

Journalism Practice in Zambia - Successes and Challenges in Private Television Stations in Lusaka: (A Case Study of Muvi Television)
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Abstract

Social networks and social media are part of a phenomenon that is changing the way organizations communicate with their customers and potential customers in a new market segment. Social media marketing programs usually centre on efforts to create content that attracts attention and encourages readers to share it with their social networks. A corporate message spreads from user to user and presumably resonates because it appears to come from a trusted, third-party source, as opposed to the brand or company itself. This study was an assessment of social media advertising by fast food restaurants in Lusaka. The objectives of the study were: To determine factors that affect electronic advertising. The second objective was to establish which factors catch consumers' attention on a company's social media site. The third objective was to identify the social media sites that are frequently used by fast food restaurants. The fourth objective was to evaluate the effect that products advertised on social media sites have on a company's sales and consequently, its profits. With the help of the nature and objective of the study, the researcher adopted descriptive research design because the researcher was interested in describing the situation under study. The target population used in this study was fast food restaurants in Lusaka making use of social media to advertise their products. Using Yard's

formula, it was determined to use fifty Lusaka fast food restaurants as the sample size. The study used primary data collection, which was obtained through the administration of questionnaires, which were designed according to the specific objectives of the research. The questionnaire used closed ended questions. The closed ended questions were in form of a Likert scale (agree, strongly agree, neutral, disagree, strongly disagree) based on the research objectives and the literature presented in chapter two of the study. The questionnaires were sent online and others distributed while conducting personal interviews. Follow-up questionnaires were sent via email to ensure high response rate for the questionnaires administered online. The collected data was analysed using quantitative method. Questionnaires were used to collect the data for the research. Using this technique, the collected data was evaluated using tables, figures, and SPSS. This research concluded that social media advertising does have an impact on fast food restaurant businesses in Lusaka.

Keywords— Enculturation, Diffusion, innovations, Entrepreneurship

CHAPTER ONE: INTRODUCTION

1.0 Overview

This chapter comprises of the background of the study, the problem statement, the purpose and objectives of the study, researcher questions, the significances of this study, a scope of the study and the conceptual framework.

1.1 Background of the Study

Broadcasting is a global phenomenon. As an essential aspect of any nation's social and cultural life, its significance cannot be over emphasized. Combining audio, vision and motion picture, the broadcast media's effectiveness in communicating information with speed and accuracy to heterogeneous audience has been proven over the years.

The Zambian media fraternity is driven by public or state run and privately owned institutions either print or electronic media. The Media, since independence have been regarded as key stakeholders in maintaining peace, oneness and have been considered to be a pillar for promoting national sustainable development (Ojo, 2010).

Zambia's broadcasting space is suggested to have started during the colonial regime. According to Hamasaka (2008), the development of the broadcast media was directly linked to the objectives of the British Empire of using the media as a tool for communicating and controlling the governed. He argued that in 1941 the British colonial government launched the first radio broadcasting in Lusaka now the capital city of Zambia. It is reported that when the then Northern Rhodesia now Zambia got independence, the Kenneth Kaunda led government took over the running of the Zambia Broadcasting Services (ZBS) which was then known as the Northern Rhodesia Broadcasting Services (NRBS) and later became known as the Zambia Broadcasting Services (ZBS) (Hamasaka, 2008).

However, with the coming of multi-party system under the Movement for Multi-party Democracy (MMD), it was anticipated that there would be many changes especially in the media fraternity. The MMD manifesto was clear while in opposition and was to free the public media to encourage checks and balances on the government and to promote freedom of expression and opinion (Chirwa, 1997). After the MMD came into power in 1991, many people including political players were hopeful that the control of ZNBC by government would be reduced and following the enactment of the Telecommunications Act of 1994 that removed the Corporation's role of issuing radio and television licenses which led to the establishment of the Communications Authority of Zambia (CAZ). To date more policies and legislations have been established to facilitate checks and balances on the media in order to ensure that their operations follow the laid down procedures which are: Independent Broadcasting Authority Act No 17 of 2010; and Zambia National Broadcasting Corporation (ZNBC) Amendment Act of 2002. The monopoly reduced and a lot of other private media organizations were established. The introduction of Zambia National Broadcasting Corporation (Amendment) Act, 2002 meant that now ZNBC through liberalization would be transformed into a national broadcasting service organization (Ndawana, 2011). Through its existence, the Act also made the Television Levy payment mandatory by any person living in Zambia who owned a television set. The Act also redefined the functions and powers of the Corporation to generally provide for the control and regulation of broadcasting and diffusion of broadcasting services in Zambia (Kantumoya, 2004).

However, Liberalization of the air waves in the television sector through the enactment of the Radio/Television Communications Act (1994) and the Zambia National Broadcasting Corporation (Licensing) gave birth to television stations like

Muvi Television, Prime Television, Q-Television and Mobi Television etc. However, ZNBC Television 1 has maintained a consistent lead in terms of reaching out to the masses despite the initiative by Muvi Television and other private television stations to use satellite broadcasting facilities to broadcast countrywide. The liberalisation of air waves also gave birth to many media outlets including radio stations like Radio Phoenix, QFM, and Hot FM; the Southern Province based Sky FM, Mazabuka Community Radio, Zambezi FM and Radio Mosi-o-Tunya; the Copperbelt province based YARFM, Radio Ichengelo and Flava FM, and many others throughout the country. However, despite these legal provisions that have helped to push the liberalisation agenda, Zambia still has no access to Information Law (ATI) despite so many promises made by government.

According to Mambwe (2012), in 2005, ZNBC together with their strategic business investment partners, Multi-Choice Zambia entered into an agreement that saw Multi Choice Zambia begin to distribute the ZNBC signals via satellite on the Digital Satellite Television (DSTV) bouquet. This proved to be one way of boosting the ZNBC signal as well as a digitalization process to move from the analogue signal.

In addition to the successes of the private television stations, although far from being totally free, the media in Zambia has become freer as compared to the time during the 27 years since independence ranging from 1964 to 1991 the famous electoral defeat of Kaunda and his party, UNIP. Zambians now have access to competing and opposing voices. The private press has taken upon itself the role of public watchdog and defender of freedom and the truth. Access to the media has improved remarkably. Criticism of the government seems to be no longer a crime. However, despite these newfound freedoms, access to the media mores so television remains limited because of the high

levels of illiteracy, poverty, the inability to afford buying newspapers and the radios and television. Moreover, the lack of electricity has kept the electronic media like television out of reach of the majority of Zambian citizens (Kasoma, 1997).

Similarly, other challenges facing TV broadcasting are also economic, political and legislative. Given the small market for advertising, it is difficult to see the extent to which the private television stations in Lusaka which are the newcomers can dislodge the ZNBC TV channel from its near monopolistic position. Most companies want to advertise with ZNBC TV rather than private televisions, no matter what the nature of its content. Some private television stations within Lusaka city already suffers from the unenviable position of being the least consumed medium among the population, so any entrant will have to contend with this. Politically, television attracts greater state regulation than either radio or newspapers; the state is keen to see fewer competitors to the ZNBC TV channels who might peddle opposition politics. For example, the state has refused to let parliament ratify the people appointed to sit on the ZNBC and the Independent Broadcasting Authority (IBA) boards of directors. This overriding political interest is likely to deter most private financiers from contemplating investment in the television sector, for fear of victimization. The political becomes enmeshed with the legislative in the sense that independent regulation has suffered a set-back as a result of the above.

Therefore, some are of the thought that the best way to use the broadcast media as a facilitator of development is to have them owned and controlled by the government; others opined that the best result will be achieved by the private sector. In the light of the original blueprint of their establishment, the private broadcasting organizations are expected to adhere to the regulatory broadcasting policies, codes and standard in the course of their operations

towards attaining a set of predetermined goals laid down by the regulatory bodies such as ZNBC. However, the private television stations continue to experience challenges which affect their success.

1.2 Statement of the Problem

Television has registered little growth in comparison with radio broadcasting. Television ownership in Zambia was at roughly 36.5% in 2004 with a tremendous growth realized in the previous years (ORC Macro, 2004). In 2013, there were 10 private television stations on air in Zambia. This is an indication that, there is tremendous success in the ownership of private television stations. This steady growth with the television stations is because, the role of a media (including television stations) in the creation of a system of governance in which accountability, transparency, rule of law, and public participation in governmental decision making cannot be overemphasized. This is because in any society, the television stations are expected to play roles such as, to serve as a watchdog to the three organs of government which are the judiciary, the legislature and the executive; to inform the public about issues which are of national interest; to serve as a medium of communication that guarantees free, open debate, and discussions among members of society; to influence public opinion through impartial, balanced and fair analysis of issues that are of national interest; and last but not the least, to serve the economic system through sponsored advertisements designed to bring buyers and sellers into contact with each other (Malburg, 2000).

However, lack of freedom of information continued to be one of the major challenges Zambia faced for a very long time despite the efforts by Government to liberalise the media. Most private broadcast media (television stations) in Zambia are faced with a lot of problems in their operations. This is because, since they are not owned by the government and cannot serve as the mouth piece to some extent, this affect them because, the

government is not responsible for their finances they are only sponsored by their owners and incase of financial constraint, they will surely be affected (Banda, 2003). In addition, also they lack the tactics in the management of their staffs and resources available to them. This causes lack of commitment by its workers thereby causing more harm than good to the organization. Although, the Access to Information Act was enacted, it was in limbo (Makungu, 2004). This was because government puts it on and off for reasons best known to itself. There was no freedom of information laws in Zambia that sufficiently provide for freedom of the media, freedom of information and good governance more so in the Television stations. Television Journalists find it difficult to access files from government offices because of over regulations which have been put in place. This is an indication that, most private broadcasting media are faced with impediments that lead to ineffective coverage which leads to distortions in their operation. Thus, a study was directed towards examining or assessing the operational challenges and successes of private broadcasting media in Zambia using Muvi television as a case study.

1.3 Objective of the Study

1.3.1 General objective

The general objective of this study was to examine the journalism practice in Zambia under successes and challenges in private television stations in Lusaka; a case study of Muvi Television.

1.3.2 Specific objectives

The specific objectives of this study where to find out the various roles performed by private television stations in Lusaka; to examine the factors behind the successes experienced by private television stations in Lusaka as well as to examine the challenges encountered by the private television stations in Lusaka.

1.4 Research Questions

The research sought to find out the various roles performed by private television stations in Lusaka; to discover the factors behind the successes experienced by private television stations in Lusaka and also to find out the challenges encountered by the private television stations in Lusaka?

1.5 Scope of the Study

1.5.1 Geographical scope

The study was conducted at Muvi television. Muvi television is located in Lusaka, Zambia's capital and largest province. The coordinates of the Muvi television are: Coordinates: 15°27'0"S 28°20'0"E / 15.45000°S 28.33333°E / -15.45000; 28.33333. Muvi television is chosen because it has an advantage over other private stations as it is one of the oldest media institutions in Lusaka city which has experience criticism by the government like in 2011 when president Rupiah Banda ordered the closure of the station just before the general elections.

1.6 Significance of the Study

These are the various significant of the study in broadcasting because it provides insight into more effective broadcasting towards achieving the predetermined goals and obligation. Therefore, this study sought to draw the attention of media practitioners and owners (especially private television stations) to the vital role television plays as an agent of socialization. Having this fact in mind, television media practitioners and owners will be mindful of the kind of factors they should consider if they are to realize success.

The research work is of benefit to students of mass communication, who are notably the future broadcasters who will definitely get to face the challenges faced by the private broadcasting organizations, as it lists out guides towards effective and result oriented broadcasting operations.

The research work can serve as a material for reference to individual in the field of broadcasting. Also, findings of this study will be an added resource to available literature and will be used to promote informed decision-making and policies by the regulating bodies of the broadcasting industry.

