the US public diplomacy emphasized listening; advocacy; cultural and exchange diplomacy and international broadcasting. *First*, in term of listening, media monitoring is carried out by the officers at overseas posts. The US main media monitoring centre is only available to the US government employees and contractors. The Open Source Center monitors and translates news from print, radio, television, blogs, chat room sources from around the world, had the total expenditure of approximately \$19 million per year. The Office of Research which is under the State Department, implements opinion pollings and focus groups in over 50 countries with a total yearly budget of \$3 million. Think- tanks and businesses such as the Pew Research Center, Freedom House and Gallup implements main international surveys which contributes to policy making process. *Second*, the US advocacy to promote international understanding accounts for 3.69% of the State Department's budget, which included daily communications through explaining policies to media and responding to crises and misinformation; specific themes communication and long-term relationship building. The target public are considered as "key influencers" such as educators, journalists, labor leaders, political leaders...; vulnerable population (females, youth, minorities) and "mass audiences". In 2008, the State Department organized 160 Foreign Press Center Briefings and 55 tours with 1,700 participants from members of the foreign press which based in the US (The US State Department, 2009). *Third*, the US government runs 250 exchanges programs with 1.4 million foreign participants and 50,000 US citizens in 2007, with the funding of \$2.2 billion. The cultural programs includes arts, culture and literary promotional programmes, being organised by the National Endowment for Arts (NEA). Last, international broadcasting is implemented by the Broadcasting Board of Governors (BBG), being the independent federal agency and runs government- sponsored broadcasting with the annual budget of \$ 714 million (2009), broadcasting more than 3,000 hours of programing in 60 languages to an audience of 170 million per week. Its goal is to enhance freedom and democracy, promote understanding through multimedia communication of accurate, objective news, information and other programming about the US and the world to audiences overseas.

In brief, the US public diplomacy has these characteristics. *First*: the US is the superpower with its global interest. Therefore, its public diplomacy aims to the global level. *Second*, the public diplomacy is identified with state diplomacy to realize the US foreign policy main objectives to promote its values, prosperity and image. *Third*, the US public diplomacy is not only gains the support from foreign publics but also the American for its policy. Fourth, the actors of the US public diplomacy include the officials as well as the American citizens. *Last*, the US public diplomacy emphasizes the exchange educational programs.

In Vietnam, because of historical context, Public Diplomacy is unpopular term although in reality, many Vietnam diplomatic activities belongs to the Public diplomacy framework. The Vietnam public diplomacy will include 3 main pillars: politics diplomacy, economic diplomacy, and culture diplomacy. Those activities aim to create a peaceful environment, stability and favorable conditions for building and promoting the image and position of Vietnam in the region and in the world. With its capabilities and soft power, Vietnam could foster the efficiency of those activities that need to put into the modern Public Diplomacy framework like the US and other countries. In domestic, Vietnam should strengthen its soft power. Since the 8th National Congress of the Communist Party of Vietnam, Vietnam confirmed the definition of "integration" officially when its relationship with other countries are enlarged. The Communist Party of Vietnam affirmed that " active international integration" was institutionalized in the 22nd Resolution of Vietnam Political Bureau of the Party Central

Committee on 10th April 2013¹¹. Therefore, with the aim to integrate actively, Vietnam should learn from other countries. In the information age, there are some lessons for Vietnam, including:

- Official definition and perspectives of Public Diplomacy's role and position in foreign policy decision making and implementation.
- Public Diplomacy policy, strategy and activities setting based on soft power of the country (culture, identity, values...), power of media.
- Public Diplomacy activities' implementation: diversified forms and coordinated among culture, political, economics diplomacy.
- Diversified main actors of Public Diplomacy.
- Identify challenges of new media and apply new media in implementing Public Diplomacy.
- Take advantages of the power of media.

Based on these lessons, the recommendations for Vietnam will include:

1. Promoting all domestic (soft power) and international conditions to implement Public Diplomacy policy.
2. Building Public Diplomacy strategic Policy.
3. Soft power and media should be key factors to implement PD policy.
4. Culture Diplomacy and Foreign Information- main components of Public Diplomacy.
5. Capacity building and cooperation among Ministries and within Ministry of Foreign Affairs.
6. Using Social Media- Apply New Media for Public Diplomacy.
7. Promoting Credibility and Trust Building Public Diplomacy Activities.

In conclusion, public diplomacy is considered as an important factor in a foreign policy to improve the image and position of one country. In the information age, Vietnam should learn how to implement its public diplomacy effectively in order to realize its national interest as well as promote its image, which has to identify its objectives, map out plans, strategy and specific public diplomacy activities based on its soft power and its economic, social conditions, along with cooperation and collaboration among state and non- state governmental actors.

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SOCIAL MEDIA AND HEALTH COMMUNICATION: THE FUTURE OF PUBLIC SERVICES

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Abstract: Social networks are really useful tools for public communication if we are able to manage them to improve the effectiveness of our messages in terms of engagement of citizens. Health is no exception. On the contrary, it is a fertile ground on which to innovate to make patients' lives easier, increasing online services and stimulating the interaction and communicating with patients. On this basis, we present a research about the social communication applied to public services. We analyze it, individuating crucial matters and innovative solutions. Social communication is transparency, involvement and information: three valid key points also for public communication in general, which can move towards new horizons and represents a great opportunity for the public governments. On the basis of statistical analysis and direct experience in Azienda Ospedaliero-universitaria of Cagliari (AOU-Cagliari), we conclude that introducing social media in public organizations, and in health organizations in particular, is not only useful, but it is a real public service. On the one hand, users want to interact and give a feedback; on the other hand, they increasingly require services that are delivered through mobile devices, which avoid waste of time. All these changes can greatly contribute to make the public health and the public administration more citizen-friendly.

Keywords: public communication, social media, e-health, participation

Introduction

Communication is "Social" by definition. So it is since the dawn of times. According to Robin Dunbar (1996) the birth itself of language is related mainly to the social need of identifying our own allies in the fight for survival and for the continuation of the species. Today, we find this same ancestral instinct poured into the communicative mechanisms of the digital nets. Understanding which cognitive and social processes are involved is therefore useful, if not essential, to provide and manage an effective communication. It is all the more so when the communication we are referring to is social in the most specific sense, that is to say a communication that benefits a social system. Public communication, which is aimed at citizens to inform them about actions regarding directly their rights and their lives, as belonging to a certain organisation (nation, region, municipalities) falls largely within the area of social communication. And certainly health communication falls as well within the area of social communication, since it aims at improving the citizens' well-being ((Gola, Meloni, Porcu (2018), Lovari (2017), Walter (2015a)).

In order to provide a solid foundation and to justify the new paradigm of communication proposed in this work, we shall present some of the most relevant cognitive and social processes regarding the effectiveness of actions of communication, particularly in relation to the new media environments. How relevant communication is in digital media and in social networks is instead going to emerge directly from the analysis of the quantitative data on the use of the media, on fruition of information and on contents management. Nevertheless often traditional communication strategies are not effective in changing behaviours in order to improve the quality of life of target audiences, as they are supposed to (Walter, 2015b; Volterrani, 2018;).

The kinaesthetic approach: the UrP (public relations office) case

The institutional communication can contribute to enhance the image of the Public Administration, through an innovative path of progressive approach to the citizen's evolutionary needs.

The Central Office of the Presidency for the Relations with the Public in Sardinia region (Italy), coordinates the net of UrP offices, flexibly adapting to changes deriving from the digital transformation, introducing innovative practices of public management and implementing a model based on a matrix structure, articulated in projects and processes. We think that this model is really promising in terms of citizenship engagement (Volterrani, 2017, 2018), reputation, and transparency of information (Gola, Meloni, Porcu (2018). For this reason we want to share strategies and best practices that could be applied in principle to many public institutions.

Every operator should communicate with his interlocutor. It is therefore important that she/he is adequately trained in order to be able to empathise with the "other", it is necessary that she/he is willing to listen and prepared for an unconditional acceptance, but most of all, that she/he is aware of some notions and techniques of effective communication.

The kinaesthetic approach focuses on what happens between the operator and the customer, such as interpersonal relationships, without the deterministic features, which belong to the psychodynamic approach.

The primary objective of communication is to ensure a consistent and coherent disclosure of the company's image through the dissemination of its services, policies, rules, reference cultures, to strengthen the credibility of the company itself, which obtains always greater transparency, visibility and media exposure.

This type of background, renamed "kinaestheticUrP" as a tribute to the modern theories and techniques of Neuro-Linguistic Programming of institutional marketing, has been implemented on an experimental basis, for about three years, in the UrP of the Presidency of the Region.

The kinaestheticUrP, by working on the three dimensions of the service (relational, technical and technological, psycho-bio-physical), aims at developing a positive attitude which is based on the complete expression and implementation of the full potential of each person, in order to set an experiential communication which proves to be efficient, permanent and in accordance with intentions and objectives of who communicates playing the "situational" role, sometimes listening, informing, interacting, participating, co-planning, testing the quality (expected, planned, provided, perceived and compared).

This approach can be successfully applied also in digital environments (Laurita and Venturini, 2014).

The social communication and the digital environments

Social networks are tools for communication that can be no longer ignored. The SNS (Social network sites) have become part of our lives. We are aware of it and – most of all – we see it: we can't almost do without, they enfold us, they reassure us, and they are our windows on the world, on our lives and on those of our friends. The social media are the beginning and the end of our days, of our adventures and of our stories: they are hobbies but also work, they are passion and love but also, too often, anger and hate. We are immersed in the social networks, so much that we no longer make a distinction between real and virtual life. Everything is real, including unreality, fakes and fake news. People who don't have a social media presence, who aren't active on SNS, are likely to disappear. They are unlikely to exist.

