



## DECISION-MAKING PROCESS OF NEWS PRODUCTION IN THE CONGOLESE NATIONAL RADIO AND TELEVISION

**Gibemba Mbuku Josephine<sup>i</sup>**

PhD Student in Journalism,  
Shanghai University,  
P. R. of China

### **Abstract:**

In the Democratic Republic of the Congo as in several African countries, the news are made by several national media institutions. From the collection stage to the diffusion of news, several stages of decision-making are requested. The objective of this study is to analyse the decision-making process in the news production, its stages, the departments involved and the factors influencing the decision-making stages of news between collection, processing, selection, dissemination and evaluation of news. To achieve the objective and to verify the assumptions, the study adopted the mixed methodology combining the collection of qualitative and quantitative data in the continuous or simultaneous approach to presentation of results. A literature search allowed for the design of the theoretical model and a semi-structured interview survey was conducted to collect relevant data in a non-probabilistic, occasional or intentional sample consisting of 26 journalists of the Congolese national radio-television. The activities of collection, processing, selection, diffusion as well as evaluation and monitoring of news are the stages of the news production. These steps can be grouped into three: design and elaboration of news, publications of news and feedback. And several actors are involved.

**Keywords:** decision, decision-making process, new, Congolese National Radio and Television

### **1. Introduction**

The public service broadcasters and televisions as news organizations respect all of management processes in their daily production of news. From the gathering the news to the production or reporting of news, the national news institutions as bureaucracies use the processes of decision-making. This study focuses on the processes of decision-making during the news production at Congolese National Radio and Television.

The news is the product of judging process. According to Nossek (2008), news is a genre of mass media content resulting from journalists' information gathering and

---

<sup>i</sup> Correspondence: email [josemayele859@gmail.com](mailto:josemayele859@gmail.com)

editors' decisions and following professional practices and norms. Harrison (2006) argues that news is judged to be newsworthy by journalists, who exercise their news sense within the constraints of the news organizations within which they operate. First of all, we have to understand the news values. The news values work is a system of criteria which are used to make decisions about the inclusion and exclusion of material. This decision-making is a process which the news organizations or institutions should be respected. The decision-making as news production processes is the analysis of the news values and processes involved in the selection of news. According to Nkosi (2005, p. 3), by selecting and shaping news, media represent the world rather than reflect it. Galtung and Ruge presented 12 factors that they intuitively identified as being important in the selection of news. Furthermore, Schulz (1982) developed the work of Galtung and Ruge by carrying out a content analysis of newspapers, examining domestic and apolitical news, as well as foreign news. He proposed six different dimensions to news selection, which he further broke down into 19 news factors. Golding and Elliott (1979) suggested 7 selection criteria. From the national newspapers examined, Harcup and O'Neill (2001) proposed a 10 new set of news values.

In the problem of decision-making of news production, Patterson and Donsbach (1996) conducted a mail survey to journalists in Germany, Great Britain, Italy, Sweden and the United States sequentially from 1991 to 1993. In each country, 600 journalists were contacted, a total sample 1,361 respondents. Patterson and Donsbach found that all journalists - in the broadcast and newspaper industries at both the national and local levels - were somewhat left of center in their political beliefs and the journalists' partisanship was significantly related to their news decisions, although the actual correlations were rather weak. Patterson and Donsbach claimed that partisan beliefs intrude on news decisions.

In fact, in the Democratic Republic of the Congo as in some African countries, the national news Institutions is controlled by political power. The news is collected, processed and disseminated. The distribution of an element in public and national radio and television channels is conditioned by the opinions of the directors of the various departments and the final decision of the management or general administration. In this case, decision-making is a process made up of a line of actions consciously chosen in relation to a number of the information collected in order to arrive at the production of a newsletter or a daily program.

It consists of a series of actions relating to elements of the news collected on the ground which may be broadcast after the final decision. Deciding to disseminate this information is therefore also to select or select from the elements of the news collected and processed the elements deemed appropriate in relation to its value.

The study tries to response to the following questions:

- What are the steps in the decision-making process in the news production ?
- Who are involved in the decision-making process during the production of information in the Congolese National Radio and Television? And how do they make decisions?

This study tries to analyze the decision-making process in the news production, its stages and the actors and departments involved.

As hypothesis, the study estimates that:

- 1) Four main steps are used in the decision-making process during the news production, including the collection, processing, selection, dissemination and evaluation of information;
- 2) Several departments and their supervisors are involved in the decision-making on the news production in the media companies of Kinshasa. The Director-General of which would have the last decision. The Supervisors of the departments would use the mode of unilateral and authoritarian decision more.

## **2. Conceptual and theoretical framework**

### **2.1. Conceptual framework**

#### **2.1.1 Decision**

The word "decision" means a process or selection activity based on possible alternatives, one to be realized in the future (Derek and Heather, 1975, p. 112).

Syllamy (1982, p. 75) defines the decision in the same sense when it considers that the decision is a choice between several possibilities which usually succeeds in deliberation. These two definitions are summarized simply by Ciddeek and Monteil (1970): *"the decision is a choice between one or more possibilities"*.

However, Massie (1964) adds an important aspect of the decision. The Massie considers the decision as a line of action consciously chosen in relation to a number of possibilities in order to achieve a desired result. Deciding, therefore, is also to identify and solve the problems of an organization.