1.7 Theoretical Framework

1.7.1 Theoretical Review

Opportunity-Based Entrepreneurship theory, Resource Based View and the niche theory form the theoretical framework of this study. It determines the variables to be measured and statistical relationships to look for in the study. Furthermore, it provides a general framework for data analysis and selection of a proper research design.

1.7.2 Opportunity-Based Entrepreneurship Theory

The opportunity-based theory is anchored by names such as Peter Drucker and Howard Stevenson. Entrepreneurs do not cause change as claimed by the Schumpeterian or Austrian school. Drucker (1985) entrepreneurs have an eye more for possibilities created by change than the problems. Stevenson (1990) extends Drucker's opportunity-based construct to include resourcefulness.

Entrepreneurship research addresses the discovery, evaluation, and utilization of future goods and services (Venkataraman, 1997). Its definition does not necessarily include or exclude the creation of an organization, and it does not require the same person or firm to engage in all parts of the entrepreneurial process (Eckhardt & Shane, 2003). The definition indicates that entrepreneurship begins with opportunities. Opportunities are new means ends frameworks, whereby a variety of new goods, services, raw materials, markets, and organizing methods can be introduced and implemented in a market system (Shane & Venkataraman, 2000). The process requires growth:

only one or few individuals tend to participate in a nascent opportunity, but the ramifications can generate value for many individuals.

Opportunities have been examined in entrepreneurship research assuming the most basic tenets from psychology, sociology, economics, marketing, and other fields. Whereas incremental advancements have been made along these lines, theories and methods from other fields are not liable to make novel contributions (Venkataraman, 1997). For instance, recognized opportunities have an objective and autonomous aspect that can evolve beyond their discoverers. That feature is outside the boundary conditions of typical models from economics (Baumol, 1993) and psychology (Low & Macmillan, 1988). As well, person-centric research that casts individuals as the principal unit of analysis, as in psychology, is known to mistakenly attribute opportunity-based variance to individuals instead (Shane, 2000). Such limitations underline the need for a distinct theoretic direction when explaining the emergence and existence of opportunities.

Research emphasizing opportunities assumes that the set of empirical factors in entrepreneurial discovery in television events rotates more evenly around opportunities than around people or firms (Kirzner, 1997). Person-centric research is strained here because opportunities derive unitarily from micro and macro factors. Studies are increasingly acknowledging this aspect (Dimov, 2003; Murphy *et al.*, 2006). The theoretic importance of opportunities is increasing on these grounds but there is still no paradigmatic approach (McMullan & Shepherd, 2006). This theory is of great importance to this study because it calls on television to take advantage of opportunities brought by any change.

1.7.3 Resource Based View Theory

Resource based theory was proposed by Wernerfelt (1984). This theory, as described by Hitt (1995) holds that the firm's resources are a major determinant of the firm's functioning. The firm's resources can therefore be termed as a source of the firm's organizational strategy and competitive advantage. A company's resources generally comprise physical, financial, human and intellectual capital (Johnson et al, 2008).

According to Wernerfelt (1984) to him, resources and products represent two sides of the same coin. He argued that most Industrial organization studies operate on product market side (opportunities and threats) of Andrew's (1971) strategy framework, however, the same problem can be phrased in terms of resource position (strengths and weaknesses) of the firm. He defined resources as those assets (tangible or intangible) which are tied semi permanently to the firm. Although he didn't make a distinction between resources and capabilities, he emphasized dynamic resource management by arguing that most resources can be used in multiple products and firms need to keep growing their resources viz. technological capabilities in order to protect their position.

The empirical support for RBV has come from studies which conclude that business effects are more important than industry effects and therefore looking at business effect makes more sense. Rumelt (1991) found out that the stable business-unit effects are six-times more important than stable industry effects. Broadcasting companies are more likely to formulate better strategies if the firm has adequate resources. When the competencies of resources are well developed, it is a source of competitive advantage (Thompson et. al, 2007). Similarly, Hamel and Prahalad (1994) agree the same indicating that the distinctive competences of a firm must have customer value, extendibility, and must be competitor unique for them to attain

maximum benefits for the firm. Conversely, the availability of resources is not enough to give the firm a competitive advantage. The firm may have surplus resources but do not have the capability to efficiently use them to their advantage. Competitive advantage is gained from a firm's ability to assemble and fully exploit its resources.

Resource-based theory is very extensive and dynamic program that can allow Television stations to get many valid answers to the important questions of strategic management of the broadcasting companies. Some outcomes of the article included the geopolitical situation and the absence of major structural changes in the Zambian economy raise the question of implementing effective management models (like the resource-based view) at the Zambian broadcasting companies, allowing not only to rationalize the management of available broadcasting resources, but also to identify and use the hidden resource potential.

Further development of the basic ideas of the resource management, especially the concept of dynamic capabilities, may really contribute to the solution of its central task the identification of the sources of sustainable competitive advantages of broadcasting companies in the contemporary conditions of radically transforming environment. Obviously, the detection of core competencies will be accompanied by the outsourcing of not only the supply of basic resources, but also outsourcing of certain types of activities or functions too. And this is the reality of the modern strategic management in broadcasting companies like Muvi Television.

Moreover, the mobilization of production in the broadcasting industry in Zambian reserves allows the increase in production considerably with minimal investments and minimal additional consumption of materials, fuel and energy. The successful example of introducing the concept in the organization of the retailing confirms the

multiplicity of its application and motivates to use it in the Zambian broadcasting industry. The implementation of the principles of resource-based view at the Zambian broadcasting industrial enterprises can become the breakthrough strategy, which will increase their competitiveness in the world and in the country.

1.7.4 Niche Theory

In 1981, the National Association of Broadcasters used “ecological niche” as a metaphor to predict the fluctuating categories of national cable network programs in the midst of new media forms (Dimmick & Rothenbuhler, 1984). The theory has also been used to study advertising in television, radio and newspapers (Dimmick & Rothenbuhler, 1984); to examine online usage by factors of gender and functional displacement (Kayany & Yelsma, 2000); to compare differences in traditional news content use between online and offline users (Dutta-Bergman, 2004); and to measure displacement effects caused by the addition of the Internet to one’s media budget (Lee & Leung, 2006).

Dimmick and Rothenbuhler (1984) found that the communication field concentrated too narrowly on audience alone and failed to address the viability of the industry as a whole. Employing ecological niche as a mass media theory would broaden analysis of consumer behavior in a medium-centric application to determine a medium’s position in its industry’s overall resource space (Dimmick, et al., 2000; Dutta-Bergman, 2004). To do so, Niche Theory must be applied to human ecology within an underlying concept of community (Kayany & Yelsma, 2000). As a mass media theory, niche is broadly defined as a medium’s use of limited resources that determines its ability to compete and coexist with another medium (Dimmick, et al., 2000; Kayany & Yelsma, 2000). The metaphor further defines magazine consumers as the resource

that a medium must draw upon in order to survive (Newell, et al., 2008).

Niche theory holds that in markets with high competition levels, media organizations produced differentiated products (Dimmick, 2003). This has been demonstrated by the players of the media industry in Zambia. For instance, Muvi TV has come up with the best African programmes and it is commanding in that line, talk shows that impact to communities in Lusaka city and beyond among others. The theory's mainly put to light on focusing on a specific market segment. The application would be quite specific to the industry (Dimmick, 2003). Niche theory points to the need to select a narrow-scope segment (niche market) and be the best in quality, speed, or cost in that market. The theory thus suffices in providing information on the study on the challenges of digital broadcasting and competitive strategies adopted by television media stations in Zambia.

One criticism of Niche Theory is its limited ability to describe relationships between populations. It is likely that the theory's usefulness extends only to explaining the differences between past and present behaviors rather than providing long term predictions (Dimmick & Rothenbuhler, 1984). However, recurring historical patterns observed with movies, radio, television and the Internet may carry significant applicability of the theory to the introduction of digital publications to the print industry.

1.7.5 The Social Learning Theory

The Social Learning Theory was propounded by Albert Bandura who was a psychologist at Stanford University. The theory suggests that much learning takes place through observing the behavior of others (Anaeto, et al, 2008). Bandura (1986) says that "people learn behaviors, emotional reactions, and attitudes from role models whom they wish to emulate." In his earliest studies to support this

theory, fondly called the "Bobo Doll Studies", pre-school children watched a film in which an adult pummeled, kicked, threw, and hammered a 3.5 feet tall, inflatable Bobo the clown doll. One-third of the children watched the film that ended with the adult aggressor being rewarded; one-third watched a film that ended with the adult aggressor being punished and one-third saw a no-consequence version of the film. All the children were then turned loose in a playroom filled with attractive toys, including a Bobo doll. Children who saw rewarded or inconsequential aggression were more likely to beat up the Bobo doll than were children who saw punished aggression. The results therefore, showed that whether or not the children acted aggressively depended on their observations of another person's experiences with reward and punishment, and not on their own personal experiences (American Psychological Association, n.d.).

Bandura as cited in Wirtz (2009) said that "children and adults acquire attitudes, emotional responses, and new styles of conduct through filmed and televised modeling." Therefore, he placed a caution that TV viewing might create a violent reality, which has to be feared for its capacity to influence the way we deal with people every day. In summary his theory states that we learn by observing others; he also focuses on the power of examples and the importance of role models and he also stresses the importance of vicarious behavior as a means of modifying behavior (Wirtz, 2008).

According to Lefkowitz, Eron, Walder and Huesmann (1977) as cited in Wirtz (2008), three stages can be identified in the link between passive violence (just watching) and active violence (actually carrying it out). The first step is to grab a social learner's attention and television achieves this through advertisements and programmes, the more explicit and violent, the better, because it does achieve its goal; The Retention: people learn things

by vicariously experiencing them. A TV viewer can watch the most graphic, explicit and or violent acts and experience the thrills, the fear, and the strength in the safety of his own room, in his house, before his TV screen. Therefore, a TV viewer interprets these TV experiences according to his cognitive and emotional levels and then stores them in his memory. These memories may remain unused and untapped for years; they may contribute towards shaping future active or passive experiences; Motivation: it was suggested that when a person vicariously learns something that deeply affects him, he will be tempted to try it out for him or herself and see what happens. The question is usually; would he/she experience the same results as the on-screen character? In other words, the person tries out the experience on the basis of what he perceives the outcome to be, rather than what may be the actual outcome.

The social learning theory has a general application to socializing effects of media and the adoption of various models of action as it applies to many everyday matters such as clothing, appearance, style, eating and drinking, modes of interaction and personal consumption. Television is rarely the only source of social learning and its influence depends on other sources such as parents, friends, teachers, etc. (McQuail, 2005).

From the discussion, it can be reliably argued that this theory appropriately addresses how entertainment TV helps in shaping the social behavior of teenagers. This is because as they are exposed to the entertainment programmes, they engage in a form of social learning process through some of the attributes as portrayed on TV. Clark (1994) is of the view that it is not the medium that influences learning; instead there are certain attributes of TV that can be modeled by learners and can shape the development of unique “cognitive processes.”

It is important to note that several researchers and organizations apply social learning in their

educational entertainment programmes. They have created long-running serial dramas aimed at reducing the spread of HIV, slowing population growth, preventing unwanted pregnancies, promoting literacy, and empowering women. For instance, the Population Communications International (PCI), a non-profit group according to American Psychological Association (n.d.) airs serial dramas in countries as diverse as Bolivia, China, Kenya, Mexico, Pakistan, the Philippines, and Tanzania. PCI also uses controlled studies to monitor the success of these programmes in changing audience’s behaviors. In Mexico and Kenya for instance, serialized dramas that highlighted family planning heralded 32% and 58% increases in new contraceptive users respectively. In Zambia, serialized drama that addressed the spread of AIDS was associated with a reduction in reported numbers of sexual partners.

1.7.6 The Cultivation Theory

The Cultivation Theory was chosen to give backing to the social learning theory in this study. In examining the relevance of this theory to the context of the study, our concern is with the volume of exposure to entertainment TV by teenagers and their perception of what constitutes reality and the acceptable forms of social behaviour.