If this is true for persons –and we know from our own experience that's what it's like– it is questionable whether it is valid also for public administrations and for health institutions. From a strictly intuitive point of view this question can only be answered affirmatively. But it is interesting to understand if the empirical and experiential data support this theory. And, once this is made clear, to understand whether and how the social networking experience can be transferred into the so-called "traditional" communication, innovating it. First of all we need

to ask ourselves if the social media may be the right place where to offer better and faster health services and public services in general.

Health and public administration, in general, are certainly a breeding ground to introduce innovation and to facilitate users' lives, providing more and more online services, by promoting an ongoing dialogue with the patients, informing them, but most of all, communicating with them.

Actually, the current situation is not reassuring at all, at least in terms of technological infrastructures and coherent and organization strategies (Lovari, 2013). And we also have to take into account another aspect, very important as well: online interfaces offered by Public Administration are multi-sided and uneven, «favoured by the great penetration of the internet and of the web 2.0, increasingly seen as socio-communicative backgrounds where new forms of institutional visibility are developed» (Lovari and Piredda, 2017). But if, on the one hand, public administrations and health are present on the net on a mass scale, on the other hand the use of these backgrounds is mainly done in a manner, which is unprofessional and almost improvised.

The (New) digital media

The scenario we have in front of us has radically changed, compared to just 20 years ago. The mass media, which have been hegemonic in the policies for controlling information by the States (Castells, 1996), are still lasting, in spite of some forecasts, which had written them off:

“Television won't be able to compete in the marketplace for more than six months. People will soon get tired of spending the evenings watching within a wooden box.” (Darryl F. Zanuck, 1946)

“Television won't last. It's just a little light in the eyes.” (Mary Sommerville, 1948)

But the mainly unidirectional media (newspapers, TV, radio) are joined and hybridized by the digital media which represent a revolution that has given back to the recipient of communication his central role, that with the mass media had been weakened. From being passive listeners or spectators of messages decided and planned by the sender, the addressees of digital communication have become, by their nature, actors of the scene as senders, as addressees and even as messages (McCombs and Shaw, 1972). Media users are indeed also authors of the contents (prosumers or consum-authors, borrowing Sobrero's definition (Sobrero, 2016, 50) and often correspond with the content of the message itself. Just think, for instance, of the widespread phenomenon of the selfies or the stories.

The social networks in the world

The data of the agency We are social (www.wearesocial.com) which every year publishes a research on the digital distribution (Digital in 2017)¹, show that out of a world population of 7.4 billion people, the internet users (without distinction desktop-mobile) are 3.7 billion (table 2-5), with a penetration on the total of 50%. On a global level, besides, almost 2.8 billion people (they were 2.3 billion last year) use the social media (37% of penetration, against 31% of 2016) and there are more than 8 billion of signed mobile contracts. It is a situation of strong growth and it can be noticed in all the indicators.

Utilisers of the Internet have increased by 10% as well as the users of social media. Slighter is the growth of mobile, but we are talking, however, of tens of millions of new users. If in 2010 only 2.9% of consumers

¹*We are social* is a multinational corporation which deals with communication, marketing e digital PR: every year it publishes a research (“Digital in”) on the use of the internet all over the world:
<https://www.slideshare.net/wearesocialsg/2017-digital-yearbook>

accessed the Internet through a mobile device, we have almost reached 40% users all over the world, with an undeniable increasing trend (figure 1).

Also numbers at a global level, updated to 2016, on accesses to the internet from mobile, deserve to be mentioned (figure 2): according to We are social they amount to a total of 39%, with a 21% increase compared to 2015. The use of desktop platforms is decreasing (-9%) for surfing the web, as well as the utilisation of tablets (-21%). The latter is very interesting because it shows how the users' attitude is different from one country to another: in the western countries, where the use of the Internet from mobile is consolidated, there is a substantial increase in the utilisation of these devices.²

More than 2.8 billion people use social media channels at least once a month, and 91% of them does it through mobile devices: Facebook continues to grow, and it's a very interesting factor, since - for 10 years now- it is by far the most used platform (figure 2).

²Obviously, talking about global data, the variations year by year can even be very significant: developing countries, in particular, make a difference because they represent a very important share (in terms of absolute value) in the international market of devices.

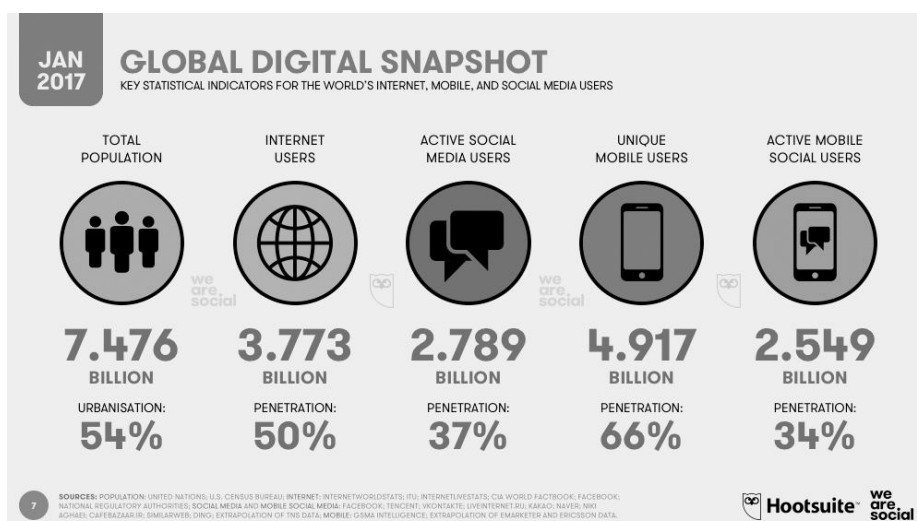


Figure 1 Utilization rates of the Internet and of the principal digital media. Source: <https://wearesocial.com/it/>

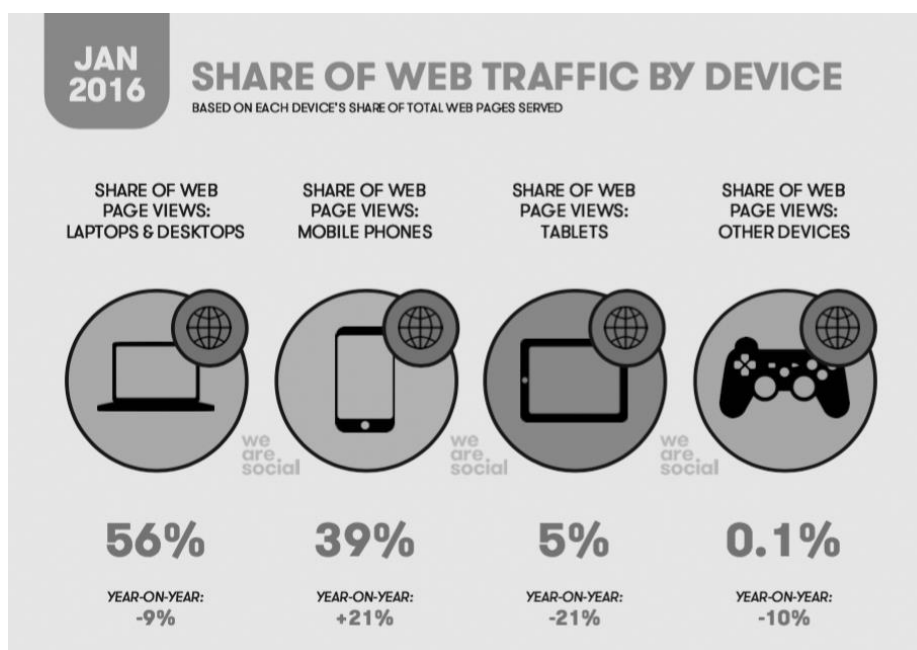


Figure 2 Utilization rates of the Internet and of the principal digital media in January 2016. Source: <https://wearesocial.com/it/>

The strongest growth comes from the apps of instant messaging. Let's take the case of Whatsapp: in 2015 it registered 600 million users, who increased to 900 million in 2016 and then reached one billion in 2017. One billion as well is the number of Facebook Messenger utilisers. In just 24 months it has doubled the number of users: in 2015 they were 500 million. Data which lead to a reflection: if we consider the entire apparatus of Facebook - which includes Instagram, WhatsApp and Messenger – the audience consists of 4.37 billion people.

Penetration rates are interesting as well (fig. 4): we find the highest rates in North America, Europe, South America and Eastern Asia.

