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Leadership and Organizational Culture in China's Television Stations

This paper categorizes organizational culture of China's television stations into three types including party culture, bureaucracy culture and commercial culture based on the value expression of organizational culture and organizational goals in television stations. By investigating a number of geographical representative television stations including CCTV, Shanghai TV, Beijing TV, Daqing TV, Hunan TV and Phoenix TV, this paper concludes that Chinese television stations which are undergoing structural reform have not developed a mature model of organizational culture. The organizational culture has more or less traces of above three types of culture. In principle, freedom and liveliness of organizational culture is positively interrelated with the loose of propaganda function and commercialization of television stations by the leading party and government. We conclude it is rather the enterprise vision made by China's television stations' leaders decided organizational culture, but not the other way round. The more developed economic area where television stations are located and the more loosen of control by superior government, the more change of organizational culture that television stations have made. Furthermore, this paper discussed restriction factors of organizational culture in different television stations, dilemma of program production and commercial function, current misunderstanding points and gave suggestions for organizational culture building in China's television stations.

1 Introduction

China's television stations are undergoing structural reform and leadership reform in recent years. Broadcasting industry in China was defined as cultural industry and controlling tool for the correct direction of public opinion. All television stations are owned by Chinese government and the Party. In recent years, China's television stations have been encouraged to be partly commercialized and merged into local or provincial media group/conglomerates. However, this kind of commercialization and mergers are not the same as those happened in the West. Commercialization does not mean to change the ownership of state-owned to private-owned. It means that television stations are encouraged to marketing their programs and earn more income. By now, the stations still keep two parallel leadership system called administrative management leadership and Party management leadership. Administrative management leaders are responsible for the quality of the programs and financial balance of the stations. Party management leaders are responsible for the political correctness of the programs and other performance. Management issues in China's broadcasting industry are very different with other countries. The ownership system great influenced the leadership style of China's television station.

Under current circumstance, culture and leadership issues in China's television stations are become more and more important. This study wants to investigate whether particular culture values help or hinder television stations in China. The research was initiated out of concern while both of us paid attention to the internal management of China's television stations. It is based on extensive discussion with senior executives and management teams in China's television stations. Besides extensive discussion, we used documentary analysis and checked existing research

about China's television stations from numerous journals and thesis database.

The paper categorized organizational culture of China's television stations into three categories including propaganda culture, bureaucracy culture and commercial culture based on value expression of organizational culture and organizational goals. A number of geographical representative television stations including CCTV, Shanghai TV, Hunan TV, Daqing TV and Phoenix TV are selected to make case study. Based on above analysis, we concluded that the more developed economic area where television stations are located and the more loosen of control by superior government, the more change of organizational culture that television stations have made. Furthermore, this paper discussed restriction factors of organizational culture in different television stations, dilemma of program production and commercial operation, current misunderstanding points of organizational culture building and gave suggestions for organizational culture building in China's television stations.

2 Finding

For long time, China's television stations are regarded as propaganda tool for Chinese Communist Party and the Government. Along with the opening policy from 1980s, people have discovered commercial character of television stations have been and pursued economic returns as one of their main goals. By now, there are more than 1000 television stations in China which ranks No. 1 in the world. Most China's television stations are state-owned which could be categorized as four types – China Central Television Station (CCTV), provincial television stations and big city television stations, small city television stations and non-state owned television stations.