The theory was designed by George Gerbner and Larry Gross of the University of Pennsylvania. Cultivation theory was derived from several large-scale projects “concerned with the effects of television programming (particularly violent programming) on the attitudes and behaviours of the American public” (Miller, 2005, p. 281). According to Miller (2005, p. 282), cultivation theory was not developed to study “targeted and specific effects (e.g. watching Superman will lead children to attempt to fly by jumping out of the window) rather in terms of the cumulative and overreaching impact television has on the way we see the world in which we live.”

Cultivation theory in its most basic form, then, suggests that exposure to television over time, subtly "cultivates" viewers' perceptions of reality. This cultivation can have an impact even on light viewers of TV, because the impact on heavy viewers has an impact on our entire culture. Gerbner and Gross (1976, p. 175) opine that "television is a medium of the socialization of most people into standardized roles and behaviors. Its function is in a word, *enculturation*".

Stated most simply, the central hypothesis explored in cultivation research is that those who spend more time watching television are more likely to perceive the real world in ways that reflect the most common and recurrent messages of the television world, compared with people who watch less television, but are otherwise comparable in terms of important demographic characteristics (Gerbner *et al.*, 2002). Anaeto, et al (2008, p. 103-104) summarizes the assumptions and principles of the theory thus: Cultivation analysis basically means that heavy TV viewers will cultivate the perception of reality portrayed by the TV; people indicate their judgments about and their actions in the world on the cultivated reality provided by television; Television is essentially and fundamentally different from other mass media. It is the only medium in history with which people can interact; the medium is the "central cultural arm" of society as typified by America. There, television is the "chief creator of synthetic cultural patterns" (entertainment and information); the substance of the consciousness cultivated by television is not much specific attitudes and opinions as more basic assumptions about the 'facts' of life and standards of judgments on which consciousness is based; television's major cultural function is to stabilize social patterns; it is a medium of socialization and acculturation and the observable, measurable, independent contributions of television to the culture are relatively small. Simply, though we cannot always see media effects, they do occur and

eventually will change the culture in possible, profound ways.

At this juncture, it is important to note that Gerbner *et al.* (1986, p. 23) goes on to argue that the impact of television on its viewers is not unidirectional; that the "use of the term cultivation for television's contribution to conception of social reality does not necessarily imply a one-way, monolithic process. The effects of a pervasive medium upon the composition and structure of the symbolic environment is subtle, complex, and intermingled with other influences. This perspective, therefore, assumes an interaction between the medium and its publics".

Cultivation Theory is equally viewed as a top-down, linear, closed communication model which regards audiences as passive, presenting ideas to society as a mass with meaning, open to little or no interpretation. The ideas presented to a passive audience are often accepted, therefore influencing large groups into conforming to ideas, meaning that the media exerts a significant influence over audiences. This audience is seen as very vulnerable and easily manipulated.

Cultivation Theory looks at media as having a long-term passive effect on audiences, which starts off small at first but has a compound effect, an example of this is body image and the bombardment of images (Morgan, 2009).

1.7.7 Diffusion Innovation Theory (DIT)

Diffusion is the process by which innovation is communicated through certain channels over a period of time among members of certain social system. An innovation is "an idea, practice, or object that is perceived to be new by an individual or other unit of adoption". "Communication is a process in which participants create and share information with one another to reach a mutual understanding." (Sahin, Rogers, Rogers, & Rogers, 2006). The theory of DIT has five basic elements which are ideal for this study. The characteristics of

an innovation which may influence its adoption; decision making process that occurs when individuals consider adopting a new idea, product or practice; characteristics of individuals that make them likely to adopt an innovation; consequences for individuals and society of adopting an innovation; and communication channels used in the adoption process.

When the first edition of *Diffusion of Innovations* was published, the field of communication was still in its infancy (Rogers, 1994). Early diffusion studies in communication examined the diffusion of news (e.g., Deutschmann & Danielson, 1960; Rogers, 2003), with research on the diffusion of techno- logical innovations arriving in the 1970s. The main elements in the diffusion of innovations are the innovation, communication channels, time, and a social system (Rogers, 1962, 2003). The innovation-decision process itself generally has been presented as a sequence of stages, variously labeled as awareness (knowledge), interest, persuasion, decision adoption, and confirmation. Examining the process, we characterize attributes of innovations (e.g., relative advantage and compatibility) and their rate of adoption (sometimes viewing people as fitting into adoption categories such as innovators and laggards), the diffusion networks through which this occurs (including concepts of change agents and opinion leaders, the strength of weak ties and network analysis), and consequences of innovations. The strength of diffusion theory lies in its utility. Regardless of the culture, the social system, or the characteristics of the population, the diffusion process in the model captures the activity that must occur for an innovation to move from its inception to a larger population. Thus, when empirical research “fixes” the model for a particular context, it can be followed to some extent in subsequent diffusion scenarios. This is what developers have done, particularly in “third world” nations, and the extension agent model linking land-grant

universities with farmers is a widely copied institutional example.

The voluminous research produced by diffusion researchers has yielded a set of generalizations that can be viewed as “products” of the model, and it is these that are primarily vulnerable to changes in the communication environment. In the first revision of the diffusion book, Rogers and Shoemaker (1971) attempted to compile a comprehensive list of generalizations about the diffusion process. Here we examine a few such generalizations to illustrate how technology requires that we subject the diffusion theory (and others) to empirical validation and, in some cases, reexamine some of the concepts involved.

According to Rogers (2003), innovations are defined by five important characteristics: relative advantage, compatibility, complexity, trialability, and observability. The notion that an innovation is better than its predecessor is considered a relative advantage. When an innovation is consistent with needs, values, and experiences of the adopter, this characteristic is known as the compatibility. The complexity characteristic addresses the level of difficulty for using an innovation. The trialability characteristic describes the limited basis in which a potential adopter can experiment with an innovation. The observability characteristic involves the degree to which the results of adopting an innovation can be seen by other

Hence Television in Zambia to a smaller extent is experiencing a dramatic change. Broadcasters are beginning to disseminate their messages via digital transmissions. When this convergence from an analog to a digital signal is fully complete, Zambians have been exposed to the greatest revolution in television history. In fact, television will never be viewed the same way again. The most commonly known advantage of digital television (DTV) is the enhanced quality of picture and sound,

better known as high definition television (HDTV). However, digital television has the potential to serve the Zambian public in a variety of ways, including each broadcaster being able to use their station to multi-cast four simultaneous streams of DTV programming to the viewer. While DTV provides many enhancements over analog television, consumer adoption has been very minimal. The lack of diffusion can be attributed to a variety of variables that exist within the technology, market, and regulation of the innovation of DTV. For instance, many consumers feel that they are receiving quality television from their current analog sets. Furthermore, the cost of a HDTV set is still very high for the average consumer and there are currently no benefits, such as tax credits or deductions to entice a consumer to spend a large sum of money for a product they feel is not a necessity.

1.7.8 Resource Dependency Theory

The resource-based view of the firm suggests that firms derive competitive advantages from their preferential access to idiosyncratic resources, especially tacit knowledge-related (based) resources. Approaching alliance formation from a resource-based perspective has, traditionally, meant a focus on existing competencies (or lack thereof) that may propel firms to enter into new alliances rather than the conditions that determine the opportunity set firms may perceive (Gulati, 1999). This internal, static focus implicitly considers firms as atomistic actors engaging in strategic actions in a social context, thereby encapsulating the external context within measures of competitiveness in product or supplier markets.

Organizational success in resource dependency theory (RDT) is defined as organizations maximizing their power. Resource dependence theory (RDT) is concerned with how organizational behavior is affected by external resources the organization utilizes, such as raw materials. The

theory is important because an organization's ability to gather, alter and exploit raw materials faster than competitors can be fundamental to success. Some commentators encourage organizations to view customers as a resource predisposed to scarcity. RDT is underpinned by the idea that resources are key to organizational success and that access and control over resources is a basis of power. Resources are often controlled by organizations not in the control of the organization needing them, meaning that strategies must be carefully considered in order to maintain open access to resources. Organizations typically build redundancy into resource acquisition in order to reduce their reliance on single sources e.g. by liaising with multiple suppliers (Kyengo, 2016).

Research on the bases of power within organizations began as early as Weber (1947) and included much of the early work conducted by social exchange theorists and political scientists. Generalization of power-based arguments from intra-organizational relations to relations between organizations began as early as Selznick (1949). RDT characterizes the links among broadcasting companies as a set of power relations based on exchange resources.

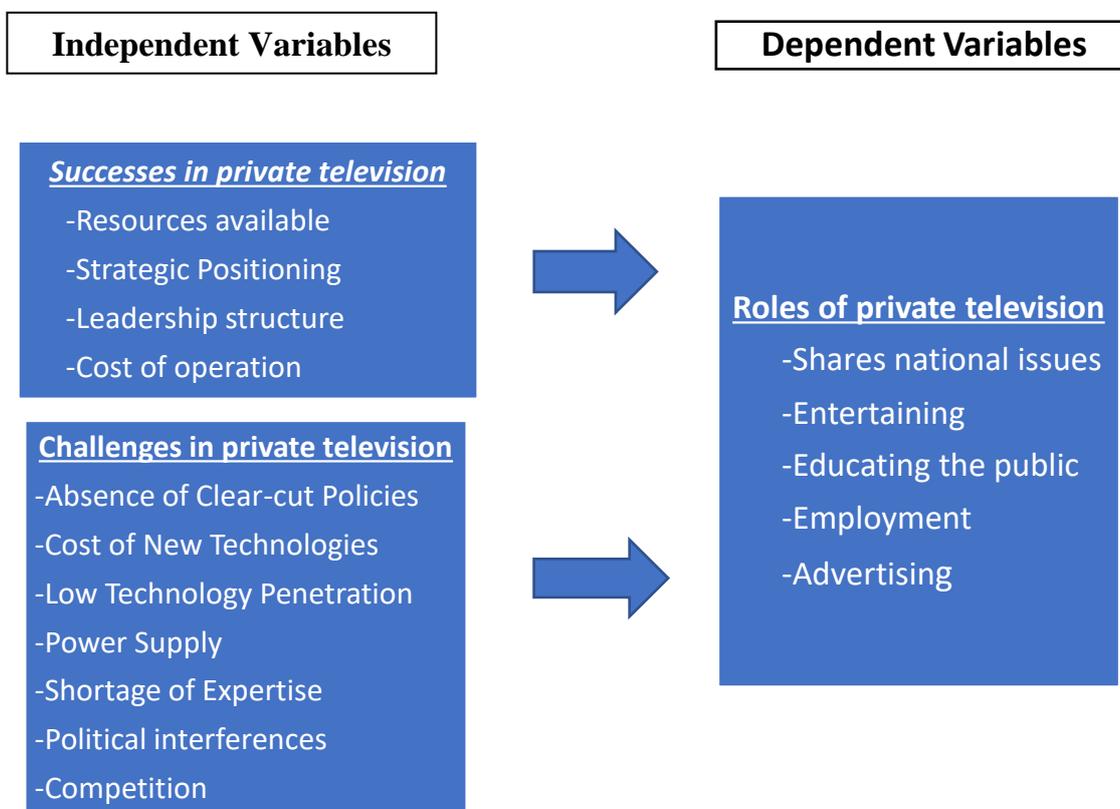
RDT proposes that actors lacking in essential resources will seek to establish relationships with others in order to obtain needed resources. Also, organizations attempt to alter their dependence relationships by minimizing their own dependence or by increasing the dependence of other broadcasting companies and organizations on them. Within this perspective, broadcasting companies and other organizations are viewed as coalitions alerting their structure and patterns of behavior to acquire and maintain needed external resources. Acquiring the external resources needed by broadcasting companies comes by decreasing the organization's dependence on others and/or by increasing other's dependency on it, that is,

modifying an organization's power with other organizations (Mudambi, & Perderson, 2007).