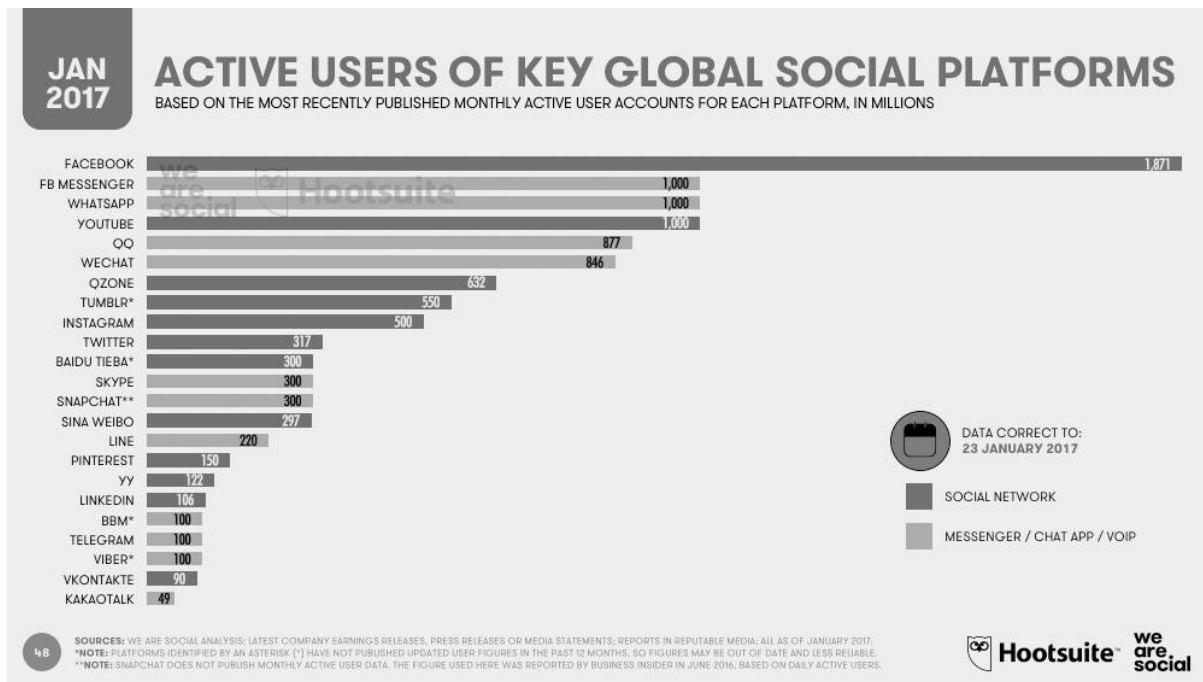


Figure 3 Users of social media platforms. Source: <https://wearesocial.com/it>

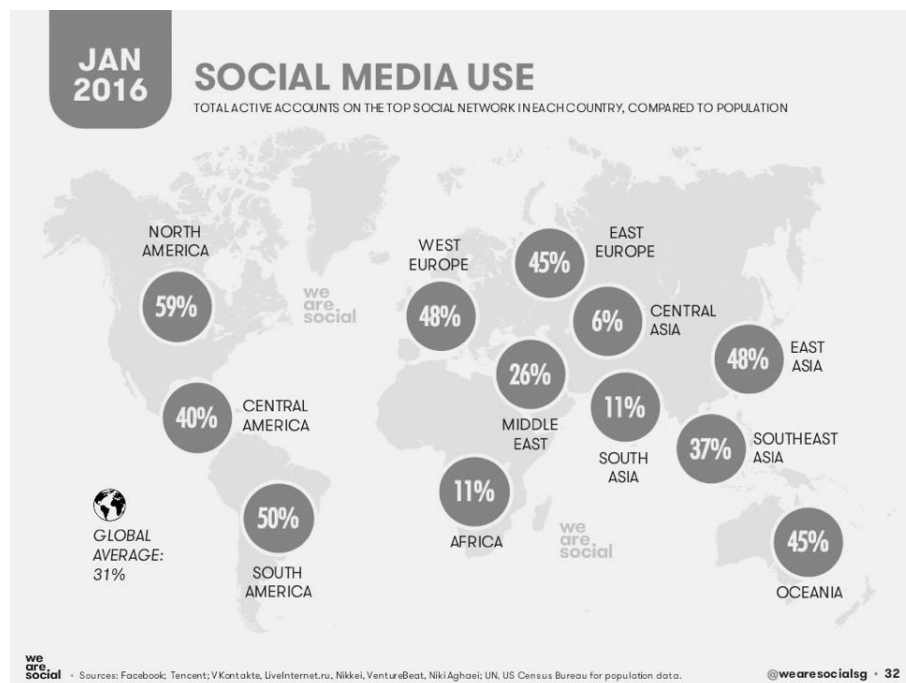


Figure 4 Penetration rates of social media in the world. Source: <https://wearesocial.com/it/>

Social media marketing and Public Administration

First of all it's crucial to understand that in these new environments the "person" is necessarily "at the centre": at the centre as fruition and production of contents (prosumer), but also as message: «Facebook is a huge market of biographies, where every user gets involved as creator and utilizer, but also as content itself» (Laurita and Venturini, 2016, 322). The scenario produced by the advent of digital and social media in the last ten years requires the adoption of communicative practices which are able to strike the right balance between the necessity of visibility and engagement on the one hand and of privacy and netiquette on the other hand. The

filter and the mediation of technology can indeed give the illusion of a distance and protection to those who engage in a process of communication, which, on the contrary, proves to be an overexposure. If in the promotion and selling of products this may totally turn into an advantage, in the case of public communication, and health communication in particular, it is necessary to design an editorial plan³, which takes into account the net interactions in a manner similar to the models proposed in the first chapter and exemplified in the services of the kinaestheticUrP. Even in the messages written and published on the internet it is possible, in fact, to adopt an attitude more or less hostile, it is possible to aim or not at an active participation of the citizens, or to be more or less willing to listen. What we can no longer afford, not even as public administration, is to think of the digital media as a panacea, at no cost, which solves all the problems and can replace the communication plan. Or yet as if it were the only channel to reach people on whom to transfer, improvising, contents and methods derived from other Internet channels. Nor can we stay on the net with a neutral attitude and just be there: institutional pages and profiles must communicate the nature of the authority they represent in a consistent manner in order to be effective.

There are in our opinion some indications, borrowed and adapted from digital marketing, that can be used as a system of orientation to guide our choices when we are preparing an editorial plan. We may summarise them in 10 points:

1. Considering the today Internet not as a media, but as a place where to live: there isn't a sender who addresses unidirectionally to his recipients, but there are users who join in communities to discuss on matters of interest.
2. Being innovators in a brave way: the net requires, for instance, transparency. Publishing contents that before remained confidential within an office or a department demands conscious and often strong choices.
3. Adequate investments are necessary to build a team, train it, manage the spaces, and to follow the life of the flows of messages that are proposed.
4. It is necessary to listen to the net measuring, through appropriate tools, both the reputation of the institution and the perception the users have of it. This can be done both through quantitative (likes and shares) and qualitative metrics (analysing the words utilised within the interactions).
5. Reserving sufficient time to work with great care and see the results, which aren't immediate. Building relationships even in the net is a long process, which requires the consolidation of relations of trust, as it is in physical environments.
6. Being willing to relate to each other with common sense, honesty and with the speed required by the net.
7. Searching, always, quality of contents, by elaborating original contents, legitimised by authoritative sources (including the represented institution's offices and/or departments themselves), being honest and remembering that even though who writes is always an individual, in public communication each one represents the institution and identifies himself with it.
8. Adopting a strategic approach, defining our own identity, both through key words to describe it, and through activities and values to be conveyed to users.
9. Defining how to measure the return on investment (ROI) with respect to the resources deployed and to the objectives pursued to be attained.
10. Adopting a circular model of communication, monitoring the interactions and not interrupting the feedback, not even in situations of crisis.

³The editorial plan is a kind of table where the guidelines are set out for writing messages and posts and for the timetabling of their publishing.

These indications are derived and summarised from strategies typical of the social media marketing, specially adapted for public communication, under the perspective expressed in the first chapter of this text.

The social health, models and good practices

As we have seen communication can't ignore the internet and the social media. Let's think of our everyday life: most of us, probably, first thing in the morning take our smartphone, look for the Facebook app and click on it. And if before having breakfast we scroll up and down the timeline, after coffee we can't do without satisfying our desire of being constantly connected: we watch the news on online sites, we check Twitter or the "stories" on Instagram. And while we are getting in the car (or catching the bus or taking the subway) to go to work or to study, we start replying to the lots of messages we received on whatsapp, sent by friends to us or to groups we are registered in. We just do anything with the smartphone: we plan our day, we decide where to go shopping or for a weekend trip, we buy the tickets for the bus which will take us to the cinema to watch the film we have chosen on the dedicated app. And if we don't know how to reach our destination, there is an app for that, too.

So, if everybody's life is tuned to the rhythm of apps, of chats and of social media, how can the Public Administration not consider all of this? Simply, it's not possible. Particularly if the main task of Public Administration is offering services and communicating them promptly. And there is no more effective way that doing it through a simple click.

Citizens require answers from Public Administration but also ask for a dialogue, a continuous exchange. No more a top-down communication, not a broadcast style approach "one to many", but a kind of horizontal communication, through which the user feels an integral part of the system and is able to express his opinion (almost) without filters on the social pages of the public administration.

The key word in this case is "participation" ((Volterrani, 2017, 2018; Gola, Meloni, Porcu (2018)). Because by participating, by socialising, by feeling free to express our thought and our opinion, we all also feel part of the common governance of public affairs, active players and not passive entities. This goal is achievable just thanks to the social networks, with a "social" approach to the Public Administration, which a band of innovators and visionary thinkers is starting to implement.

Obviously the social media are continuously evolving. It's a very fast progress. In figure 5, for instance, we can see what happened on the net, in a minute, in 2015.

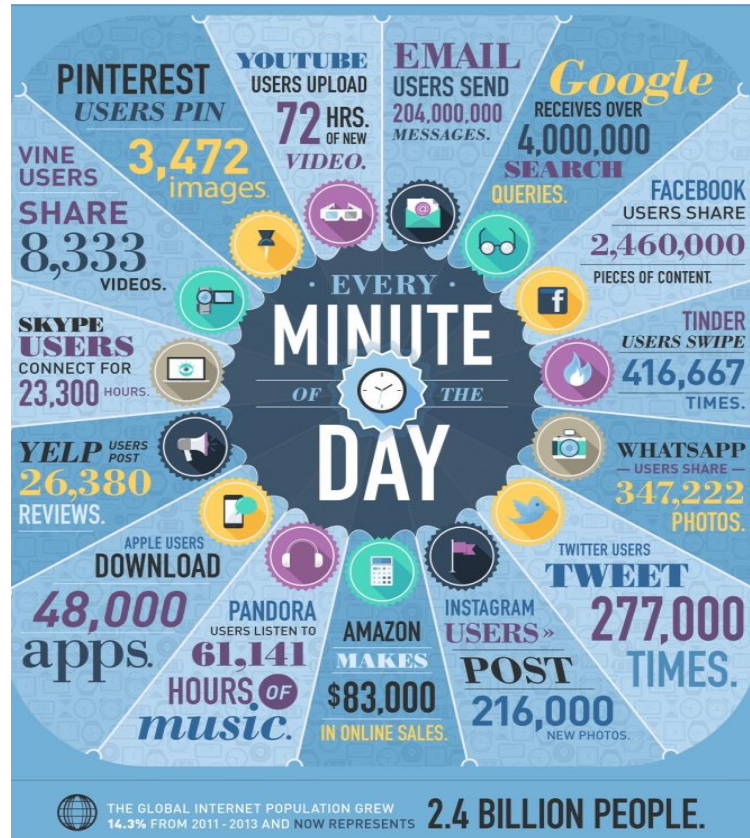


Figure. 5 What happened on the net in a minute in 2015. Source: Domo

And in figure 6, instead, we see what happened in a minute only one year later, in 2016.