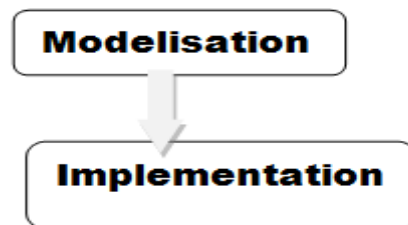
The decision is a deliberate and risky choice of one action among several possible options. It is an art that is to properly evaluate the consequences of each option and to make the least random choice possible (Bonnet and Degryse, 1997). In this sense, the decision implies a difficult, risky and consequent choice among many others in order to solve a problem or a problem situation.

#### **2.1.2 Decision making process**

Each type of decision requires different skills: personal contribution to the success of the ruling, interdepartmental aid, competition of all the services for decisions that engage the whole company. It is only on such an angle that the decision-making process and the decisions that result from it remain flexible, well understood and easy to handle.

Indeed, to make a decision, there is a series of steps that previous the decision maker's choice. That is what we call the decision-making process. In any decision, this process is not recognized in a very specific way, it is most often implicit. The systematic study of the behaviour of decision makers allows identifying and understanding these various steps.

In fact, for the decision-maker, decision-making is a better way to structure its decisions by giving it a precise and complete framework. According to Ghertman (quoted by Luboya, 2014), the term "decision-making" is the action to decide which determines the substantive content. It consists of a series of actions dealing with a substance made up of elements of decisions. Moscarola (1981) defines the decision-making process as a set of phenomena intervening over time and which an observer may recognize (judge) as being originally or, at least, likely to explain in the causal scheme, an action taken as a result. In this sense, the decision-making process can be divided into two sub-processes: (i) the modeling process in which decisions are first placed and have an abstract character characterized by the production of cognitive elements. For example: the production of possible actions, the setting of objectives and the evaluation of results and (ii) the process of implementation where organized actions constitute the practical implementation of specific action. Thus, it essentially has two phases in the decision-making process (schema 1):



**Figure 1:** Two steps for decision making process

### 2.1.3 News

There is no generic definition of news. Many lists of news values have been drawn up, and news values can change over time, from place to place, and between different sectors of the news media. According to Jackie Harrison (2006, p. 13), the news are that which "is judged to be newsworthy by journalists, who exercise their news sense within the constraints of the news organizations within which they operate." This judging process is guided by an understanding of news values - a "somewhat mythical" concept, according to John Richardson (2005, p. 173) - which is "passed down to new generations of journalists through a process of training and socialization" (Harrison, 2006, p. 153). Such news values work, as Palmer (2000, p. 45) notes, as "a system of criteria aspects of selected stories to emphasize". In this sense, they "transcend individual judgments, although of course they are to be found embodied in every news judgment made by particular journalists" (Palmer, 2000, p. 45).

The news is produced by media industries. Big media companies are still mostly in national possession, and the share of export and activities abroad are mostly below one third of the turnover, though increasing (Jeskanen Sundström et al., 2004). About 15% of the media sector is in international possession and the share is expected to double in ten years. Overlapping use of media has increased and user frequency varies strongly with the time of the day, from working day to weekend, and from season to season (Sabelström Möller, 2004). Heinonen, (2004) shows the overlapping media use in Finland in 2004. Among them, the participants voted for every media channel which they used: afternoon

papers (41%), free papers (45%), magazines (48%); newspapers (53%); internet (63%); audio record (68%); books (76%); video/DVD (76%); radio (78%) et TV (82%).

The companies of news productions also need to decide about its globalization strategy. The media content is almost always national, or even local, even if the format may be global. Even national contents from small countries may succeed on global market, e.g., in the movie, music and game business. Although, an increase occurs in the turnover of most media after the depression in the early Nineteenth. The media has been declining. This is due to a rapid growth in other sectors, especially in ICT. The forecasts for the future development are based on a Delphoi study. Targeted media is increasing, obviously on the costs of traditional mass media. Many suppliers to the media industry, like independent television program producers and commercial television channels, have been in trouble since the early 2000, and the printers suffer from overcapacity (Jeskanen Sundström et al., 2004). The news is produced by media in the news organizations or institutions.

## **2.2. Theoretical models**

Several theoretical models explain the process of decision making including the Models of Eilon (1963), Simon (1977) adapted by Meena (1987), Ohonge (1996). Each model describes the possible steps of decision making. This is the determination of the problem, the analysis of the situation, the determination of the objectives, the establishment of the criteria, the study of the alternatives and the choice.

### **2.2.1. Simon's Model (1977)**

Simon proposed the issue of the rationality of a decision and the steps of the decision-making process. According to its model, the decision is a linear process ranging from initiation, design and evaluation itself and execution.

The main steps in the decision-making process developed by Simon are as follows: (i) the teachings (search for opportunities requiring a decision); (ii) the design (development, development and analysis of solutions present); (iv) selection (the choice of the best alternative among many others) and (v) finding (evaluating the effects and echoes of the decision and regulating future decisions to be made).

### **2.2.2 Eilon Model (1969) adapted by Moisset (1987)**

For Eilon (1969), decision-making is about concentrating energies on the final choice. Here, it is the unity (all) of the decision-making activity that is preserved. A schematic analysis of the Eilon model adapted by Moisset makes it possible to clear eight steps in the decision-making process.

These steps are related to each other: (i) the determination of the problem; (ii) the analysis of the situation; (iii) the determination of objectives; (iv) the establishment of the criteria; (v) the elaboration of possible alternative strategies (alternatives); (vi) predicting the consequences of these strategies; (vii) the choice of decision criteria and (viii) the optimum solution.