RDT rest on some assumptions that Organizations are assumed to be comprised of internal and external coalitions which emerge from social exchanges that are formed to influence and control behavior. It also assumes that the environment contains scarce and valued resources essential to organizational survival. As such, the environment poses the problem of organizations facing uncertainty in resource acquisition. Broadcasting companies in Zambia are assumed to work toward two related objectives: acquiring control over

resources that minimize their dependence on other organizations and control over resources that maximize the dependence of other organizations on themselves. Attaining either objective is thought to affect the exchange between organizations, thereby affecting an organization's power (Isoherranen & Kess, 2011)

Figure 1.8: Conceptual Framework



Source: Research Formulation, 2019

CHAPTER TWO: LITERATURE REVIEW

Global Related works

Today world mass media like television is considered as a most powerful tool to educate and change the perception and behavior. Many media gurus assume that TV media may influence the perceptions of the educated people of all categories hugely. Among young, adults and worldwide television has become the dominant medium (UNICEF, 2004). Media effects are changes in knowledge, attitude, or behavior that result from exposure to the mass media (Davenport *et al.*, 2006).

Today's teenage, youth and elders are broadly relying on media for information, whether it is news about war or televised presidential debates or many other social or national issues. TV Media does not only inform the general public, but also, in varying ways, informally educate them. As compared to other media, television provides a relatively limited set of options for a virtually unlimited range of interests and the public (Gerbner *et al.*, 1986). While, Walter Lippmann argued in his book Public opinion develops the idea of propaganda that "In order to conduct propaganda, there must be some barrier between the public and the event" (Gunter, 2009). With this division, there is the ability of the media to influence events or present limited information to the general public to change the mind`.

Journalists help in providing the six basic areas of information which answers the Who, what, where, when, why, and how questions most of the time which people need to know about. In this way, the media keeps people focused on the issues that matter in a surveillance-type way. Some aspects of media surveillance include the latest stock report, sports scores, entertainment news, progress and results of an election, and so forth (Devrani, 2008).

(Butler, 2005; Devrani, 2008). Olutokun and Seteolu (2001), add that the media has a role of a watchdog that intently observes the proceedings and gives prominence to allegations and irregularities. These scholars observe that the media has the capacity to hold governments accountable, forcing them to explain their actions and decisions, all of which affect the people they represent. In a democratic society, people should know all their options if they are to govern themselves and the media are a vehicle for the dissemination of such information. One of the most powerful strengths the media has in any democratic society is the ability to effect change, both on government and non-government levels.

Today, television is considered as a major source of entertainment and learning for many people, especially the youth. All television programmes such as commercials, news, documentaries and cartoon, affects people of all ages in different ways. The youngsters constitute one group in society who spend a lot of time watching television. The youth always will be attentive about the most attractive things. A television channel of various types provides first-class and shocking impression on the viewer brain. Keeping in mind the youth, lots of T.V shows are aired. But the universal belief in the society about the television is that which disturbs the mindset of the youth. Essays UK. (November 2013).

To get a feeling for the magnitude, Lynch (1989) finds average probabilities of finding media employment on the order of 0.30 after one week of unemployment, 0.08 after eight weeks of unemployment, and 0.02 after a year of unemployment. The reason that we see duration dependence in a networked model of labor markets is a simple one. A longer history of unemployment is more likely to come when the direct and indirect connections of an agent are unemployed, thus seeing a long spell of unemployment for some agent leads to a high conditional expectation that the

agent's contacts are unemployed. This in turn leads to a lower probability of obtaining information about jobs through the social network. This network explanation is orthogonal to standard explanations such as un-observed heterogeneity.

Organizations that do adopt strategic positioning tend to be more successful than others. However, research has also shown that strategic positioning can be risky and that failure is the most likely outcome of an organization (Stanley et al., 2013). Siregar & Toha, (2012) argued that the benefits of strategic positioning vary and may not accrue at all. Moreover, from his study Cooper and Brentani, (2010) have argued that the relationship can be U-shaped, with high and low levels likely resulting in the highest performance.

Strategic positioning is concerned with the way in which a television stations as a whole distinguishes itself in a valuable way from its competitors and delivers value to specific customer segments, (Wickham, 2011). "Organization strategic position is concerned with the impact on strategy of the external environment, internal resources and competences, and the expectations and influence of stakeholders.'

Strategic Positioning is one of strategic management most critical tasks, for some marketers in the broadcasting (Bridoux, 2003), positioning is strictly a communications issue. The product or service is given and the objective is to manipulate consumer perceptions of reality. Positioning is more than just advertising and promotion. Positioning strategies can be conceived and developed in a variety of ways. It can be derived from object attributes, competition, application, types of consumers involved or the characteristics of the product.

Doyle mentions that "globalization and convergence have created additional possibilities and incentives to repackage or to 'repurpose' media content into as many different formats as is

technically and commercially feasible and to sell that product through as many distribution channels or windows in as many geographic markets and to as many paying consumers as possible" [Doyle, 2013]. According to this definition, broadcasting has changed from content which requires watching to that which can be transmitted as a data form, downloaded, and shared [Strangelove et al., 2015]; hence set clear policies is of great advantage.

Walker (2005) believes it is unethical and disrespectful to use photographs of the dead or dying in the news. These pictures exploit the death of a human being and the grief of family and friends. The story can be conveyed by other less exploitative means, to almost the same extent. Do the photographs really add enough to the final story, that it justifies heightening the suffering of the subject's family and friends? Journalists should not prey on the weakness of victims to sell their stories.

In a paper on media ethics Chiyamwaka (2008) observes that everything that a journalist does has ethical implications to a lesser or greater extent. This is because everything that a journalist writes or says or neglects to write or to say in some or other way has an influence on people. Because the media have an enormous influence it is of vital importance that journalism be practiced in an accountable and responsible way because when the media act irresponsibly several things happen like unnecessary harm is done to people, the media loses credibility, it weakens the Medias vital role as watch dogs and the well-being of democracy suffers.

Sontag (2003 p.89) observes "Harrowing photographs do not inevitably lose their power to shock. But they are not much help if the task is to understand. Narratives can make us understand. Photographs do something else: they haunt us.

Freedom of the press provides the citizens, with one of the best means of discovering and forming an

opinion of the ideas and attitudes of our political leaders. On the other hand, it gives politicians the opportunity to reflect and comment on the preoccupations of public opinion; it thus enables everyone to participate in the free political debate which is at the very core of the concept of a democratic society. A free press therefore makes a nation stronger and more successful. And it makes leadership more effective because it demands greater accountability (Finke 2016 p.6)

As cited by Mwape (Lahav, 1985) writes that every country, whether governed by civil or common law, has its own set of journalism laws. The sources and objectives of these media laws reflect each society's political and socio-cultural value judgments in weighing press freedom against its competing values. Some countries adopt special laws aimed directly at the press, while others choose indirect press laws. Those laws may or may not derive from a constitutional commitment to a free press. Regardless, a country's media law hinges not on a constitutional guarantee or a special press statute but on the "political philosophy" that underlies it.

Since the turn of the twenty-first century, Internet use has grown exponentially by almost 444 per cent (Danaher, Lee, and Kerbache, 2010). As of this writing, approximately 29 per cent of the global population are currently connected to the Internet; furthermore, in developed countries like the United Kingdom, a survey found that Internet use stands at 70 per cent, an increase from 58 per cent in 1997 (Flanagin and Metzger, 2001).

As a result, the Internet's role in the mediation of everyday practices and activities is expanding, for example, various studies have reported that we are increasingly using the Internet for banking, shopping, listening to and purchasing music, dating or 'e-dating' and communication – particularly through 'blogging' and social networking (Danaher, Lee, and Kerbache, 2010).

In regards to communication, the Internet amalgamates both data communication and mass communication (Flanagin and Metzger, 2001). In particular, such integration has occurred since the emergence of the World Wide Web which has resulted in the mass communicative character of the Internet becoming increasingly visible (Lenhart, et al, 2010).

Thus, under the paradigm of the network society one can posit that the Internet presents itself as an 'integrated network' The Internet thus fundamentally changes the character of communication through the integration of "text, images, and sounds in the same system, interacting from multiple points, in chosen time (real or delayed) along a global network, in conditions of open and affordable access" (Danaher, Lee, and Kerbache, 2010).

The survival of democracy depends on the flow of information to the people. Objective journalism practice is needed in democracy. The journalist decides which information will go forward and which will not. Important to realise is that journalists are able to control the public's knowledge of the actual events by letting some stories pass through the system, while keeping others out. Information management is a crucial issue in the practice of modern democracy. It must be made readily available to both leaders and the populace; as this will enhance the exchange and cross-fertilization of ideas between the stakeholders and the populace. There should not be only a free flow of information, but adequate and accurate information about the people, their needs and aspirations, their environment, their ambitions, their anxieties, etc., so that projects and programme activities will be tailored to fit or meet the yearnings of the people. (Asogwa & Asema 2012)

(Asogwa & Asema 2012) states that the mass media have invariably lost their essence as they have gradually departed from a social responsibility driven practice to an economic based journalism. There is an increasing commercialization of the media in Nigeria, the situation that has brought the integrity of the mass media enterprise to question

Regional Related works

Similar studies have been conducted in Africa in order to determine the role television plays in shaping behaviors of children. A study conducted in Nigeria by Suleimanu Usaini on the role of entertainment television in shaping social behaviors of teenagers (Usaini, 2010). The study aimed at finding out the frequency of teenagers' exposure to entertainment TV; the kinds of entertainment programmes they watch; what they pay attention to in the programs they watch; and how the entertainment programmes shape their world view concerning social behavior in their environment (Usaini, 2010).

A dual-research design was employed (survey and focus group discussion). The questionnaire was used to collect data for the survey from a sample size of 339 respondents who were 100 Level undergraduate students of Covenant University, Ota, Ogun State. The focus group discussion made use of the focus group discussion guide and a midget or tape recorder to collect data from 12 participants divided into two equal groups i.e. male and female (Usaini, 2010). The results of the study showed that teenagers frequently watched entertainment TV as represented by 81.9% of them who indicated so. It was also evident that there was a significant relationship between teenagers' frequency of exposure to entertainment television and programs, and its role in shaping their social behavior. It was also noted that the influence of the programs on the teenagers could be negative or positive depending on the individual teenager and the kind of program he or she is exposed to (Usaini, 2010).

Also, it was observed that teenagers fall into the category of media audience that spends a lot of time watching TV. Therefore, it plays an important role in structuring their lives in some shape and form also leading to the likelihood of forming false ideals. The study recommended that television entertainment program developers and broadcasters should develop, produce and broadcast entertainment program with high positive values, while the negative social values should be de-emphasized (Usaini, 2010).

By any estimate there's a massive shortage of low and semi-skilled jobs in this country. People queue wherever opportunities arise. Yet politicians seem to have given up on creating such jobs. They simply cite the ever-increasing numbers of low skilled, low paid workers competing for such work on the global jobs market. Due to this challenge, many people have ended up being employed in the media sector (Usaini, 2010).

Gakumo (2006) use purposive sampling to investigate the application of cost leadership strategy among commercial banks in Kenya and find that most commercial banks based their cost leadership strategy on high level of capital investment and streamlined organizational structure. The process engineering, skills and volume sale techniques were the least emphasized aspects of the cost leadership strategy applied by the commercial banks. However, only commercial banks are studied and generic marketing strategies are not linked to revenue levels of these commercial banks and did not cover TV broadcasting firms in Zambia.

Another study by Njoroge (2006) on competitive strategies adopted by liquefied petroleum gas marketers in Kenya found that cost leadership strategy notably keeping lower overheads than competitors was more and this practice translated to offering products at lower prices than the

competitors and hence boosting the revenue base. However, only gas marketers are studied and the extent of adoption of generic marketing strategies was studied. The study fails to link these strategies to performance of gas marketers in Kenya and did not cover TV broadcasting firms in Kenya. In addition, the study used exploratory research design and it was done in Zambia.