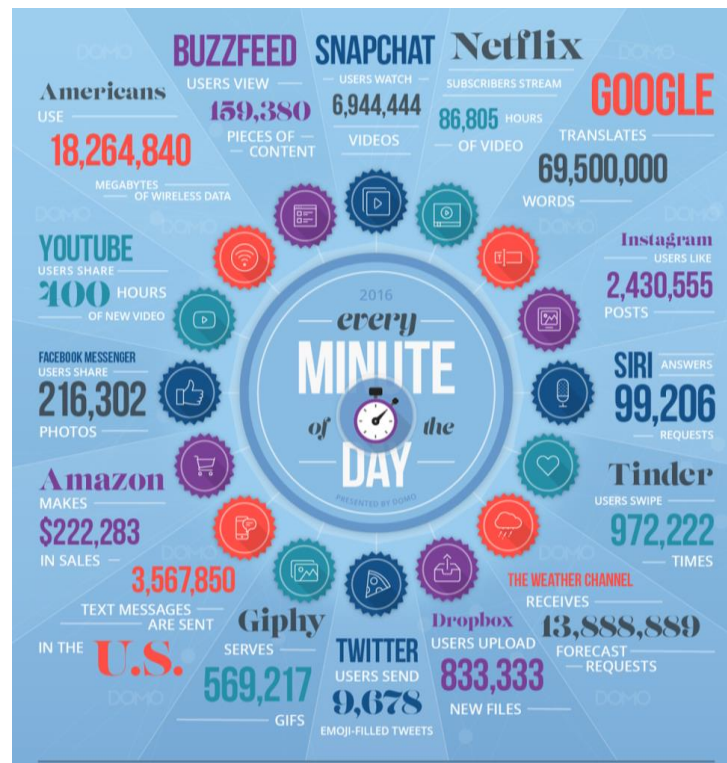


Figure. 6 What happened on the net in a minute in 2016. Source: Domo

By comparing the two figures we can immediately notice some things. The first one is that the presence of the social media, in just one year, has increased exponentially: in 2016 Snapchat appears, which in 2015 didn't practically exist, the clicks on Youtube videos grow, there is a considerable increase in Amazon transactions, all the somewhat "social" offers, that is to say those which involve interaction and not simply a communication "one to many", raise their attractiveness.

Obviously people are not all the same. In figure 3.3, for instance, we see which social media, between 2012 and 2014, were the most popular among adults: the most followed was Facebook, second Linkedin and third Pinterest.

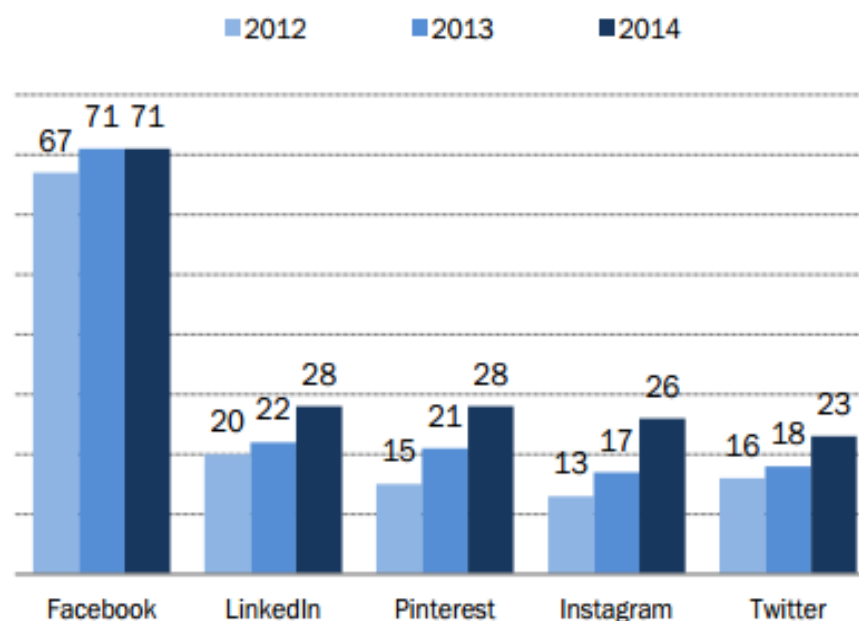


Figure 7 The most used social media in 2012 and in 2013. Source: Pew Research Center

Considering this theoretic reflections and the new media scenario, since 2014 the public health service Azienda Ospedaliero-universitaria of Cagliari (AOU-Cagliari) started to design and adopt a social web communication strategy coherent both internally among the different instruments and with the indications we discussed above. As the first step, the AOU-Cagliari decided to design its current logo involving its customers, who chose it among different tones proposed in a contest through social media. Many services started to be offered online (such as downloading medical reports or scheduling medical appointments). The social network profiles have been activated between 2014 and 2017: FB in 2014, Twitter in 2015, Instagram in 2017. A social media team has been created in cooperation with the course of Communication science of the University of Cagliari and under the supervision of the responsible of the communication, Fabrizio Meloni, who also proposed the project. After four years the reputation of the institution changed considerably. In 2018 complaints and negative evaluations of health services decreased by 40 percent. A virtual community of patients, caregivers, and more generally users, grew more and more showing a high engagement level (for example answering to complaints and giving information). (Gola, Meloni, Porcu, 2018).

Conclusions

We have seen that communication is still too tied to old patterns. The question is not whether it is recommended to open Facebook or Twitter pages linked to this or that hospital, to this or that health institution, to this or that department. What is important is that social media need to be used in a proper way, in order to foster the active engagement of citizens, with an ongoing dialogue.

Today, a modern Public Administration and a modern Health Institution cannot be but "social". Where with social we mean not only the communication carried out through Social Networks but also the one performed by utilizing methods and practices of the Social Networks. Communication is social when it isn't unidirectional, when there is interaction, when there is a dialogue. Communication is social if the media aren't used as self-contained compartments, but are blended together to create a new environment.

Online communication can indeed be that added value which enables Public Administration, and obviously Public Health, to better and better serve the citizens. A real Social Public Administration, a real Social Health.

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THE YOUTH RESPONSE TOWARDS SOCIAL MARKETING CAMPAIGN OF “INDONESIA PLASTIC BAG DIET MOVEMENT”

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Abstract: The consumption of plastic bag in Indonesia has already become daily intake habit –very huge and uncontrollable. Unfortunately, those plastic wastes end up in the roadsides, waterways and oceans. According to the data in 2015, Indonesia became the 2nd biggest contributor to plastic waste. *Gerakan Indonesia Diet Kantong Plastik* or Indonesia Plastic Bag Diet Movement has started their pilot project in cooperation with some minimarkets in Jakarta to control the usage of plastic bag. Not only stop there, they have created a petition to the President, Jakarta’s Governor and Indonesian’s Ministry of Environment and Forestry regarding the regulation to limit the consumption of plastic bag. The government finally gave response, they introduced an exercise tax on the plastic bag consumption in 22 cities, applied it in minimarkets, supermarkets and other retail stores for this trial regulation. Indonesia Plastic Bag Diet Movement gets more enthusiasm to spread their social campaign through some digital channels. The goal of this study was to measure the response of youth on social marketing campaign from Indonesia Plastic Bag Diet Movement to engage the youth.

Keywords: Social Marketing Campaign, Indonesian Plastic Bag Diet Movement, Youth Response, Effectively of Campaign

Introduction

As a human being, the way we handle a problem or issue is by communicating to each other. Public communication campaigns also can become an alternative to manage a social issue. Public communication campaigns itself can be defined as “purpose to inform or influence behaviors in large audiences within a specified time period using an organized set of communication activities and featuring an array of mediated messages in multiple channels generally to produce non-commercial benefits to individuals and society. Campaign designer performs a situational analysis and set objectives leading to development persuasive messages that are disseminated via traditional mass media, new technologies, and interpersonal networks (Rice and Atkin, 2013: 3).”

It means to say that public communication campaign has an objective to create an impact on the behavioral level. Commercial marketing usually offers a product or service. Otherwise, the uncommercial marketing on public social campaigns proposes a concept to lead people to change their mindset or behavior. The aim of those concepts typically want to influence target audience to do one of four things from “(1) accepting a new behavior, (2) rejecting a potentially undesirable behavior, (3) modifying a current behavior, or (4) abandoning an old undesirable one (Kotler, Lee, and Rothchild, 2008: 8)”. It takes a longer time to invest on people mindset than to encourage people to come for midnight sales.

Nowadays, a huge number of plastic bag usage has become one of environment global issues. Likewise, plastic waste also becomes the serious environmental problem in Indonesia. For Indonesia citizen, the plastic bag is a necessity in daily life – due to its cheap price and easiness to find. Back then, this is also because “plastics have become increasingly dominant in the consumer marketplace since their commercial development in 1930s and 1940s (sciencemag.com, 12th February 2015)”. Due to the very low awareness on environmental sustainability, society cannot manage the overuse of plastic bag and they increase their own plastic pollution. They do not think about the harmful impact in a long time period.