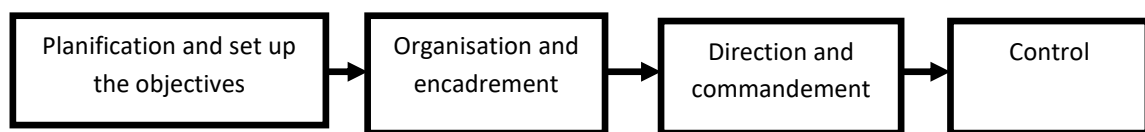
### 2.2.3 Proposal of the theoretical model

#### A. Criticisms and proposal for a theoretical model

While it is generally accepted that one of the essential functions of an organization's leaders is to make decisions, they remain differently perceived depending on whether a particular aspect of decision-making is emphasized. Indeed, the decision-making process is a very complex operation, rather it appears as a series of gears, each of which creates conditions of realization which are as many sub-problems of decision-making.

Thus, every decision to carry out a large-scale operation requires that one conceives, that one chooses, etc. Thus, each phase of the decision-making process involves mini-stages of information, design, choice, etc. It should be said that the phases of the decision-making process in the organization constitute the fundamental paradigm of the activity of any manager. In every situation requiring decision-making, a model can be proposed for the purpose of effective decision-making. The Models of Eilon (1963), Simon (1977) adapted by Meena (1987), Ohonge (1996) have highlighted the process steps of decision making. Each of these models is adapted to a given context. Of these models, Simon's model seems to respond better to the decision-making process in a new institution or organization. He advocates five steps, including the teachings; the design; Selection and finding. However, this model omitted certain determinants of decision making. According to Rigaud (1979), it is the objectives, the uncertainties of the alternatives, the criterion, the cost and the choice of the reference model. It should also be noted that the leader of a news organization has the essential roles of managing and administering. It must take into account the main tasks of management of news institution such as planning, organization, command or direction or even leadership and control. According to Ciddeek and Monteil (1970), decision making must also consider these steps (Figure 2).

**Figure 2 :** Steps for decision making



**Source:** Crener et Monteil, (1970).

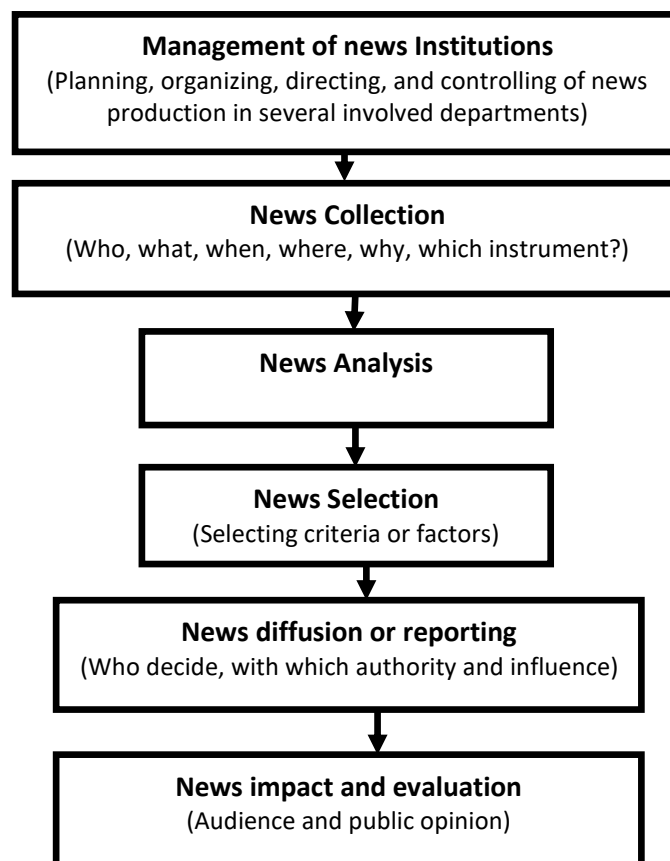
Indeed, the decision-making process must also consider the constraints to the decisional rationality. Three aspects explain these constraints: Who decides, who is the authority and who influences the decision. Who decides? Simon (1977) believes that all officers at all levels have decisions to make. Who is the authority? This is the hierarchical order that the decision must uphold. Who influences? It is a question of locating the dependency and independence links involved in the decision.

## B. To word to decision making process of the new production

Given these elements, and the context of the news production, the study proposes a model of decision making which consists of the following steps: collection, selection, processing, dissemination and evaluation as well as the determinants of these steps.

It is about gatekeeping. The journalists are bombarded with information from the Internet, newspapers, television and radio news, news magazines, and their sources. Their job of selecting and shaping the small amount of information that becomes news would be impossible without gatekeeping. It is the process of selecting, writing, editing, positioning, scheduling, repeating and otherwise massaging information to become news (Figure 3).

Figure 3: Theoretical model



## 3. Research methodology

### 3.1 Population and sampling

The population of study consists of all 256 journalists from the Directorate General of the Congolese National Radio Television. From this population, we selected the non-probabilistic sample says occasional or intentional. The size of this occasional sample is 26 participants (Table 3.1).