A study by Gitonga (2003) on the application of Porters generic strategies framework in hospitality industry found that cost leadership is one of the strategies applied by the hospitality establishments in Nairobi, Kenya. However, the study used exploratory design, purposive sampling, covered firms in hospitality industry and fails to interrogate the association between generic marketing strategies and performance of firms in the media industry.

Using descriptive research design Kariuki (2006) studied marketing strategies applied by private middle level colleges in Nairobi and found that the preference of cost leadership strategy was not much, with 72% of the respondents in the hotel industry not preferring to use the strategy. However, the study was done in the education sector, testing the extent of use of marketing generic strategies among the firms in the sample. It fails to link application of these strategies with performance of firms in the media industry.

Ademola (2009) also calculated the consequences of consumers' frame of mind on advertising effectiveness. This was an experiment done by Ademola (2009) which was investigational where a subject design was in use. The result of the study discovered that in the group of consumers those who are optimist have positive attitude towards the advertisements and greater intent towards the brands and ads to try it once at least in comparison of another group of people with negative mood.

Local Related works

Broadcasting in Zambia has always lacked the economic resources of the public and private sectors, and consequently has always had to deal with a tension between the quality of an acceptable image and the cost of equipment. In the early 1970s, cable broadcasting channels dealt with the tension by being largely studio-bound, though some mobile recording facilities were used. They were late into color, and often had quite primitive editing and post-production facilities. Over time, and as cable consolidated, the facilities and technical quality of community programming improved enormously, but it should be noted that even in the early stages, the content of the programming made up for any absence of image quality. Indeed, this has been a theme throughout television (Misheck Wangwe, 2016).

A challenge in using the new media in public service is the fact that new media technologies like television stations are very expensive. This is a major limitation to the use of the new media technologies as advertising channels in digital television as it increases the cost of producing and running commercials. In developing countries like Zambia, the high cost of exchange rate is affecting the cost of these new media technologies because majority of them are from Europe and Asia (Misheck Wangwe, 2016).

Generally, developing countries like Zambia have low level of technology penetration including television stations technologies and lack of availability of these the basic postulates of these technologies. This has made the use of new media technologies to move on a slow pace. For instance, the revolution in digital television is progressing slowly in developing countries like Zambia for a number of reasons (Baran 2009).

The vast majority of digital television sets advertised and sold at retail stores do not allow viewers to access local stations; Fritts (2002: 2) sees

this as “over the air digital stations”. Moreover, viewers wanting to receive digital stations must either incur the additional cost of a set-top digital turning box or pay more for a true digital receiving set than they would for a more typical set (Baran, 2009).

Another challenge that media faced is the continued erratic electricity supply that hugely affected the efficient operations of many media houses. This meant most of them had to revert to using alternative sources of energy, popular among them generator sets to keep their operations afloat (MISA media alert, 2016). To this end, compounded by low revenue levels, most of those interviewed said this pushed up the running costs against their bottom lines. “The biggest challenge for the media is the continued load shedding, which has resulted in expenses continue going up as more money is being spent to run the diesel generator.”

Today, one of the parameters for measuring the level of development in or across nations is the availability of such public utility as electricity. This is the general notion that any community that is not electrified is seriously underdeveloped, for this reason, almost all communities have embarked upon this development programmes, the chief aim of which is electrification (Danaan, 2006:117).

There is no refuting the fact that the epileptic power supply in Zambia remains a hydra headed monster which the Zambian government is yet to conquer despite the huge sums invested in the sector. The sad part of it is that most of the new media are dependent on power supply as they either need power to be operated or in some cases, charged. Power supply is so epileptic that public service broadcasting houses are dependent on power generating sets which are also dependent on fuel and diesel. The constant electric power outages in Zambia, poses a serious threat to the survival of Information and Communication Technologies in

private and public service broadcasting (Danaan, 2006:117).

Many television stations or broadcasters as far as the knowledge of Information and communication technologies are concerned lack the requisite knowledge and know how. Basic computer knowledge still erodes many private service broadcasters. This basically explains why many private television stations still run on analogue equipment in small African countries (Prof.Oliver, 2016

Okafor (2002) attributes this situation to the fact that early practitioners included people who “rose through the rank and graduates from other disciplines like Marketing, Psychology, Journalism, Linguistics etc. who did not receive any formal training in either public relations” or media relations to enable them function effectively in government and business organizations. Even those who read Public Relations are not knowledgeable in all the new media usage and are not constantly trained in this regard. Regular training is the key to unlock this factor. Even the few who may claim to have fair or good knowledge of new media usage for the practice of media relations are seriously hampered by the unsteady power supply problem in Zambia. Most new media require constant and stable power supply. This, unfortunately, has been a mirage in Zambia for a longtime. All these factors if not properly handled can put the practice of media relations in this era of new media technologies in jeopardy.

Elsewhere Chimpololo (2017), points out the lack of median experts with critical skills in technical, entrepreneurial and media management skills citing the limited supply of quality and quantity of experts available in the job market. Well- equipped broadcasting managements would enable their staff to perform multiple-related functions once they are in broadcasting. To close the glaring mismatch in

the demand and supply of technical, entrepreneurial, and media management skills, the study suggests the facilitation of academia-industry linkages to promote harmonious working relationships which would ensure that curricula are informed by broadcasting needs.

Zahraa et al., (1999) pose two perspectives to exploit links between competitive and technology strategies broadcasting industry. They espouse that a company's competitive strategy and internal capabilities jointly determine its technological choices. And that technology is strategic to pursue its competitive goals. The interdependence between technology and competitive strategies emphasizes the importance of organizational learning and exploiting the knowledge required in this process. In the case of the broadcasting industry, it is new technology disruption requiring strategic educational interventions within the organization.

Media Planet (2018) in its latest report identifies three strategies to solve the skills mismatch existing in the media industry. First it is to solve the divide between the skills and credentials held by talents looking for work and the qualifications employers are saying they need. Next, jobs in the future will require post-secondary education, which are career-focused programs including apprenticeship training. The third strategy is the partnerships between job-seekers in the job market and skills training providers. With an uncertain job market, Students must be encouraged to explore the full range of post-secondary programs available. Job seekers ought to pursue programs that best fit their strengths and aptitudes to land jobs that best fit their skills and expertise.

Just like other professions media professionals need to be conversant with what is legally and ethically expected of them when conducting their duties. All organizations go through some form of regulation and the media is no exception. The law that controls

and regulates media activities is what can be termed as media law. Despite not having a single universal definition of media law various global media institutions as well as media intellectuals have attempted to define it in various ways. It is worth noting though that media law is any official law of the land emanating from institutions that exercise authority to create, implement and enforce laws in a particular society or state. These laws are created with the aim of regulating and controlling all forms of media activities in order to outlaw practices which amount to abuse of media freedom. They are also formed to keep a close check on journalistic activities that amount to defamation, treachery, espionage and seditious libel. Mwape 2015

In this regard, Okafor (2002) states that many forms of bribery were erroneously described as media/public relations practice “adversely affected the integrity of the profession.” In Nigeria for instance, it is commonly believed that some media gatekeepers ask for ‘white envelope’ in one way or the other before accepting stories and news release from organizations. Sometimes, some journalist without recourse to professional ethics rejects stories that are news worthy and attractive from organizations media relations department because of lack of incentive. It is not surprising therefore that occasionally, there have been issues of distrust or mistrust in media relations practice globally as manipulations of information has become the order of the day because of corruption. To tackle this issue, media gatekeepers must ensure that they operate within the confines of the ethics of their profession.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Overview

This chapter outlines the methodology that was used in conducting the study. The issues discussed included the research design, the target population, the sampling design, data collection methods and data analysis plus data presentation method.

3.1 Research Design

The research problem was studied through descriptive research design. Descriptive research helps to demonstrate associations or relationships between phenomena. Sekaran and Bougie (2011) add that descriptive study is undertaken in order to establish and describe the characteristics of the variable of interest in a situation. This research design was used in the study since the researcher intended to describe the how and what of a phenomenon. The design was used to describe the success and challenges in private television stations. To achieve the aim of the study, both qualitative and quantitative research approaches for data collection methods, analysis and presentation was used.

3.2 Target Population of the Study

A study population is the full set of elements from which a representative sample is taken as a target of respondents (Welman & Kruger 2005:52). Bryman and Bell (2007) observe that target population consists of all members of an actual or hypothetical set of people, events or objects to which a study wishes to generalize the results of the research study. The study targeted population of 57 respondents from Muvi television (Muvi television staff received for the study in 2019). The target population was selected from the human resource department and all other user departments like Finance; Administration, Operations, and IT formed the target population from Muvi television. The respondents will comprise of managers and junior staff in these selected departments.

3.3 Sample size and Sampling technique

3.3.1 Sample Size

The research was carried out at Muvi television in Lusaka city. It will involve a sample size of fifty respondents (50) from Muvi television which was determined using Slovine's formula $n = \frac{N}{1+N(e^2)}$ to come up with the appropriate sample size that was used in the study. Where N is the known Population, e is the level of significant which is fixed at 0.05, basing in the formula the sample size was 50 respondents from Muvi Television.

3.3.2 Sampling Techniques

The study used purposive sampling whereby respondents were selected for the study population. Under purposive sampling, the respondents were selected from Muvi television officials who was top and middle level managers within human resource department and all other user departments like Finance; Administration, Operations, and IT. This helped to ensure interviewing of relevant informants with firsthand information. Random simple sampling was also used to select the junior staff. Random sampling was used such all support staff members was given equal chance to be selected to participate in the study.

3.4 Sources of data

3.4.1 Primary source

Primary data was collected through the administration of questionnaires to the selected managers and the junior staff of Muvi television. One research assistant was recruited to mainly make follow-up of the administered questionnaires. It also involved face-to-face interview to gather primary data.

3.4.2 Secondary Source

Secondary data was obtained from the reports of television performance in Zambia, National Bureau of Statistics, and the television survey manuals, from journals, magazines and other literature

written by different knowledgeable scholar related to the successes and challenges in private television stations in Zambia.

3.5 Data collection tools

3.5.1 Questionnaire

This was used to collect primary data where by a self-administered questionnaire with closed ended question was given to respondents. This method was chosen because of the nature of the work of response as well as the advantage of their level of education which enable them answer question in writing on their own. It also allowed the respondents the freedom to answer with unbiased minds. However, for those who was unable to read and write interviews were conducted using the same questionnaires.

3.5.2 Interview guide

An interview guide was also used to collect data. Since the researcher was able to probe and get in depth information. The interview guide with open ended questions was used. Interview guide was chosen because it allowed collection of in-depth data which may not necessary be collected using the questionnaire.

3.5.3 Documentary Review

The researcher further will use the method of documentary review to gather data for the study. This was used especially for secondary data. In this method, the researcher reviewed both the published and unpublished literatures from different texts which are related to the topic under study. These mainly included journals and textbooks from libraries like Information & Communication University in Zambia.

3.6 Data Collection Procedure

Information for the study was collected using various instruments which included 5-likerd questionnaires. The study uses primary data which was collected through use of questionnaires and interview guide. A five Point Liker scale that measures the level of agreement or disagreement

was used. The scales were simple to administer and good in measuring perception, attitude, values and behavior. Moreover, the scale can assist in converting the qualitative responses into quantitative values (Mugenda & Mugenda, 2003). The administration of the questionnaires was through drop and pick later method. The respondents for this study was either, senior managers, middle - level managers or support staff who was the most competent to answer the questions related to the study objectives.

3.7 Measurement of validity and reliability

3.7.1 Validity

Validity, on the other hand, refers to the extent to which a measurement procedure actually measures what it is intended to measure rather than measuring something else, or nothing at all (Leary 2004:69). Validity means the accuracy of the measurement of which it is intended to be measured and how truthful the results of the research are Joetta (2007). To establish the validity of the research instruments, the researcher sought opinions of the supervisor who gave a final say and the researcher conducted a pilot study. This facilitated the revision and modification of the research instruments thereby enhancing validity.