Surprisingly, that kind of mismanaged habit which was made Indonesia stands at the second rank as the plastic waste polluter. “Indonesia is the world's second-largest plastic waste producer, after China. According to a report from Science, Indonesians use about 187.2 million tons of plastic each year. Meanwhile, Greeneration Indonesia estimates each Indonesian individual consumes 700 plastic bags per year (indonesia-investments.com, 25th July 2015)”. The more specific pattern in Jakarta as a capital city of Indonesia, “13 percent of Jakarta’s waste – some 6,000 tons per day— are the plastic litter (asiancorrespondent.com, 20th February 2017)”. Those huge number of plastics were dumped each year, most of which end up in the ocean.

Table 1. The top countries ranked by mass of mismanaged plastic waste (in units of millions of metric tons per year). Econ classif., economic classification; HIC, high income; UMI, upper middle income; LMI, lower middle income; LI, low income (World Bank definitions based on 2010 Gross National Income). Mismanaged waste is the sum of inadequately managed waste plus 2% littering. Total mismanaged plastic waste is calculated for populations within 50 km of the coast in the 192 countries considered. pop., population; gen., generation; ppd, person per day; MMT, million metric tons.

Rank	Country	Econ. classif.	Coastal pop. [millions]	Waste gen. rate [kg/ppd]	% plastic waste	% mismanaged waste	Mismanaged plastic waste [MMT/year]	% of total mismanaged plastic waste	Plastic marine debris [MMT/year]
1	China	UMI	262.9	1.10	11	76	8.82	27.7	1.32–3.53
2	Indonesia	LMI	187.2	0.52	11	83	3.22	10.1	0.48–1.29
3	Philippines	LMI	83.4	0.5	15	83	1.88	5.9	0.28–0.75
4	Vietnam	LMI	55.9	0.79	13	88	1.83	5.8	0.28–0.73
5	Sri Lanka	LMI	14.6	5.1	7	84	1.59	5.0	0.24–0.64

Henceforth, social marketing campaign is able to help find a solution for the uncontrollable plastic waste issue. Social marketing campaign would be an alternative to disseminate information, raise awareness and change the people behavior. “Social marketing is a process that applies marketing principles and techniques to create, communicate, and deliver value in order to influence target audience behaviors that benefit society (public health, safety, the environment, and communities) as well as the target audience (Kotler, Lee and Rothchild, 2011:2)”. In conclusion, social marketing comes out as a result of any social issue which is needed to prevent or manage much bigger problem, such the growth of plastic waste.

The environmental campaign to handle this issue is carried out by a community of Indonesian youth. They have started their movement to reduce plastic bag consumption. The pilot project of this movement was initiated in October 2010 by Greeneration Indonesia. They have done a trial for paid plastic bag. “At that time, plastic bag diet campaign was cooperated with one of retail stores in 6 cities, implemented in the retail store cashier from November 2010 until November 2011. The movement has reduced 8,233,930 pieces of plastic bag and collected donation for about 117 million for cleaning up plastic waste in several cities as Bogor, Yogyakarta and Bali (dietkantongplastik.org, 2016)”.

Greeneration Indonesia took further the actions. They collaborated with other institutions and communities which have the same concern in plastic waste issue. In 2013, they initiated a national movement named “Gerakan Indonesia Diet Kantong Plastik” or what is called as Indonesia Plastic Bag Diet Movement. Educating more people to be wise in the use of plastic bag became the goal of this movement. Furthermore, they created a petition to the President, Jakarta’s Governor and Indonesian’s Ministry for the Environment and Forestry regarding the policy to limit the consumption of plastic bag. Until then, the government announced the new policy on paid plastic bag about IDR 200 (+ USD \$ 0.02). Ministry of Environment and Forestry had done the trial regulation for 3 months and finally extended the regulation. Meanwhile, Indonesian Plastic Bag Diet Movement keep continuing to conduct a social marketing campaign with aim to control the plastic bag usage.

In order to deliver the message to this social marketing campaign, Indonesian Plastic Bag Diet Movement should find a way to build good engagement with their target audience. The main target that would be discussed in this paper is millennial generations (youth). “Today’s young people, in the near future, will be the primary

and probably the most profitable customers (Kotler, Kartajaya & Setiawan, 2016: 33)". As a first step to approach young generations, we need a deep understanding of youth behavior as consumers.

The role of youth in influencing the rest of market is immense. That's why this generation is called as early adopters. "The truth is that young people are just not afraid of experimentation. They try new products and experience new services that older segments is deemed too risky (Kotler, Kartajaya, Setiawan, 2016: 33)". The youth involved in Indonesian Plastic Bag Movement were dare to act for changing people behavior in terms of managing plastic waste. They took the first step to build a new habit for reducing plastic waste, such as bringing their own shopping bag when they are going to shop, joining a voluntary program to clean up plastic waste in the riverside and many more. They utilized social media and their website to ignite the spirit of reducing plastic waste.

Youth are also called as trendsetters, "when it comes to trends (Kotler, Kartajaya, Setiawan, 2016: 34)". The youth follow trends so fast. "The entire universe of social media, such as Facebook and Twitter, also started out as a trend among youth. Similarly, with music-streaming services such as Spotify, Apple Music and Joox were brought to the mainstream market by young customers (Kotler, Kartajaya, Setiawan, 2016: 34)".

Young activists in Indonesian Plastic Bag Diet Movement became trendsetter on eco- friendly lifestyle. They had succeeded their pilot project to pay for plastic bag in some minimarkets. Then, they initiated a nationwide online petition to make "Pay for Plastic" be the part of government regulation. Moreover, after the Ministry of Environment and Forestry announced regulation on paid plastic, some minimarkets and retail stores provided shopping bags which were available to be purchased by their customers. On the other hand, customers start to bring their own shopping bags.

Last but not least, youth also could become game changers. "They are often associated with irresponsible and selfish behaviors. However recent trends show that they are maturing much earlier. This is because young people respond more quickly to changes happening in the world such as globalization and technological advances (Kotler, Kartajaya, Setiawan, 2016: 34)".

This type of youth thinks in the opposite way. They are not always in the same direction as the current movement. They respond more critically to the regulation that has been declared by the government with regards to paid plastic tax. For them, the regulation will be useless, because the government only charge for a very cheap plastic tax, about IDR 200 (+\$ USD 0.02). It will give impact if the increasing of the amount of the tax is about IDR 500 - IDR 2000 (+ \$ USD 0.05 – 0.2).

"Early adopters, trendsetters, and game changers—all lead to the conclusion that youth are the key to mind-share. If brands want to influence the minds of mainstream customers, convincing youth is the important first step (Kotler, Kartajaya, Setiawan, 2016: 35)". According to this theory, we want to measure and identify how far the response of youth towards Indonesian Plastic Bag Diet Movement campaigns looks like. Do they already become the part of an early adopter, finally happens to become a trendsetter or become a game changer in a way to reduce plastic waste?

In the era of tech-savvy, young generation massively utilize their social media and other online platforms. That is why Indonesian Plastic Bag Diet Movement maximizes digital campaigns. Later on, in the results, we will also measure level of engagement on those youth response. "Engagement is the first step in building relationship between customer and your brand (Paine, 2011: 79)". In terms of managing social marketing campaigns, especially in plastic bag diet issue, engagement becomes important part to build involvement for youth.

Methodology

This research applied a quantitative method. "Quantitative research describes or explains a problem which could be generalized. Thus, the depth of the data or analysis would not be priority. Furthermore, researcher was more concerned to broadness of the data, so that the data or the result would be perceived as a representation from the

whole population” (Kriyantono, 2009 : 55). To collect the data, we did a survey to 1,052 active students in Universitas Paramadina (2013-2016) who have social media and recognize Indonesian Plastic Bag Movement. Based on the result of calculation with Slovin Formula, the samples were taken from about 91 students from 1,052. As the next step, we applied Proportional Stratified Sampling as a sampling technique.

$$n = \frac{N}{1 + Ne^2}$$

n = number of the sample

N = total population

e = error margin

$$n = \frac{1052}{1 + 1052(0.1)^2}$$

$$n = \frac{1052}{11.52}$$

$$n = \frac{1052}{1 + 1052(0.1)^2}$$

$$n = 91.32 \text{ or approximately about } 91$$

The youth response towards Indonesian Plastic Bag Diet Movement would be measured using the theory of “Youth for Mind Share”. This theory indicates different response shown by youth generation as the target of Indonesian Plastic Bag Movement. Those different responses consist of several dimension. Those are early adopters, trendsetters and game changers. More or less, early adopters are youth who are welcomed to something new. While, trendsetters are youth who only follow the trend and are proud to get involved or take a part on specific trend. On the other hand, game changers are youth who act more critically to current movement. Each of those dimensions consist of these indicators:

Early adopters

- Rebellious & Anti-Establishment
- Not afraid of experimentation
- Tech savvy

Trendsetters

- Very agile
- Following trend so fast
- Very fragmented
- Follow the movement toward digital lifestyle

Early adopters

- Selfish
- Much mature earlier
- Concerned about what is happening around them

From those dimensions, we analyze the data with central tendency of statistical techniques. “The measurement of central tendency is also known as average. There are three ways to identify the average in statistics; those are mean, median and modus” (Kountur 2009: 177).

After the data have been collected, mean can be found from:

Where X is total of sum of all data values and n is number of total items in sample.

After getting the data from a simple table, value of median and modus, we could find out deeper analysis by connecting the result of youth involvement with the level of the involvement itself. Aside from measuring the pattern of youth response towards Indonesian Plastic Diet Bag Movement campaign, this research will also discover the relationship between those youth and plastic bag diet campaign itself.

Results

In the full cross-sectional sample, 65.6% respondents are female and the rest 34.4% respondents are male. The percentage of youth around 15-20 years old are about 4%, 21-25 years old are 73% and 23% for 26-30 years old.

The respondents mostly know about social marketing campaign of Indonesian Plastic Bag Diet Movement from advertisement (3%), community event (3%), In- store POP (9%), mouth to mouth way (16%), news and publication (28%), social media (30%), and also from website (11%).