**Table 3.1:** Description characteristics of participants

Characteristics	Description	Ni	%	N
<b>Gender</b>	Male	10	38.5	100
	Female	16	61.5	
<b>Education</b>	Master	2	7.7	100
	BA	19	73.1	
	Under-graduate	5	19.2	
<b>Age</b>	20-30 Years	5	19.2	100
	31-40 years	10	38.5	
	41-50 years	6	23.1	
	51-60 years	5	19.2	
<b>Seniority</b>	0-9 years	10	38.5	100
	10-18 years	7	26.9	
	19-28 years	6	23.1	
	29-38 years	3	11.5	
<b>Department</b>	Radio	17	65.4	100
	Television	9	34.6	

Source: Investigation (N=26)

From the gender perspective and level of study of the journalists surveyed (table 3.1), it can be seen that our sample is made up of (61.5%) women-journalists and (38.5%) of men journalists. The majority of journalists interviewed, are bachelors or graduate studies. They were 73.1%; followed by those who have graduate level or undergraduate degree in higher or university education (19.2%) and finally 7.7% of the journalists interviewed have the masters' degree (see Figure 3.1).

With regards to age, the seniority and the department of journalists interviewed (table 3.1), it should be noted that the majority of the sample consists of journalists who are between 31 and 40 years of age (38.5%); followed by those whose age are between 41 and 50 years (23.1%) and finally, 19.2% of the journalists are respectively between the ages of 20 and 30 years old and those with age varying between 51 and 60 years.

The oldest in the profession of journalism in our sample are journalists who have done between 0 and 9 years of trade (38.5%); followed by those who have done between 10 and 18 years of trade (26.9%). Those between the ages of 19 and 28 are 23.1%, and 11.5% are made up of journalists who have practiced their trade between 29 and 38 years. Among the journalists interviewed, 65.4% were assigned to the Congolese television and 34.6% were assigned to Congolese radio.

### 3.2. Data collection

In order to carry out our study, we resorted to research strategies. This is the methodology that is constituted enough of the method and techniques. The study used the survey method with two stages: pre-investigation and investigation itself.

In this study, the pre-survey was used to explore the research environment; to understand the level of participants; to validate the data collection instrument and to maintain or change the technique as a means by which search data is collected. It is at this



level that the study to formulate the assumptions and the decision on methodological approach and the instrument of data collection to be used.

Thus, with the assistance of our director, we developed the first draft of the interview grid and tested it with five participants (journalists). The results recorded at this stage allowed us to correct the gaps experienced by the participants and the revitalization of the interview grid.

The survey itself was carried out by the sessions of the semi-directed or semi-structured interview. During the investigation itself, the investigator proceeded by administering the research instrument. Javeau (1986) distinguishes between two types of administration of the research instrument, in particular: direct administration and indirect administration. The first is to make the participant or respondent note his or her answers to the questions, while the indirect administration is the one where the investigator notes the answers to the questions. This study used both kinds.

It was around the beginning of December 2018 that the investigator was able to administer the grid in semi-structured interview sessions. The total investigation took place for three months, interval of time between the beginning of December 2018 until the end of the month of February 2019.

It should be noted that in order to collect the data, the study used several instruments including:

The documentary analysis which initially allowed to circumscribe the limits of knowledge on the process of decision making in the production of information, but also to construct a theoretical model. Secondly, the documentation facilitated the consultation and exploitation of written and visual documents, i.e. books, manuals, scientific articles and unpublished documents in libraries and on the Internet. We have found and extracted timely news for the enrichment of the topic of work.

The interview refers to a head-to-head in which the respondent orally gives information to the investigator. This study used the semi-structured or semi-directed interview as the main data collection technique. The interview sessions were programmed and individualized. This study used the semi-structured or semi-directed interview as the main data collection technique. The interview sessions were programmed and individualized. They aimed to enlighten each participant on the objective of the study and reassure them of the confidentiality and anonymity of these answers. These sessions were also intended to collect the data according to the interview grid. The interviews are particularly useful for getting the story behind a participant's experiences. The interviewer can pursue in-depth information around the topic. The participants were given the opportunity to provide the data beyond the expected questions.

The interview grid includes the five (5) identification questions and sixteen (17) research questions, including one (1) closed question (Question 4). Five (5) questions are either binary choice or choice to several alternatives. These questions include two parts: a closed party and another open party offering participants the opportunity to justify their response or to argue their response (questions 1, 10, 11, 12 and 14). There were ten

(10) open questions (questions 2, 3, 5, 6, 7, 8, 9, 13, 15 and 16) that gave participants the latitude to individually produce the answers freely or to express themselves according to what they think. If necessary, consult a copy in the annex.

The dictaphone was also used to record the interview sessions. This instrument kept the voice or audio data in order to treat them calmly after the interview sessions. It allowed the investigator to live again the scene of the interviews and to remember the details. Of the 26 participants, more than half of the interview sessions (16) were recorded and exploited during the data analysis.

### **3.3 Data analysis**

After data collection, the following task was dedicated to data analysis and processing. Some techniques have been used in particular:

Content analysis that consists of a qualitative data processing technique. This technique allowed us to strip and process ten open questions (2, 3, 5, 6, 7, 8, 9, 13, 15 and 16) and the justifications or arguments or comments of five semi-open questions (questions 1, 10, 11, 12 and 14) of the interview grid : (I) we record the answers given to the ten open questions and justifications of the semi-closed questions; (ii) then we categorize them according to the ideas, the units and the context; (iii) and finally, we levy their frequencies in order to quantify them in percentages through statistical analysis.