3.7.2 Reliability

Maree (2007) states that, reliability refers to the consistency or dependability of a measuring instrument. Reliability, according to Miles and Huberman (1994), has to do with the extent to which the items in an instrument generate consistent responses over several trials with different audiences in the same setting or circumstances". Thus, high reliability is obtained when the instrument will yield the same results if the research is repeated on the same sample. The reliability of the instruments and data was established following a pre-test procedure of the instruments before their use with actual research respondents.

3.8 Data Analysis and presentation

After data collection, data pieces were edited to ensure that the information given was accurate and consistent. Data pieces were then entered into a computer and statistical to analyzed. Data in qualitative form was organized and analyzed using content analysis. The data was there after presented in form of frequency and regression tables.

3.9 Ethical considerations

According to Mouton (2006:238-239), “the ethics of science is concerned with what is wrong and what is right in the conduct of research”. Saunders, Lewis and Thornhill (2003:131) provide a list of key ethical issues that normally require adherence when undertaking a research project, which include: the voluntary nature of participation and the right to withdraw partially or completely from the process, consent and possible deception of participants; Maintenance of the confidentiality of data provided by individuals or identifiable participants and their anonymity; privacy of possible and actual participants, reactions of participants to the way in which you seek to collect data, effects on participants of the way in which you use, analyze and report your data; and the behavior and objectivity of the researcher.

An introductory letter from the school of humanities of Information & Communication University in Zambia was obtained to enable the researcher collect data from Muvi television. Further, permission to conduct the study was obtained from Muvi television’ management.

Other ethical issues that were of central concern in this research included ensuring respondents’ informed consent. The participants were given enough information and they were assured of protection in taking part. The researcher did not in any way use force or coercion to get information from unwilling respondents.

The institution would be informed beforehand that information collected from the television station was purely for academic purposes and would not be used in other media or be shared with their competitors. Similarly, all the respondents would be assured that the information they provided was going to be kept confidential and that not even their employers would have a copy because the of researcher’s respect for their privacy.

The intention of the research, the nature of the research, the involvement of the participants in the research and their rights will be explained to the participants. As a process of enlisting participants’ consent, all the study participants were informed on how they were selected especially that they were selected purposively (informants) or by chance (other employees) to provide views that would represent the rest that was not selected. It was stated from the very beginning of the study that no incentives of whatever nature was exchanged for information to be provided. This was made clear to the respondents before the commencement of every interview.

The participants would be told of the voluntary nature of participation and the right to withdraw partially or completely from the process should they wish. The researcher would have to make the participants as comfortable as possible by being jovial and polite. The researcher will make sure that during the research no harm comes to the participant in any way;

The wording and tone of the research would be tailored in such a way that no participant feels insulted. No racial or discriminatory remarks or questions will be added in the questionnaire. However, the researcher will also try to detect possible deception of participants; Maintenance of the confidentiality of data provided by individuals or identifiable participants and their anonymity;

The researcher will maintain high level objectivity when setting the questions as well as with the analysis of the information that will be collected because the information is meant to draw the real picture of what is obtaining on the ground and not that which the researcher personally wishes to see.

All the work that is not of this researcher used in this dissertation will be acknowledged in the references using the Harvard referencing system.

3.10 Anticipated Limitation of the Study

The study was affected by the nature of the required data. It was slightly difficult to get the exact data especially in terms of costs as this data is regarded confidential. This therefore somehow affected the information gathered. However, this was minimized by using secondary data in order to supplement on the information collected.

The other limitation of the study was the problem of limited resources both in terms of finances and time. This also to some extent affected the time schedule for research completion. However, proper budgeting of the available resources and time was assured.

There were uncooperative respondents who were not willing to answer the questionnaires. But this was minimized by explaining to the respondents about the purpose of the study and how their responses were kept secret before they took part in the study.

CHAPTER FOUR: PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Overview

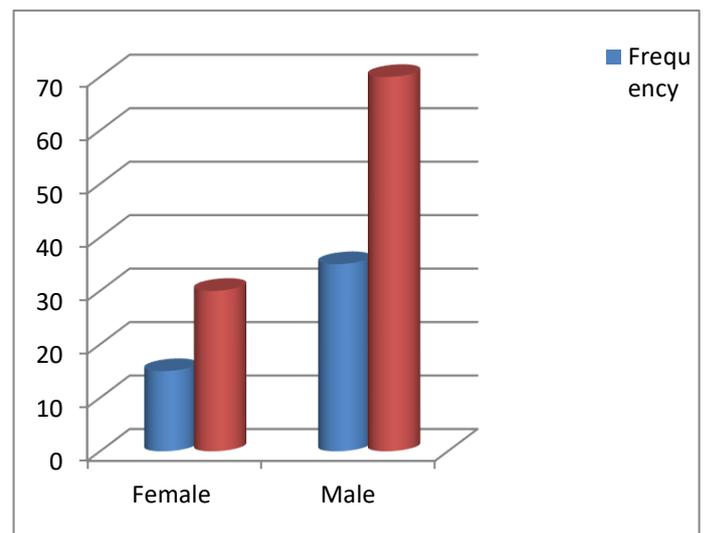
This chapter presents the analysis and findings of this study as set out in the research objective. The findings and the results are presented on the journalism practice in Zambia under successes and challenges in private television stations in Lusaka; a case study of Muvi television.

4.1 Demographic characteristics of the respondents.

Figures below illustrate a detailed distribution of the demographic characteristics of the respondents obtained from 50 response rate

4.1.1 Sex of the respondents

Figure 4.1.1: Sex of the respondents



Source: Primary data, 2019

As indicated in figure 4.1.1, out of 50 respondents who participated in the study, the majority of the respondents were 35/50 (70%) males.

4.1.2 Age brackets of the respondents

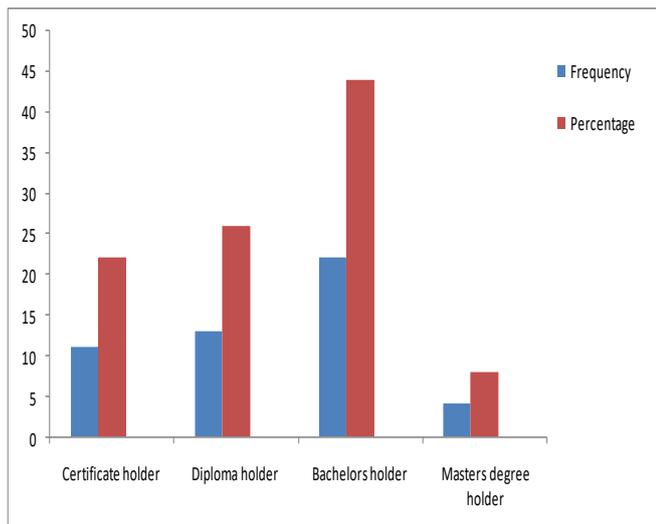
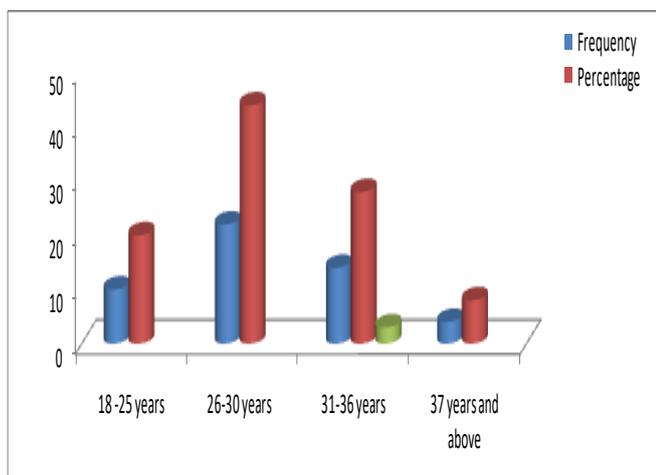


Figure 4.1.2: Age brackets of the respondents



Source: Primary data, 2019

According to the age distributions of the respondents, 10/50 (20%) respondents were between 18-25 years, 22/50 (44%) who were the majority had the age bracket of 26-30 years, 14/50 (28%) respondents had the age bracket of 30-36 years and 4/50 (8%) had of 37 years and above.

4.1.3 Level of education of respondents

Figure 4.1.3: Level of education

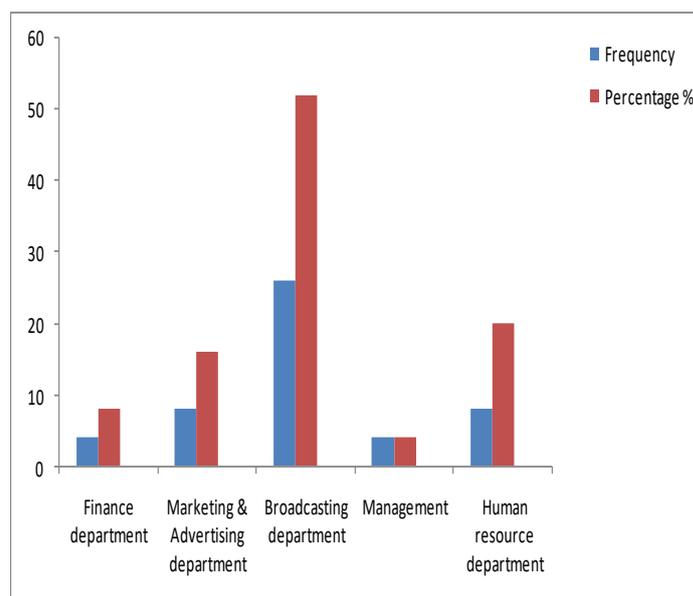
Source: Primary data, 2019

Distribution of the participants according to education level showed that 11/50 (22%) of respondents were certificate holders, 13/50 (26%)

were diploma holders while the majority 22/50 (44%) were bachelor's/degree holders and only 4/50 (8%) had masters degrees. Based on the respondent's educational levels attained, it can be concluded that the majority of the study participants had received some level of education.

4.1.4 Department of work in Muvi TV

Figure 4.1.4: Department of work

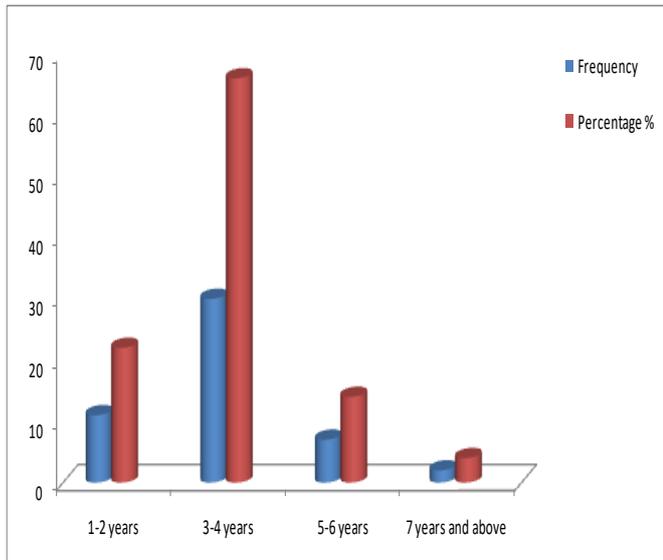


Source: Primary data, 2019

The analysis results in figure 4.1.4 above show that 4/50 (8%) of respondents were working in the finance department, 8/50 (16%) were working in marketing department, 26/50 (52%) who were the majority were working in broadcasting department whereas 4/50 (8%) were working in the administration and 8/50 (16%) were in Human resource department. From the above description, it can be revealed that the majority of the respondents in this study are those directly responsible for the implementation of the different journalism activities. Therefore, their responses are deemed to reflect what actually takes place in the private television stations in Lusaka city.