From those data, we conclude that youth are highly connected to social media. Social media become the most influential channel to make them aware of Indonesian Plastic Bag Diet Movement. On the second place, news and publications also gave contribution to build awareness on youth. Nowadays, young generation who embrace the connection are easier to gain new information. There is no doubt that when Indonesian Plastic Bag Diet Movement spreads out the information widely on social media and mass media, the youth start to recognize many activities they have done to reduce plastic bag usage.

Measurement of Youth Response towards “Indonesia Plastic Bag Diet Movement”

Referring to the table, Indonesian Plastic Bag Diet campaign is quite effective for 51.6% of youth, slightly effective for 47.3% of youth and not effective for the rest of them. These can be figured out from youth behavior on how they respond to the campaign. There are some dimensions that affect this level of campaign effectiveness; those are three types of youth response towards social marketing campaign.

Table 2. The Effectively Level of Indonesian Plastic Bag Diet Campaign

The Youth Response				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not effective (29-57)	1	1.1	1.1	1.1
Slightly effective (58-86)	47	51.6	51.6	52.7
Effective (87-116)	43	47.3	47.3	100.0
Total	91	100.0	100.0	

Based on the theory from Kotler, Kartajaya and Setiawan, there are three types of youth response towards social marketing campaign. They could become early adopter, trendsetter and game changer. Early adopters are those who already aware of and habituate green lifestyle to reduce plastic bag usage. They react and take initiative earlier than others. All they need are just to continue what they have done before.

Trendsetters are those who always follow what happens recently. They aware of plastic bag issue and respond it because they are stimulated by current trend. They could make significant action when they are highly motivated at a certain time, but also easily letting it go what they have done just because the issue of plastic bag usage is not relevant or hype-up again for them.

On the other hand, game changers are young generation who respond beyond common people. They don't just accept what have been implemented, but they ask more to find critical reason. Once they take part in plastic bag issue, their idealism would bring them into further actions. Nevertheless, when they are not interested to that issue, they will just ignore and there will be less possibility to give any contribution.

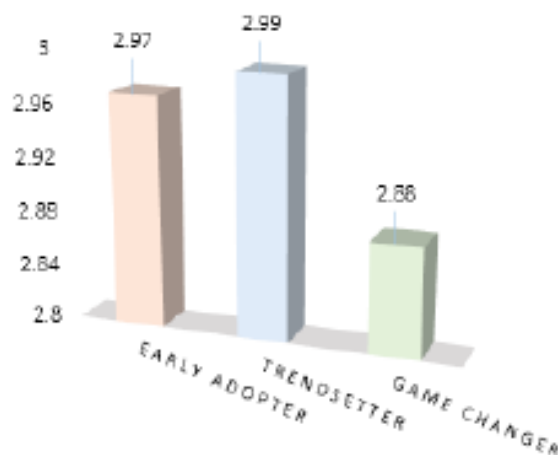


Figure 1 The Average of Youth Response Towards Indonesian Plastic Bag Diet Campaign.

From the graphic above, we can figure out the average from each type of youth response. The value for early adopter is 2.97, while trendsetter is 2.99 and also game changer is 2.88. From those three types of youth responses, the highest value is mostly given to trendsetter.

It means that, most of youth put themselves as a part of trendsetter. They agree with the statement that they involve in plastic bag issue and Indonesian Plastic Bag Diet movement because they are following the 'Go Green' Lifestyle as the current trend. They really want to show that they also take part in reducing plastic bag waste.

They are aware of plastic bag diet movement and they also signed the paid for plastic petition because they just follow what their friends have done or shared in social media. This type of youth is mostly enthusiastic in certain times, but they might not be loyal in long term periods – unless there are some ways to keep them maintaining good habits on reducing plastic bags.

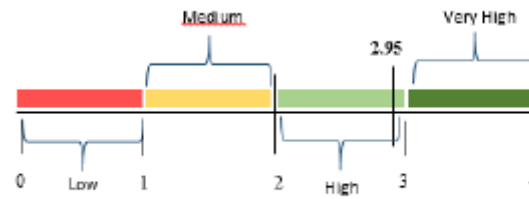


Figure 2 The Level of Youth Involvement

Overall, the involvement of youth towards Indonesian Plastic Bag Diet movement is high. The value of mean is about 2.95, where the minimum which can be mentioned as high is 2.

Referring to the graphic above, youth involvement in Indonesian Plastic Bag Diet campaign is quite **high**. This can be found out from how they respond to the campaign. The value of mean is about 2.95, where the minimum which can be mentioned as high is more than 2. It means that, young generation is already aware of and slightly cares about certain situation. They knew what to do and they took a small step to change their behavior. But, they will not always maintain their goodwill.

Furthermore, the relationship of youth with plastic bag diet issue becomes a concern which we need to learn about. “Involvement is one way to measure the strength of those relationships (Paine, 2011: 80)”. It is the way we can find out the level of target audience understanding on social marketing campaign communication. In this case, we need to identify the pattern on which the youth are as trendsetters.

Involvement itself, “comes in a variety of levels and intensities, including (Paine, 2011: 80)”:

- ☐ Level 1: Lurking
- ☐ Level 2 : Casual
- ☐ Level 3 : Active
- ☐ Level 4: Committed
- ☐ Level 5 : Loyalist

First level of involvement, which is called as **lurking** could be happened if people start to have positive impression on the campaign. They decided to like the campaign on Facebook or bookmark the web page, then a relationship has begun to form. Next, on the second level – **casual**, if they take some sort of action that indicates desire to have further contact. They might subscribe and follow social media which is related to the issue. However, this level of involvement is “where most relationships end” (Paine, 2011: 82)”.

If they are seriously interested in plastic bag issue, they will also actively participate in social media threads and repost some contents. They will move to third level of engagement that is **active**. Even they get nothing in return, they are very welcomed to contribute in reducing plastic bag usage. But, they might not always stay there. The one who really cares and puts concern on plastic bag issue will go to the next level of involvement– **committed**. They taking action on behalf of plastic bag diet movement. “But, involvement does not end there, the ultimate goal is donating or volunteering (Paine, 2011: 83)”. The final involvement brings those youth to become a **loyalist**. They bring more people to reduce plastic bag usage. They have strong motivation to advocate this plastic bag diet issue.

Therefore, the youth involvement present the level of youth engagement. From the survey, majority of youth as trendsetter are most likely in the third level of involvement– that is **active** participants. Their status right now is actively engaged with the campaign.

They already pass through the first and two level of involvement when the campaign starts becoming popular. They notice about the plastic bag diet movement, start to put attention on it and follow the information about it. More than that, they are also enthusiastic to share related issue on their social media, while the trend is still

going on. But then, when the communication of plastic bag diet movement is not so hyping again, they slowly forget and leave it behind. They are still in this level, not yet becoming a committed or loyalist one.

Although their current status is actively engaged with plastic bag diet campaign, trendsetter will not always stick to their current interest. This type of youth might not spread the plastic bag diet campaign anymore after they found something more interesting for them. Hence, there must be further actions and alternative solutions to maintain these positive actions on reducing plastic bag usage.

“According to Petty and Cacioppo’s elaboration likelihood model (ELM), information processing follows a central and/or peripheral route depending on the degree of involvement in the message. Within the central route, a person engages in thoughtful consideration (elaboration) of the issue-relevant information (=arguments) within a message. If the person lacks the motivation or ability to undertake issue-relevant thinking, processing follows a peripheral route. Actively thinking about the arguments in the message is the central route. When the person is not motivated to think about the arguments, the peripheral route is followed. In the theory of peripheral route generally includes visual cues like the package, pictures or the context in which the message is presented. (Mooij, 2004 : 210).”

By understanding the way they perceive and respond Indonesia Plastic Bag Diet campaign from elaboration likelihood model (ELM), we can decide which strategy is more effective to approach different type of young people. The one who can process the information for relevant-issue easily can be invited in a forum of discussion. However, the one who has not interested or motivated in related-issue would need special treatment. The way to communicate and educate them is more into clear and interesting visualization.

According to all explanation above, we come up with some recommendations for the sustainability of this social marketing campaign. First, the government need to continue the paid plastic bag policy and increase the value of the tax. From our perspective, the value of tax which is only IDR 200,- (around USD \$ 0.02) will not maintain the long term behavioral changes on youth. If the government could increase the value of the tax about IDR 1000-IDR 2000 (around USD \$ 0.1 - \$ 0.2) and re-run this campaign in many retail stores, youth will re-think to take plastic bag diet campaign as their serious concern.

Second important thing is education for youth to involve beyond following the trend. The goal of the campaign is to make sure youth really understand the problem and are responsible to lend a hand in plastic bag issue. To make them understand more, we can approach youth in more relevant content of marketing. “Content marketing is an art to create and spread relevant-authentic content from a brand,” (Marketeers, September 2015: 36). We could provide more content such as fun facts videos, infographics, and fun challenges of other activities that create youth attraction.

Last but not least, we could encourage youth to buy or create shopping bag business which provides unique, fancy and easy design to bring everywhere. As one of the examples comes from a local brand named Bagoes.co.id. They provide many good looking and foldable designs for shopping bags. So that, youth have alternative yet fascinating to bring their stuff and can still avoid using more plastic bags.



Figure 3 Bagoes Indonesia's products.

Conclusion

This research describes the youth response as part of future agent of change in order to respond to environmental issue. Specifically, this research measures the youth involvement in plastic bag diet campaign. According to the result of this research, youth are most likely become trendsetter, rather than an early adopter or game changer. They already aware of and understand about the issue. They have willingness to spread the information to their relatives and friends. But, it only happened when the issue becomes popular among them.