Statistical analysis facilitated the counting and quantitative processing of the information gathered in the interview sessions. The counting of the data is done by calculating proportions and percentages. It is a question of picking up the number of respondents' responses. These speeches or responses were then transformed into a percentage. Some closed questions were used to calculate statistical inferences in order to test the impact of factors on the decision-making stages of the production of information. The purpose was to compute correlation coefficients and binomial logistic regression analysis using SPSS version 22.

## **4. Results and discussion**

### **4.1 Results**

The responses of the participants to the questions of the survey will be classified according to the topics selected in relation the research questions and assumptions in particular: (i) process steps for news production decision making and (ii) actors involved in.

#### **4.1.1 Steps of news production decision making process**

Hypothesis 2: four main steps are used in the decision-making process during the production of information, in particular the collection, processing, selection, dissemination and evaluation of information

### A. Concerning the quantity of information collected, processed, selected and disseminated per day

In relation to Question 3, participants estimated the number of items collected, processed, selected and disseminated per day. These items were categorized into three categories: (I) abundant information day; (ii) day in ordinary information and (iii) day in rare information (Figure 4).

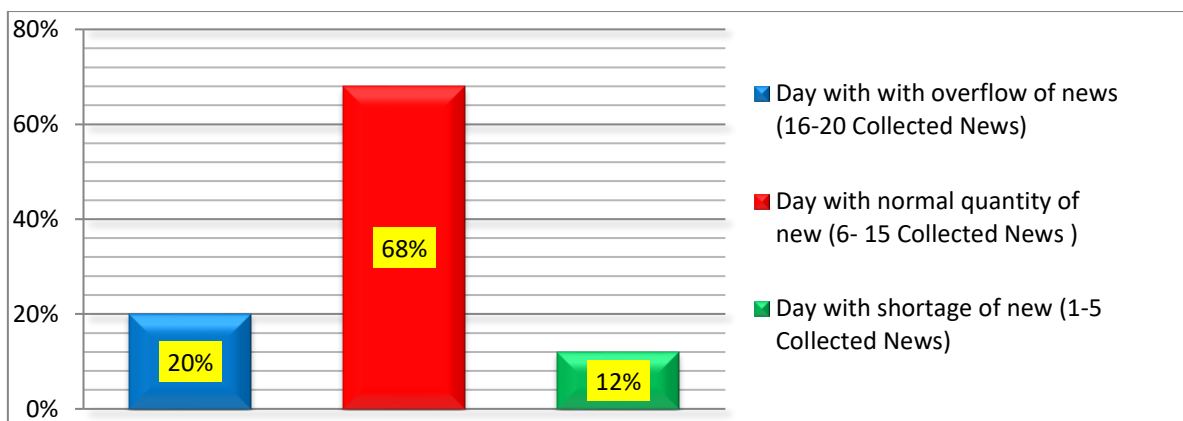


Figure 4: Quantity of news collected, processed, sectioned and disseminated per day

The participants estimated that, on average, ten thematic areas of news were collected, processed, selected and disseminated. The Congolese National Radio Television lives more days with normal amount of information (68%), or between 6 and 15 pieces of news are collected, processed, selected and disseminated.

### B. Concerning the need for decision-making in the news production and its communication strategy

As to the Question 4 on the necessity of decision-making in each stage of the news production, in particular the collection, processing, selection and dissemination, the participants, in almost all, affirmed that they are taking decisions (Figure 5).

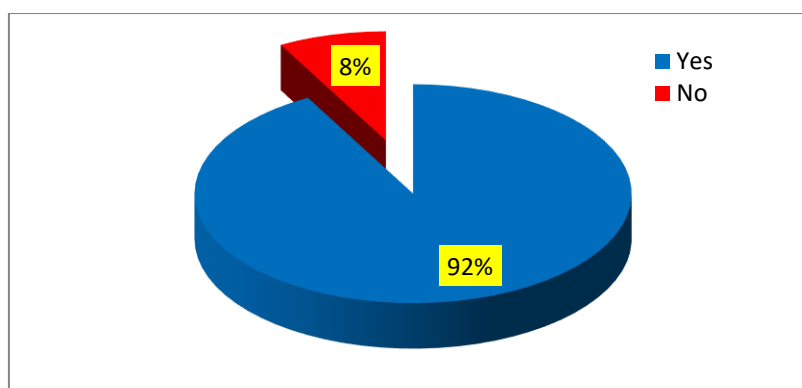
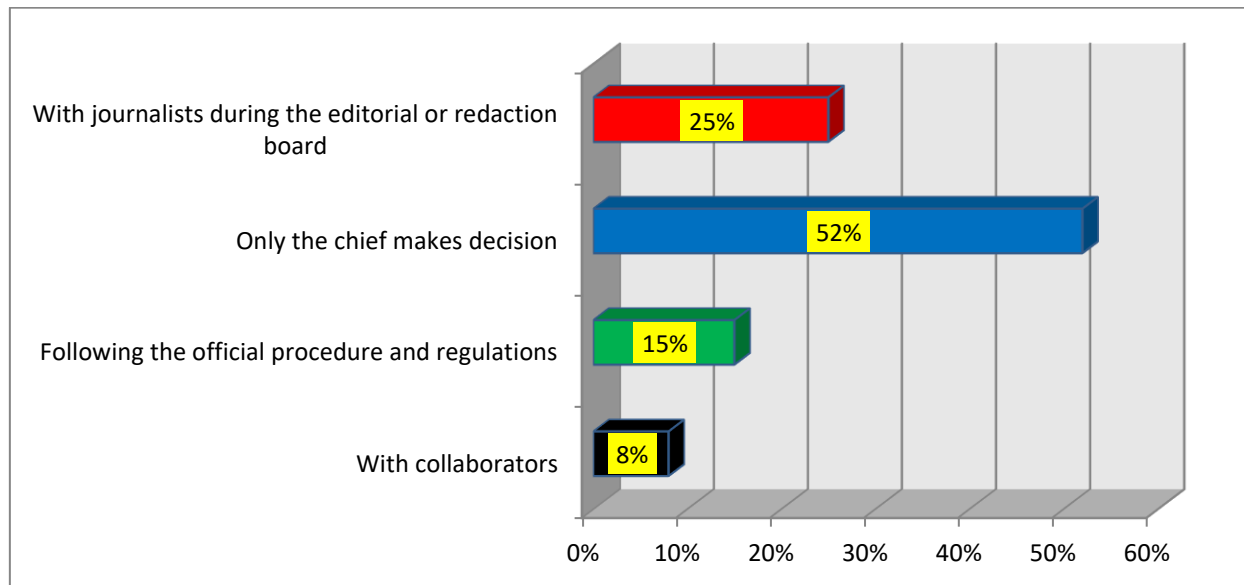