4.1.5 Working Experience of Respondents

Figure 4.1.5: Working Experience of Respondents

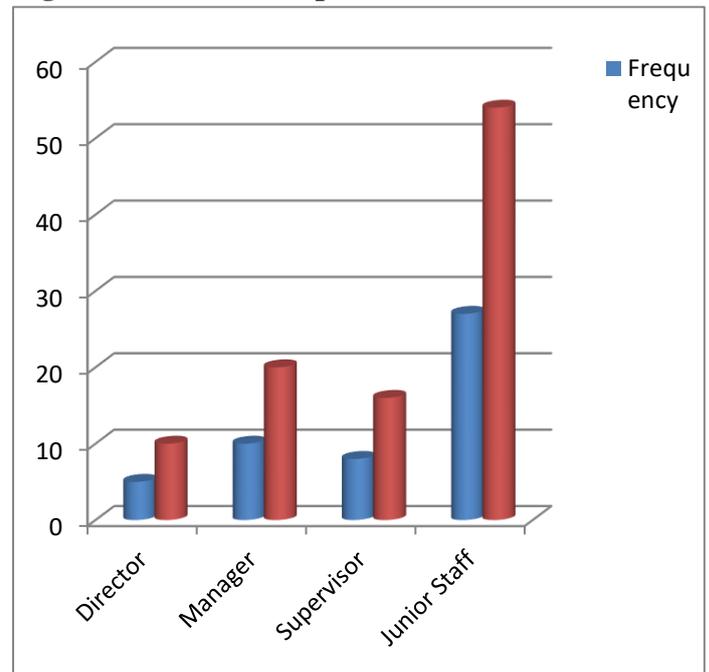


Source: Primary data, 2019

This question sought to investigate the number of years each respondent had worked in Muvi TV. 11/50 (22%) of the respondents had working experience of 1-2 year, however the majority 30/50 (60%) of the respondents had a working experience of 3-4 years, 7/50 (14%) had worked for 5-6 years and 2/50 (4%) had working experience of 7 years and above. This means that the respondents had adequate working experience with the television services and therefore possess the necessary knowledge and information which was considered useful for this study.

4.1.6 Current position

Figure 4.1.6: Current position



Source: Primary data, 2019

The results also indicate that 5/50 (10%) of respondents were the organization directors, 10/50 (20%) were heads of departments, 8/50 (16%) were supervisors and 27/50 (54%) who were the majority were working as the junior staff.

4.2 The various roles performed by private television stations in Lusaka

This was the first objective of this study which aimed to find out the various roles performed by private television stations in Lusaka. Respondents were provided with statements related to the roles performed by private television stations which were rated on the five-likers scale where respondents were required to select the best answers in relation to their level of agreement. The five liker scales were as follows strongly agree, agree, not sure, disagree, and strongly disagree. However, during the time of data analysis, those who strongly agreed and agreed were added up to come up with a single similar answer. This was also done to those who disagree and strongly disagree.

Table 4.2: Roles performed by private television stations in Lusaka
(1-Strongly Agree, 2-Agree, 3-Neutral, 4-Disagree, 5-Strongly Disagree)

Statements	1	2	3	4	5
The televisions provide their viewers with factual information about different events/activities happening in different parts of the country and beyond.	10(20%)	24(48%)	10(20%)	6(12%)	0
The television stations broadcast national/state issues	12(24%)	33(66%)	1(2%)	3(6%)	1(2%)
The television is a source of entertaining and to the people in the country	17(34%)	28(56%)	3(6%)	2(4%)	0
Television stations are used as a channel for educating the public	17(34%)	25(50%)	3(6%)	4(8%)	1(2%)
Private television stations are a source of employment to different people	17(34%)	30(60%)	0	3(8%)	0
Different businesses can advertise their products through television	15(30%)	27(54%)	4(8%)	4(8%)	0
Private television stations act as a watchdog to the citizens	13(26%)	27(54%)	2(4%)	7(14%)	1(2%)
Private television stations promote transparency and accountability in different entities	12(24%)	32(64%)	1(2%)	5(10%)	0

Source: Primary data, 2019

According to the findings, 68% (34/50) of the respondents agreed that the televisions provide their viewers with factual information about different events/activities happening in different parts of the country and beyond whereas 6% (3/50) disagreed and 20% (10/50) were neutral. 90% (45/50) agreed that the television stations broadcast national/state issues while 8% (4/50) disagreed and 2% (1/50) remained neutral to the statement. 90% (45/50) agreed that the television is a source of entertaining and to the people in the country but 4% (2/50) disagreed and 2% (1/50) remained neutral to the statement. 84% (42/50) of the respondents agreed that television stations are used as a channel for educating the public while 10% (5/50) disagreed and 6% (3/50) were neutral to the statement. 94% (47/50) agreed that private television stations are a source of employment to different people while only 6% (3/50) disagreed with the statement. Also 84% (42/50) agreed different businesses can advertise their products through television but 8% (4/50) disagreed and 8% (4/50) remained neutral to the statement. Further 80% (40/50) agreed that private television stations act as a watchdog to the citizens while 16% (8/50) disagreed and 4% (2/50) were neutral to the statement. Finally, 88% (44/50) of the respondents agreed that private television stations like Muvi TV promote transparency and accountability in different entities while 10% (5/50) disagreed and only 2% (1/50) were neutral to the statement.

4.3 The factors behind the successes experienced by private television stations in Lusaka.

This was the second objective of this study which aimed to examine the factors behind the successes experienced by private television stations in Lusaka.

Table 4.3: Factors behind the successes experienced by private television stations in Lusaka
(1-Strongly Agree, 2-Agree, 3-Neutral, 4-Disagree, 5-Strongly Disagree)

Statements on the Benefits of work ethics	1	2	3	4	5
Liberalisation of the private TV sector by the government counts to its success	20(40%)	24(48%)	0	5(10%)	1(2%)
This private TV station has good leadership structure for its effective operations	13(26%)	34(68%)	1(2%)	2(4%)	0
The TV secures resources and uses it adequately for its operations	15(30%)	27(54%)	3(6%)	4(8%)	1(2%)
The TV is strategically positioned in the Lusaka where big organization and population are located to take up the TV services	18(36%)	31(62%)	0	1(2%)	0
Cost of operating a TV station is fair in Lusaka hence TV successes	15(30%)	25(50%)	4(8%)	5(10%)	1(2%)
Freedom of expression makes it easy for the public to takes TV services	11(22%)	30(60%)	1(2%)	5(10%)	3(6%)
The availability of the required technology to start and run the TV stations make private television grow	12(28%)	32(64%)	2(4%)	2(4%)	2(4%)

Source: Primary data, 2019

Basing on the findings, the majority 88% (44/50) of the respondents agreed that liberalisation of the private TV sector by the government counts to its success whereas 12% (6/50) disagreed. 94% (47/50) agreed that this private TV station has good leadership structure for its effective operations whereas 4% (2/50) disagreed and only 2% (1/50) were neutral to the statement. Also 84% (42/50) agreed that the TV secures resources and uses it adequately for its operations whereas 10% (5/50) disagreed and only 6% (3/50) were neutral to the statement. 98% (49/50) agreed that the TV is strategically positioned in the Lusaka where big organization and population are located to take up the TV services while only 2% (1/50) disagreed with the statement. 80% (40/50) agreed that cost of operating a TV station is fair in Lusaka hence TV successes while 12% (6/50) disagreed and 8% (4/50) were neutral to the statement. 82% (41/50) of the respondents agreed that freedom of expression makes it easy for the public to takes TV services while 16% (8/50) disagreed and only 2% (1/50) were neutral to the statement. Finally, 88% (44/50) agreed that the availability of the required technology to start and run the TV stations make private television grow whereas 8% (4/50) disagreed and only 4% (2/50) were neutral to the statement.

4.4 The challenges encountered by the private television stations in Lusaka

This was the third objective of this study which aimed to examine the challenges encountered by the private television stations in Lusaka.

Table 4.4: Challenges encountered by the private television stations in Lusaka

(1-Strongly Agree, 2-Agree, 3-Neutral, 4-Disagree, 5-Strongly Disagree)

Procurement planning	1	2	3	4	5
Scarcity of expertise and specialist television operations is experienced	13(26%)	28(56%)	1(2%)	6(12%)	2(4%)
Government restricts on what to broadcast cause biasness on the TV content.	15(30%)	27(54%)	4(8%)	4(8%)	0
The private television at time report half-baked content due to intimidation from the government	13(26%)	27(54%)	2(4%)	7(14%)	1(2%)
Journalist of private television are harassed by some security agencies	13(26%)	31(62%)	1(2%)	4(8%)	1(2%)
Cost of establishing and running the television station/technologies is high	14(28%)	30(60%)	2(4%)	4(8%)	0
There still low television technology penetration in some parts of Zambia	12(24%)	32(64%)	1(2%)	5(10%)	0
The continued erratic electricity supply hugely affects the efficient operations of the TV station	20(40%)	24(48%)	0	5(10%)	1(2%)
Political interferences where private TV stations have faced closure	15(30%)	27(54%)	3(6%)	4(8%)	1(2%)
Private TV stations face a challenge of competition with other media house and the social media.	18(36%)	31(62%)	0	1(2%)	0
Private TV stations have a challenge of commercializing news	15(30%)	27(54%)	3(6%)	4(8%)	1(2%)

Source: Primary data, 2019

According to the findings, 82% (41/50) of the respondents agreed that scarcity of expertise and specialist television operations is experienced whereas 16% (8/50) disagreed and only 2% (1/50) were neutral. 84% (42/50) agreed that government restricts on what to private TV stations should broadcast which causes biasness on the TV content but 8% (4/50) disagreed and 8% (4/50) remained neutral to the statement. 80% (40/50) agreed that the private television at time report half-baked content due to intimidation from the government while 16% (8/50) disagreed and 4% (2/50) were neutral to the statement. In addition, 10% (5/50) of the respondents disagreed and the majority 88% (44/50) agreed with the statement that Journalists of private television face harassment by different security agencies and the state but only 2% (1/50) were neutral to the statement. 88% (44/50) agreed that cost of establishing and running the television station/technologies is high whereas 8% (4/50) disagreed and only 4% (2/50) were neutral to the statement. 88% (44/50) agreed that there still low television technology penetration in some parts of Zambia while 10% (5/50) disagreed and only 2% (1/50) were neutral to the statement. 88% (44/50) agreed that the continued erratic electricity supply hugely affects the efficient operations of the TV station whereas % (6/50) disagreed. Also 84% (42/50) agreed that political interferences where private TV stations have faced closure whereas 10% (5/50) disagreed and only 6% (3/50) were neutral to the statement. Almost all the respondents 98% (49/50) agreed that private TV stations face a challenge of competition with other media house and the social media while only 2% (1/50) disagreed with the statement. Finally, 84% (42/50) agreed that most private stations have a challenge of commercializing of news where as 10% (5/50) disagreed and 6% (3/50) where neutral on the statement.

CHAPTER FIVE: CONCLUSION AND RECOMENDATIONS

5.0 Overview

This chapter sets out the conclusion and recommendations of the study as it was undertaken by the researcher on the journalism practice in Zambia under successes and challenges in private television stations in Lusaka.

5.1 Roles performed by private television stations

The findings under the roles performed by private television stations indicate that, 90% agreed that the television stations broadcast national/state issues. 90% agreed that the television is a source of entertaining and to the people in the country. 84% agreed that television stations are used as a channel for educating the public. 68% of the respondents agreed that the televisions provide their viewers with factual information about different events/activities happening in different parts of the country and beyond. These findings are in line with Hamel and Prahalad, (1994) who reported that, without the media, people in societies would be isolated, not only from the rest of the world, but from governments, lawmakers, and neighboring towns and cities. Hamel and Prahalad also noted that, the flow of information is important for the development of communities and the media facilitates this. Without a wide array of information, people's opinions and views would be limited and their impressions and conclusions of the world around them stunted. This indicates that TV stations play a very significant role in society.