In addition, we also measure the level of involvement on youth. They are not only in the level of lurking or casual. They actively engaged with the plastic bag diet campaign, but not yet become committed or even loyalist. It happened by reason of intensity and continuity of the campaign. When the Indonesian Plastic Bag Plastic Bag Diet Movement or other similar organization does not communicate the issue massively, the youth will also not respond it very well. The youth will start getting bored and forgetting the importance of reducing plastic bag.

There should be further campaigns to help youth maintain their involvement in reducing plastic bag usage. It would need longer time – not only counting by in months. It might take years by years to see the significance results. Not only related organization which has responsibility to spread this positive actions, but also the government, education institutions, family and youth themselves also have to collaborate and find the solution together.

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BREAKING THE SILENCE: THE USE OF COLOR BARS

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Abstract: Test patterns or “color bars” as used by engineers in the television broadcasting industry to check the quality of colors a TV station in broadcasting has evolved in usage and meaning online. In 2017, Facebook timelines of TV5 Network, Inc.’s current and former employees were inundated with color bars. The color bars became signifiers and symbols of varied emotions as a visual graphic in the online space. Survey and interview of current and laid-off employees of TV5 were utilized to describe the evolving meaning of transcendence of emotions as displayed by visual graphics in the online space. Raising the questions: 1) Are “color bars” the new symbol of freedom of expression that connote to struggle and resistance against oppressive broadcasting industries in the online space?, 2) Are these “color bars,” as displayed demonstrates assertion of rights in the offline space?, and, 3) If this visual graphic is the new form of resistance, is the broadcasting industry in the Philippines listening? Findings showed that “color bars” were used as a form of protest of employees to show their emotional state when they learned that they were laid off from the company. The respondents inadvertently presented these “color bars” as signs of grief and solidarity in the online space to display resistance against such company decision. This represented the power resistance and visual communication on meaning expectation and resolutions between and among employees and media organizations.

Keywords: Mass media, organizational communication, power resistance

Introduction

The internet has truly revolutionized how humans have communicated in recent years. It offers a plethora of tools providing new space to interact with others. As such, social media has become one of the platforms in the internet that have made a difference because it provides an unlimited space where worlds, (literally and figuratively), collide. The online space, specifically that of social media platforms enables the merging of text and visuals through images, graphics, video, and audio as messages. Through these message elements, social media has afforded a place to react, share, and comment in topics which they can relate to. Popularity in the use of social media sites are not only because of the merging of texts and visuals, but it expands its usage in communication from ordinary social interactions to that of information sharing, creating a bevy of communication exchanges in one online platform.

Though social media can utilize text for social exchange online, visuals are much more favored by many as a way to substitute for thoughts. Aside from virally captivating videos, a lot of people utilize simple static images or graphics to convey a message in the social media. Thus, news feeds of users are inundated with various content; at times, too varied that it becomes a “hodge podge” of information.

In the last week of February 2017, a certain group of users in Facebook uploaded an interesting image that saturated many news feeds of their friend connections through the posting or displaying of an image of rainbow of colors which is not often seen by many. These rainbow of colors, otherwise known as color bars is used as a test pattern by engineers in the broadcast industry to check on the accuracy and quality of color transmission of their television station or network. Seeing the color bars in the online space, which is often seen in television, prompted such study.

Color bars on television has different kinds of patterns, but what was displayed in the social media site, are color bars used by The Society of Motion Picture and Television Engineers (SMPTE) for test patterns standard. (Please see Image 1 below).

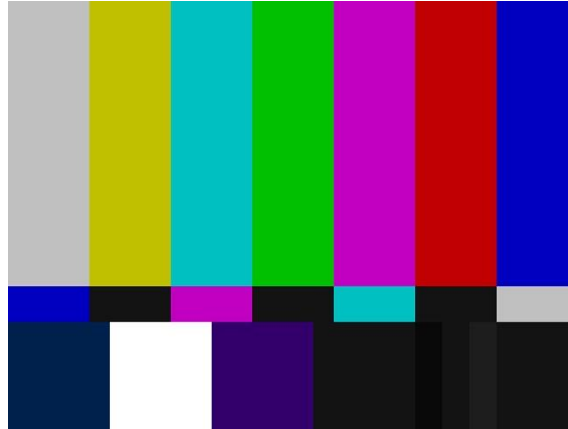


Image 1. A sample of SMPTE color bars

The SMPTE color bars, were posted by a number of former employees who were laid-off by TV5 Network, Inc., in their timelines from February 24 to February 28, 2017.

Ranking third in AGB Nielsen and Kantar audience ratings, TV5 Network, Inc. is a broadcast network in the Philippines, that has earned the reputation as one of the influential television networks in the country. Amidst this reputation, in February 24, 2017, TV5 Network, Inc. management decided to do a massive lay-off of 98 employees (supervisors, managers and rank and file employees). Reasons for this is because the employees were rendered as unfit for their positions, and, to reduce operational costs (Rappler.com, 2017). Counter-arguing this mass lay-off, employees' union of TV5 said that such move was abrupt and unjust. Moreover, employees' union of TV5 explains that this is an ironic of the network's vision for news casting that take parlance for the protection of the basic rights of disempowered sectors in their reportage but violates simple rules of labor contract of their own employees.

This occurrence has lead the researcher to wonder on the how and why the phenomenon transpired. Thus, this study is aimed at answering the following questions:

1. Why did the respondents choose color bars over other images to present their message?
2. How were the "color bars" used in the online space as a sign of assertion of rights?
3. How effective was the use of the color bars as a symbol of resistance against oppressive organizational cultures?

Method

The researcher used a mixed-method research design. The qualitative data were taken from a purposive sample. Social media posts from Facebook were gathered from February 24 to 28, 2018 specifically posts containing color bars, regardless if there is a caption or none. If there was a text or description, textual analysis was utilized to determine its connection to the image. The contents and technical use of the image itself was no longer included in the analysis since the study is seen through the lens of social media and the users who are in the middle of the issue at hand. The aforementioned period was the specific duration when the massive lay-off in the company happened.

After determining the affected employees who posted in Facebook, the researcher proceeded to gather quantitative data through an online questionnaire sent to 20 concerned employees. However, only 10 responded. They were specifically chosen since they are affected parties in this issue and are rank-and-file employees. The questionnaires were then subjected to coding analysis to check on the trends of their answers.

In order to answer the questions stated in this study, the researcher primarily employed Charles Peirces Sign Theory (Semiosis) to analyze the motives of the respondents on the use of the color bars, while Chad Brinsfield's Organizational Silence was utilized to understand the problem between the officials of the company, its employees, and the ensuing result of this interaction.

The Repurposing of the denotation of the "Color Bars"

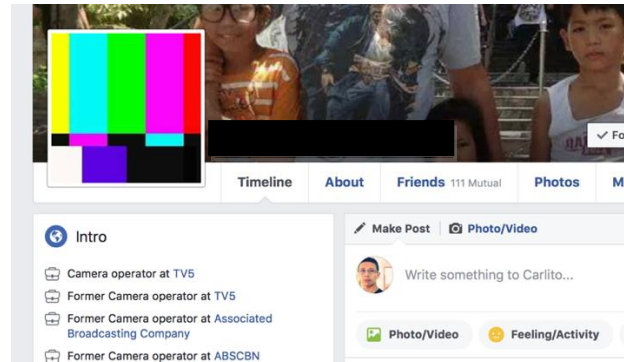
Based on the responses from those who posted the color bars, 9 out of 10 used this type of image since it is the most "convenient" way of presenting their sentiments about the issue. Considering that most of those who responded were cameramen and assistant cameramen, they said the color bars were used in their standard operating procedure in shooting and editing videos. The protocol was to record color bars in the beginning and end of a certain coverage in the news gathering process in the field. This was to properly separate raw, unedited videos to facilitate easy post-production editing and archiving. This is akin to chapters in a book or subheads in novels or written texts.

The original use of color bars as a behind-the-scene aspect of the broadcast production process transcended to the public sphere through social media. As mentioned earlier, since most were cameramen, they used a familiar image which they used at work. The image was used as an irony since this was analogous to the end of their video shoot but also the end of their careers in the company (Screenshot 1).



Screenshot 1. An example of a post from a former cameraman

Another employee went to the point of replacing his profile picture to color bars (Screenshot 2). He said the color bars as a profile picture was a bold way to represent what has transpired. This in effect, showed how personal the effect this has been to him. The usual profile picture is used to see the face of the user, however, he chose to replace it as a representation of personal distress. The color bars was once again repurposed not only as an ordinary post but a personal artifact of life for this particular user. In addition, the technical image, in effect, became a personal image in the process.



Screenshot 2. An assistant cameraman changed his profile picture to color bars

In this case, Pierce's Semiosis (Atkin, 2013) may explain the phenomena. The represent a men or signifier is the image "color bars". Its definition or referent (what the sign stands for) was changed from having a technical definition to a different meaning which is dependent on the user's motives on what to convey to his/her audiences. However, at this stage, the interpretant /signified has not yet been determined as the behavior of posting the color bars is an action, without the need for thinking yet of those who are going to comprehend the image.

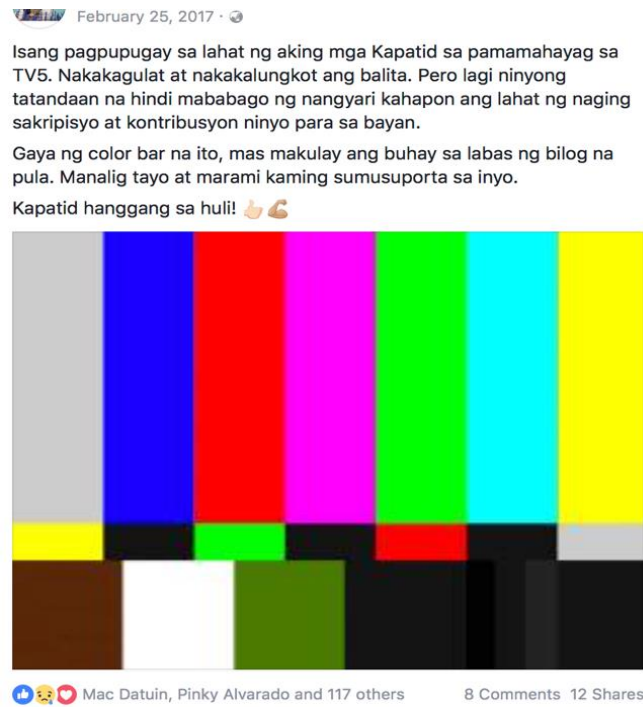
In addition, the color bars were preferred since it was viewed as "neutral", basing on the original denotation as a test pattern with no related connotation of opinion or subjectivity. The "neutral" nature of the image lent to its ease or convenience as it does not immediately get judgement or sentiment from their audience in social media. This explains why many of these employees chose to use the image over text.