Figure 5: Need for decision making in the stages of news production

The participants also voted on the modalities of decision-making. According to the participants' replies to Question 11, the Director-General is the last authority invested in

decision-making in the news production process. However, this decision is taken either with its collaborations, either by following the official and regulatory procedure, or the Director makes his decision alone mainly for the dissemination of information, or even with journalists when advising the way of writing the information.



**Figure 6:** Decision-making modality

Furthermore, according to the participants' replies to Question 14, the information and editorial directors and the editor communicate their decisions in relation to the collection, processing and selection of information during the course of advice editing. The decision in relation to the dissemination of information rests with the Director-General or the Deputy Director-General. The latter uses two communication strategies to send its opinions in relation to the information collected, processed and aligned to be disseminated. The Director General being the last authority to approve the driver, he does so either by using a communications radio station or sending a bailiff agent to come and file his opinions. In this regard, the participants stated that:

*"The decisions of the information Director and the Editorial Director are taken at the editorial board. After reading the information held in the final driver, the editorial Secretary multiplies the driver in several copies and takes him to the information and editorial directors for routine reading and approval [...]often the decisions of the Director of information and the Editorial Director have no more effect since the Editorial Board plenary had already adopted the contents of the information to be disseminated [...] the decisions of News Director and the Editorial Director are often administrative and routine approval. They are limited to the requirements of form [...] the decisions of information and editorial directors often concern the form of the news collected, processed and selected... only the Director General or Deputy Director General may decide last for the dissemination of news collected and processed by journalists and selected to the*

*Editorial Board [...] Usually the driver is established in the Editorial Board is forwarded to the General Manager.*

*After having read the information aligned to be broadcast, the Director General approves either in a copy of a driver, or he corrects and send back the copy to the technical team responsible for disseminating the information of the driver by loading the same bailiff having carried the driver, or he uses his communication radios in order to give his favourable opinions, amendment or freezing of information.” (82% of participants)*

### **C. Concerning the news collection**

The thorough interviews around the Question 4 concerning the necessity of decision making in each stage of the news production and the replies of the participants to Question 5 shows how the collection is done News to the Congolese National Radio Television.

Indeed, after the validation of the themes and draft of the reports to the Editorial Board, journalists are working to carry out their respective reporting projects. They are often accompanied by cameraman. The participants emphasized the sources of news to be collected. According to these participants, several sources can be used to collect news from living sources (field surveys), audio-visual sources (other channels) and virtual sources (Internet). Besides the sources of the information to collect the participants explained also the ways to collect the information.

### **D. Concerning the processing and news selection**

In-depth interviews on the need for decision-making in each stage of the news production (Question 4) and the responses of participants to questions 6 and 7 show how the processing and selection of information is done at the Congolese National Radio Television.

It should be noted that the processing and selection of the collected news is done simultaneously. These two operations are done together. Sometimes it's hard to separate them. Participants (62%) supported the idea that it is in the processing of news that journalists select the details of the news to dismiss and to consider or to keep.

*“The treatment is just this step of selecting by the information collected, the ones that need to be disseminated and those that should not be disseminated. Compared to the goal of reportage [...] we do not see the difference of stage; we consider the selection as a part of the processing step [...] processing is a crucial step in the news production. It is a process that goes until the final adoption of the news ready to broadcast [...] during the treatment, we select the elements in relation to the purpose of the information we want to disseminate.”*

The processing and selection of the news are the important steps in the production of news in a new organization. They are made according to the classical and practical rules. In other words, to process and select the news, the media professionals refer to

certain rules including the editorial line, the importance of the news, the news of the news, the purpose or objective of newscasts, the duration or space of dissemination, the accuracy, conciseness and accuracy of news and angle of attack and questions of references (who did what, to whom, where, when, why, how, with whom).