Further, 80% agreed that private television stations act as a watchdog to the citizens. 88% agreed that private television stations like Muvi TV promote transparency and accountability in different entities. Consistent to is a study by Olutokun and Seteolu (2001) who cited that, media (TV stations) have a role of a watchdog that intently observes the

proceedings and gives prominence to allegations and irregularities. These scholars observe that the media has the capacity to hold governments accountable, forcing them to explain their actions and decisions, all of which affect the people they represent. Hence one of the most powerful strengths the TV stations have in any democratic society is the ability to effect change, both on government and non-government levels. According to (Soese, 2009), ideal democracy hinges partly on the ability of the media to disseminate qualitative information that can guide citizens in making rational decisions. At the time of writing, government offices usually had information in files marked "confidential", "secret", "top secret" and the like, meaning that the information was protected by the state and therefore, that particular information was almost impossible to be given to journalists and members of the public.

In addition, 94% agreed that private television stations are a source of employment to different people. The main occupations in the television industries include: journalists, editors, writers, agents, designers and photographers; musicians, singers, actors and dancers; technicians, producers and directors of film, television and live performances; and costume, make-up, scenery, special effects and other staff. 84% agreed different businesses can advertise their products through television. Television advertising is largely used to influence viewers' purchase decisions. Advertising through television represents one of the most modern promoting methods with a decisive role in presenting and selling new products. It has continuously evolved due to the impact that visual media have on the public and it also has the benefit of the scientific discoveries which lead to the development of international satellite communication.

5.2 The factors behind the successes experienced by private television stations in

Lusaka.

The findings on the factors behind the successes experienced by private television stations indicated that, 88% agreed that liberalisation of the private TV sector by the government counts to its success. In addition, 94% agreed that this private TV station has good leadership structure for its effective operations. 84% agreed that the TV secures resources and uses it adequately for its operations. Johnson *et al*, (2008) reported that television's resources generally comprise physical, financial, human and intellectual capital. Barney, (2011) similarly revealed that, a television station's resources has to be inimitable, valuable, non-substitutable and rare to lead to a sustainable competitive advantage.

98% agreed that the TV is strategically positioned in the Lusaka where big organization and population are located to take up the TV services. This is in line with Porter, (1996) who noted that, an organization like TV stations operating using this needs-based positioning has to configure different sets of activities to cater for the various needs.

80% agreed that cost of operating a TV station is fair in Lusaka hence TV successes. Malburg, (2000) also reported that, the cost of leadership is one of Porter's generic strategy which focuses on a TV station gaining competitive advantage through providing services/products of a lower cost as compared to others. Further, 82% agreed that freedom of expression makes it easy for the public to take TV services. According to Evan (2000), freedom of information, and specifically access to information held by public authorities, is a fundamental element to the proper functioning of a democracy. The quote makes clear that democracy cannot be fully enjoyed in a country without freedom of information.

Finally, 88% agreed that the availability of the required technology to start and run the TV stations make private television grow. This can be seen in the current growth of TV stations in Zambia, like there are 13 private television stations. This is because; television stations can utilize suitable evaluating procedures for offering items over the Internet. For example, the television stations can reach the youth through internet since they are always on the internet. Also, audiences who value news alerts can be reached through prompt updates via their phones.

5.3 The challenges encountered by the private television stations in Lusaka

The findings on the challenges encountered by the private television stations in Lusaka indicate that, 82% agreed that scarcity of expertise and specialist television operations is experienced. This has been realized because; many television stations or broadcasters as far as the knowledge of Information and communication technologies is concerned lack the required knowledge and knowhow. Prof. Oliver, (2016) cited that, basic computer knowledge still erodes many private service broadcasters. This basically explains why many private television stations still run on analogue equipment.

84% agreed that government restricts on what private TV stations should broadcast which causes biasness on the TV content. 80% agreed that the private television at time report half-baked content due to intimidation from the government. 88% agreed that Journalists of private television face harassment by different security agencies and the state. 84% agreed that political interferences where private TV stations have faced closure. For example, the government through its agents, the IBA moved to clampdown on three broadcast media houses in the name of MUVI TV, Komboni Radio Station and Itezhi tezhi Community Radio Station on charges that they were propagating hate speech and therefore posed a threat to national peace, order

and security (Daily Nation, 3rd September 2016). Further, 88% agreed that cost of establishing and running the television station/technologies is high. This is consistent to Misheck, (2016) who pointed that the cost is a major limitation to the use of the new media technologies like advertising channels in digital television increases the cost of producing and running commercials. In developing countries like Zambia, the high cost of exchange rate is affecting the cost of these new media technologies because majority of them are from Europe and Asia.

In addition, 88% agreed that there still low television technology penetration in some parts of Zambia. Similarly, Baran, (2009) revealed that a less developed countries like Zambia have low level of technology penetration including television stations technologies and lack of availability of these the basic postulates of these technologies. This has made the use of new media technologies to move on a slow pace. For instance, the revolution in digital television is progressing slowly in developing countries like Zambia for a number of reasons. More on findings, 88% agreed that the continued erratic electricity supply hugely affects the efficient operations of the TV station. This meant most of them had to revert to using alternative sources of energy, popular among them generator sets to keep their operations afloat (MISA media alert, 2016), 98% agreed that private TV stations face a challenge of competition with other media house and the social media. Hence private TV stations face a challenge of competition with both the ZNBC TV channel and other privately owned media channels/house. Finally, 84% agreed that commercialization news in private television stations continues to pose as a challenge. News commercialization means that news has become a commodity, which can be bought by those who have the money so that their voices can be heard. News has automatically become a commercial product to the detriment of important developments. In the mass media, news has to be

paid for by those who want to be heard. (Asemah. 2012)

5.4 Conclusion

Since the majority of the respondents agree with the statement which were provided in relation to the role of private television stations like Muvi TV in Lusaka, like 94% agreed that they are a source of employment to different people; 90% agreed that the television stations broadcasts national/state issues; 90% agreed television to be a source of entertaining; 84% agreed that television stations as a channel for educating the public; 88% agreed that private television stations like Muvi TV promote transparency and accountability in different entities; 84% agreed that different businesses can advertise their products through television; 80% agreed that private television stations acts as a watchdog to the citizens; and 68% agreed that the televisions provide viewers with factual information about different events/activities happening in different parts of the country and beyond. Thus, it can be concluded that private television stations in Lusaka perform different roles in Zambia.

Basing on the findings of the second objective, 88% agreed that liberalisation of the private TV sector by the government counts to its success. 94% agreed that this private TV station has good leadership structure; 84% agreed that the TV secures resources and uses them adequately for it operations; 98% agreed that the TV is strategically positioned; 80% agreed that cost of operating a TV station is fair in Lusaka hence TV successes; 82% agreed that freedom of expression makes it easy for the public to takes TV services; and 88% agreed that the availability of the required technology to start and run the TV stations make private television grow. Therefore, it can be concluded that, resources available, strategic positioning, leadership structure, and cost of operation are major factors

behind success of private television stations in Lusaka.

Under the findings on the challenges encountered by the private television stations in Lusaka, it can be concluded that a private television stations are faced with many challenges like commercialization of the news (84% agreed), competition with other media house and the social media (98% agreed); power supply shading (88% agreed); low television technological penetration (88% agreed); high cost of maintenance (88% agreed); harassment by different security agencies and the state (88% agreed); political interferences where private TV stations have faced closure (84% agreed); government restriction on what to broadcast (84% agreed); and scarcity of expertise and specialist television operations (82% agreed).

5.5 Recommendations

1. The study recommends that for private television stations companies need to embrace innovativeness and the use current technology in order compete effectively.
2. The study further recommends that private television stations need to improve their content by employing qualified and experienced journalist such that they deliver content which is not biased or baseless.
3. The televisions should be proactive in scanning the external environment so as to identify such technologies and take the necessary strategic steps to cushion the firm from adverse effects. This means that heavy investments in Research and Development (R&D) have to be catered for in their budgets.
4. The study also recommends that the television stations should expand their revenue stream from pure advertising to set top boxes subscription. This can be done through partnerships with the producers of the set top boxes. The revenue stream can also be expanded by moving into the outdoor advertising.
5. Television stations should to strive to employ expertise for the top positions in terms of the most competitive human resource, cost management and differentiation an aspect perceived to bring forth best performance of the television stations. It is necessary to encourage team work and innovation so as to come up with better programmes for the viewers.
6. The study also recommends that the television stations should conduct regular training of employees in order to empower them to work better in the highly changing television world.
7. The entertainment TV stations should endeavor to uphold morality not sacrifice morality on the altar of profit making. The media is expected as part of its social responsibility to make profit especially in a capitalist context, because this helps the stations take care of running costs. However, in the drive for profit they should be mindful of selling programmes that will do more harm than good to the consumers.
8. The regulatory body, IBA of Zambia should be more vigilant so as to ensure that broadcasting standards in the private television stations and other media houses are not compromised. The IBA has the statutory responsibility of “regulating and controlling the broadcast industry; promoting Zambian indigenous cultures, moral and community life through broadcasting; regulating ethical standards and technical excellence in public, private and commercial broadcast stations in Zambia; determining and applying sanctions including revocation of licenses of defaulting stations which do not operate in accordance with the broadcast code and in the public interest.
9. Television programmes with high positive social values should be emphasized, while the negative social values should be de-emphasized. It has been noted that in most of the programmes that the public is exposed to, it

- is the negative values that are mostly portrayed, while the positive values are at the background like different government programs.
10. Broadcasting practitioners need to ensure that the interpersonal relationship established with media gatekeepers must be sustained and maintained mutually as the media serve as the springboard for the advancement of the image of their organizations.
 11. Broadcasting organizations in Zambia and others in mostly developing countries, as it seems are the ones lagging behind in frequent training of staff, must ensure that their staff is sent for regular training all over the world so as to keep them abreast with the changing trends in communication due to the transformation brought about by new media technologies.
 12. Proper funding of the Broadcasting organizations department is very essential since money is required to offset some media charges and for instant mobility of media relations experts. In fact without money those saddled with the responsibility of interacting with the media in order to represent and protect the interest of their organization may not be able to function as expected.
 13. Broadcasting organizations operating in Zambia in like Muvi TV should have an active website. Apart from this, the site should be updated regularly with events happening in the organization especially those ones which pertain to their relationship with the media and the plan of action they intend to execute over a period of time in favour of their publics. In addition, there is need for quarterly or as the case may be, online survey through the organizations website in order to determine people and the media perception about them. Above all, broadcasting practitioners must be ready to use the benefit of the internet to their organizations advantage but must also be positioned to help their organizations deal with the crisis of the Internet.
 14. Broadcasting organizations especially in Zambia where there is still no visible improvement in power supply despite government continuous aims and promise of providing regular power supply over the years should Endeavour to generate their own source of power supply while hoping the government promises in their regard would eventually be realized.
 15. Zambia government must Endeavour to provide a conducive atmosphere for Broadcasting organizations operating in Zambia through steady and regular power supply and moderate taxation for the smooth operations of media activities and other activities. Unarguably, if seventy-five percent of the above workable recommendations are put in to action, media relations practice in Zambia would be taken to unimaginable height. It would also ensure that the importance of new media in media relations are felt especially when the right contemporary tools are employed and the appropriate strategies adopted.

5.6 Suggestions for Further Research

This study was mainly based on private television stations in Lusaka particularly Muvi television. The study therefore recommends future studies to be conducted from other geographical areas other than Lusaka city for purposes of comparing the findings.

The researcher suggests further studies to be made on the following areas: A study to establish other ways in which the stations can achieve sustainable competitive advantage. This is because the study has realized that the television industry will continuously face disruptive technologies. Such a study will put the stations at a better position to deal with such transformations.

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