Some of the respondents, however, posted with descriptions but these were limited to a few words or phrases. A few of their words were:

- "Signing-off" / "Temporary signing-off"
- "The final countdown..."
- "*Sayang ang pagod, puyat at pagsisikap*" (Such a waste of effort, sleepless nights, and hard work)

Even these descriptions are neutral in nature as well, but it still implies about the sentiment of the user. Nevertheless, it directly relates to their standard that the image is used at the end of a video shoot correlating to their termination from the job.

Other than those who were affected by the lay-off, some indirect actors in this phenomenon have emerged. One such actor was a former reporter who resigned from his post 1 year before this event. He said he posted the image because it was previously used by those who posted earlier in their timelines when the lay-off started. (See screenshot 3). As a contrast from those who were laid off, his post contained a description or caption about the event wherein he voiced his support and admiration to those who were terminated from their work. Although not directly talking about color bars in the caption, his use of the color bars was repurposed as a sign of support to those affected by the issue.



Screenshot 3. A former reporter sharing the same type of color bars but with corresponding description

Employees who were laid off were not the only ones who posted and repurposed the color bars. Former reporters and writers who already left the company followed suit in posting the color bars in their social media account, either as a post, profile picture, or cover photo, to symbolize unity and empathy with their former colleagues. Some resorted to sharing other user's posts and reposting it in their timelines. Despite the same image being used, it was repurposed by different users through captions or descriptions showing support. It may seem like the image was used to call attention to a certain problem, than just an aesthetic aspect of their posts, but it has unintentionally created an advocacy to help those affected by the retrenchment. This mindset for advocacy also added to the referent of the said image from only sentiments to a certain form of support or activism from those indirectly involved in this event. It then

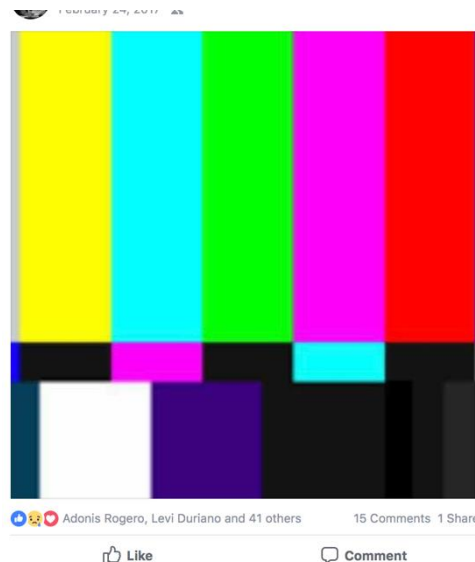
The Color Bars as a virtual sign of resistance

According to the respondents, all of them were unjustly terminated. They expressed disappointment and dismay on the procedures that the management undertook to fulfill the retrenchment. The emotional burden was a factor in leading them to post the image. Albeit not technically connected to what the original meaning, the color bars were their sign of protest in the online space. Most of them mentioned the following reasons in their move to "virtually" protest:

- Absence of clear focus or direction for the organization and for making major decisions
- Difficulty with multiple personalities in the organization
- Failure of the company to train or retrain employees for professional growth
- Poor communication and feedback amongst people in the organization
- Shortage of funds for general operations
- Conflict amongst management and rank-and-file employees
- Lack of understanding of costs and operations of various resources in the company
- Low morale

- Poor planning, organizing, leading, and administration of resources
- Suggestions are not accepted, or the management dismisses them
- Lack of transparency of the company's finances
- Management is "out of reach" or does not consult employees

Looking closely, their sentiments brought about their problems with the management and supervisors of the company. One main theme here is the staunch stance of the management not to budge or adjust to the needs of the rank-and-file employees. As seen in some of the screenshots (See Screenshot 4), the color bars were presented but there were no accompanying caption or description to what was the purpose of posting such image. This is a manifestation of what some researchers call as “organizational silence”. Devised by Chad Brinsfield, “organizational silence” is separated by voice and silence itself. Voice is defined as “the expression of ideas, information, opinions, or concerns while silence can be defined as withholding those.” (Begheri, *et.al.*, 2012, pp. 49). In this effect, Pinder and Harlos (2001) defined silence “as the absence of voice as it has its own form of communication, involving a range of cognitions, emotions, or intentions” (*ibid*). In most cases, silence is established through the organizational structure and beliefs system of a company’s supervisors and higher management to the lower-ranking employees.



Screenshot 4. A sample of a post from a former assistant cameraman containing only color bars

In the case of TV5, concerns from employees (voice) are not explicitly expressed in the online space. This is ironic since there is no written code about the use of social media accounts of their employees which give them virtually total freedom from posting, especially in Facebook. However, the corporate structure of the organization lends to the somewhat “muted” state of these employees. Nevertheless, they had to use an image to represent their opinions or sentiments in the issue in which they are the main affected parties in this move of the managements. As a result, the image transcended their work and personal lives to the public sphere through their Facebook accounts. It is important to note that all of the respondents were rank-and-file employees who are in the lower ranks of the organization. This action also revealed the culture of the organization on how it treats its employees especially in dissent or unfavorable opinion. Although the network has no set guidelines or rule book about social media posts, the corporate culture in the company has lent to this phenomenon.

The actions seen in Facebook is a way for the employees, particularly those who were retrenched, to break the culture of “silence” in the organization. The silence can be observed in the rather “safe” uncontroversial nature of the use of color bars and lack or non-inclusion of a caption to the image. If there are descriptions or captions, there was no mention of the name of the company but only their involvement to their work in general. This shows a certain fear from the users of possible retaliation from their superiors. Although not explicitly seen in

their posts, this behavior shows the company's clout on the employees despite having no "standards" set by the company on the use of social media. Thus, the freedom afforded by social media, Facebook in this case, has given them the avenue to present their voices to the public which they cannot truly accomplish in the company. Interestingly, almost all of the respondents said their objective on posting was not only to let the public know their sentiments and problems in the company but to let their own company know and understand their predicament. It is apparent there is an issue of lack of communication and response or feedback from management. At this stage, the interpretant/signified or the sense made by the sign to the audiences starts to develop.

In addition to informing their friends and superiors of their problems, posting also gave them an emotional release. Everyone said they were disappointed and sad, at the same time, even when they were in the process of thinking of what to write in their posts. Facebook served as a conduit for their emotions, most especially employees who were let go. Other than the concerned employees, the reporter also said it was a way for him to show moral support and sympathy for his former colleagues. In connection to this, reactions to their posts gave them reassurance they are being heard by many people in the online space. Most of those who reacted either "liked" or reacted with "love" and "sad" to show emotional support.

However, checking on the profile of reactors, many were friends and families but mostly within their social circles. This is problematic since, based on their responses, they do not know if their sentiments can be heard by management or their superiors. One cameraman even went to the point of pessimism saying, "I do not care anymore because they do not listen to us in the first place." Suggesting that despite their efforts to be heard, their superiors turned "deaf" to their sentiments. This further bolsters the thinking of being "muted" in their own organization.

Being present and engaged in social media means friends and other people in the online environment may copy or even share an original post. Since the image was posted and shared by many former employees for almost 1 week in Facebook meant that its use as an image of protest and resistance is effective. The use of the color bars has effectively come full circle since the aim of most of the respondents were to let the public and their company know about their sentiments. They did not expect other people to come into the picture, but it exceeded their expectations.

Conclusion

The utilization of the image "color bars" in the case of the retrenched TV5 employees presented a unique way of protesting in the online space. An image which is used behind-the-scenes in the TV industry was used for all the world to see, not in its original denotation, but in a repurposed meaning in social media specifically Facebook.

However, there is a problem on whether the color bars were seen in the much larger online sphere as a sign of protest. Firstly, the color bars were neutral in nature wherein the image was not normally associated as a symbol for emotions or even protest unlike explicitly saying it through text such as in placards in militant mobilizations. Even the texts (descriptions or captions) accompanying the image were generally vague and does not pose any hint of protest. At this point, the advocacy is already in a much-muted state resulting in frustration and dismay in the part of those affected.

Another complication is the reactors were only limited to their "closed" social circles namely their friends and families. The broader scope of people in Facebook do not see the post itself since a user cannot see a post of a certain user if they are not friends or are not shared outside of their social circles. Thus, much of those who understand the use of the color bars are only limited to those who also know and understand the work of the affected by the retrenchment.

And with television slowly losing its ground to online media, much of the audience or the general public especially in Facebook, do not see the significance of the color bars as a sign of protest. Those who posted the image tried to inform the more general audience however, the platform itself limited the reach of their advocacy.

In a democratic country like the Philippines, it is an ironic situation wherein the media espouses and definitely enjoys freedom of expression, but their own retrenched and former employees have been oppressed in an implicit way even in online space. The internet may have given everyone access to freedom of expression, giving way for their voices to be heard. If, however, the oppressed are already in a certain state of conditioned oppression, the silence is still palpable in both image and text. Thus, the use of color bars in tandem with social media gave them a short stint onto breaking the silence but fell short of making their issues known to the general public.

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