Two types of news are treated in particular the news collected during the interview sessions (written news) and housed in notebooks and news collected in video mode. With regard to the processing of written news, the participants stated that:

*"Each reporter takes notes of interviews and comments during the reporting. After the report, he uses his notes to write a paper. [...] It is during the writing of paper that the journalist treats and selects the most essential news about the event postponed [...] the news of our agents and press attach in the institutions of the Republic are processed by journalists in attachment while the reporting themes are written by reporters [...] the topics of the investigations are processed and written by the journalists chosen by the editor according to their specialties [...] for example, a sport survey will be carried out and drafted by a journalist interested in sport and an investigation into the economic environment or national or international economic crisis must be processed, carried out and drafted by a journalist specialist in economic matters [...] after the collection of the news, the processing of the collected news is done on the basis of the editorial line, the angle of attack (for example, start an information either by questioning, or by the observation, or solutions), the news of the news collected and the importance of the news. For example, to pass an interesting and topical news of a national event before swinging its old version or its situation of departure [...]the order of importance allows to exclude the less important news in favor of those considered more important [...] During the treatment, journalists decide on the elements to be remembered and rejected. They start by writing the information around a theme. They are helped by the engines of images and videos. They summarize and link the videos as well as the sounds with the news and comments [...] for the processing of the notes of the interviews, the journalists make the syntheses. They want their news withheld to be informative, brief, concise and current "*

With regard to the processing of audio-visual news, the participants stated the following:

*"[...] for video processing, journalists select images in relation to informational, short and current characters. For example, the Mission of President of the Republic in Addis Abeba, journalists refer to the purpose of his mission, his stay and his return. They must discard images of the people not involved. If it is necessary to return to the news of the exit of the President in relation to his return, the journalists will close more on the news of news about his return first, before recalling on the other comments the objective of his mission and his stay [...] if for example , the theme concerns the re-entry into the DRC, the objective of the news is to inform the Congolese population about the return of members and senators. Journalists must discard the images that interfere in the videos to*

*be broadcast: a member or Senator who sleeps in the plenary or a Minister who is in Parliament and falls in full plenary.*

*But they must not disregard the most important details because when journalists dismiss the most important details and the other channels show them, your channel may lose listeners or viewers... the treatment is done by following the censorship standards of the news. It is a question of spreading the overflows while keeping the important elements [...] the processing of audio-visual news also concerns the editing activities of the news coupled with those of the news written in the form of sounds or audio comments [...] In writing, the journalists give the images and videos to the editors in the machine room and computers and prepare the written comments in relation to the pictures or videos. As soon as the videos are prepared by the editors, the journalists are invited to put the sound on the recorder of the computer and together with the editors, the news of reportage are mounted."*

The selection is done either when journalists have to limit the quantity and quality on the details of the collected news, or when journalists have to choose among the abundant news already processed, those that must be disseminated in relation to the reserved media space. In this regard, the participants stated that:

*"When there are several news to be disseminated, the Editorial Board must select from the news collected and processed, some news to be broadcast according to a number of criteria [...] the selection criteria of the news take into account the choice of news, its timeliness and its importance [...] more often the selection is made in reference to the six questions of reference of a news: who? what? Where? When? How? And why? [...] the selection must take into account the sensitivity of the listeners, the dignity of the characters targeted by the collected news, the respect of human rights and privacy [...] the selection of the news are more influenced by the political, economic and (payment of news to be disseminated), national security [...] journalists dismiss the information that shocks the sensibilities [...] selection is very important because the audio-visual news collected can be in abundance, the selection allows them to be reduced according to the media space reserved for these news. For example, a one-hour report should occupy a minute in the media space of the broadcast, the selection will consist in making decisions about the parts of the videos or images to be discarded and remembered... journalists also use the selection of the written news because they are sometimes obliged to reduce the words of comments to reach the time reserved for the image or the video, for example, reduce a comment from 100 words to 50 words and then to 25 words most essential to be informative, captive, short and effective."*

### **E. Concerning the news dissemination**

In-depth interviews on the need for decision-making in each stage of the news production (Question 4) and the responses of the participants to Question 8 show the collected and processed news that is disseminated to the Congolese National Radio Television. On this,

the broadcast is the last step in the production news process. Participants felt that some decisions were made to authorize the dissemination of the collected, processed and selected news. In the Congolese National Radio Television, the broadcast in the radio section or in the television section is done in the form of a news bulletin. Almost the majority of participants (83%) Feel:

*"At the Congolese national Radio Television, the diffusion requires a decision because sensitive subjects are to be reviewed, rebroadcast (rebroadcast of important information) or discarded in the last minutes. [...] the news disseminated to the Congolese National Radio Television comes from several sources. Sometimes information is discarded just before the broadcast, especially if it is more sensitive to national security or it affects the privacy of a highly-placed leader... it may happen that information from the institutions arrives urgently and that the media space of an Edition is saturated. The news deemed less important can be discarded from the conductor and frozen for the next edition in order to give place a news emergency... sometimes the Director of information or the Director General is questioned urgently to put information ready to be broadcast".*

The participants also provided some precision regarding the frequency of dissemination of the information collected, processed, selected as well as the media dissemination media. Thus, the participants felt that several editions are disseminated daily:

*"Four editions of the information disseminated in particular the edition of the information from 6:00 am; the edition of 1:00 pm, the edition of the information of 7:00 pm e and the edition of 11:00 pm at night these editions are the same in radio selection and TV selection but decreases according to the information in national languages and in French [...] two supports are used to broadcast radio and television in particular".*

In fact, broadcasting on radio or television is done through the presentation of newsletters of news, magazines, surveys and other journalistic genres. Participants provided details of the presentation:

*"At the Congolese National Radio Television, the driver is a tool that allows the efficient dissemination of the news collected, processed and selected [...] It (driver) is a paper document that lists the various news items selected to be broadcast [...] the driver picks up the themes to be dealt with in an Edition and hats (is an introduction representing attack phrases a reversal) of each news item to be broadcast.*

*The elements of the news are classified according to the order of precedence of the institutions of provenance, importance and urgency... the driver is used by the presenter. This is chosen in relation to a setting up of the journalists presenters established by the news directors of the radio and television section. This setting up is a weekly or monthly scheduling of information presenter on television or radio [...]the presenter must take into*

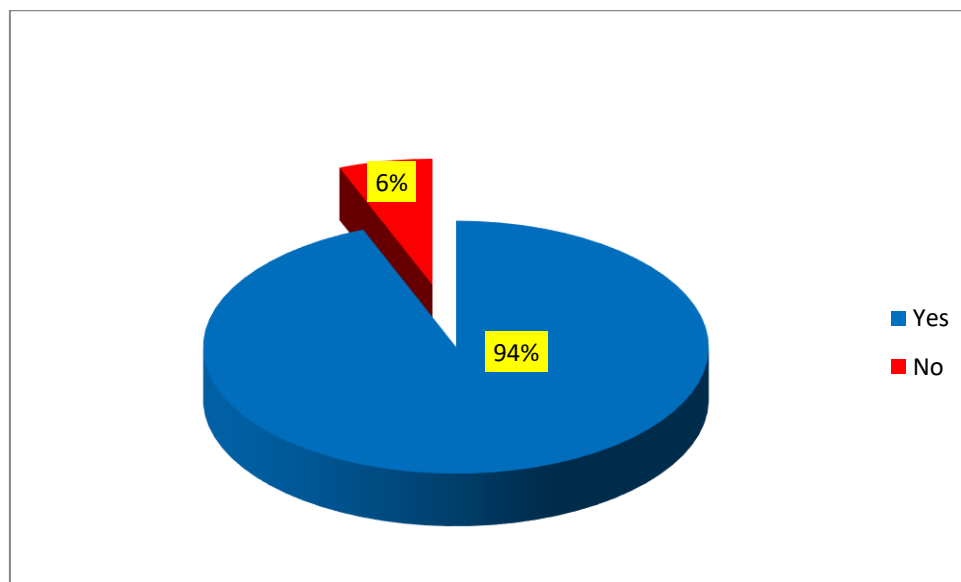


*account several variables in order to effectively present the news housed in the driver [...] for the dress, the presenter must dress well and make up. For punctuality, it must be at the plateau at least five minutes before the presentation of news bulletins or other journalistic genres in order to facilitate the framing work. For the posture to be held during the presentation, the Congolese National Radio Television adapted the standing posture. The presenter must be in front of one or more monitors that allow the presenter to visualize himself in pictures in front of him and view the other images of reports. Because it happens sometimes because of technical problem, the presenter improvises the commentary of a video that omitted the sound in full presentation of the news. Reason why it is advisable for a presenter to read the paper written by fellow reporters reporter of all the information of the driver. For presentation instruments, the presenter uses hats and reporting papers. It must provide for reporting spaces in its announcements of titles and others. "*

These statements are similar to 78% of the participants.

#### **F. Regarding the process evaluation of the news production**

The process evaluation of the production news is a crucial step. It reassures and assures the quality of the information made available to the public. This is a step that verifies the applicability of the decisions taken at each stage of the news production in the media institutions. The participants' responses to Question 15 during the in-depth interviews show that the Congolese National Radio Television has a system composed of the mechanisms for monitoring and evaluating the news disseminated (Figure 7).

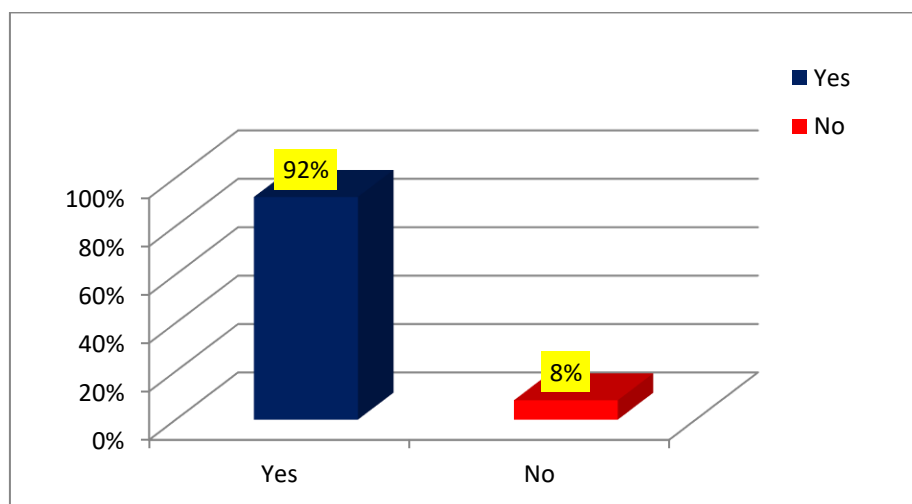


**Figure 7:** Process evaluation of the news production

To justify their responses, the participants provided some mechanisms used by the Director General, Deputy Director General at the Congolese National Radio Television level of Management Committee and the directors of news and editorial directors for the

radio section and Television. The exploitation of the recollection answers allows to highlight mechanisms such as the visualization of the news collected, processed and ready to disseminate and the evaluation of the news disseminated during the editorial board.

Compliance with the steps of the decision-making process and its appreciation, the participants reacted to questions 13 and 14 related to compliance with the steps of the decision-making process in the news production to the Congolese National Radio Television and its appreciation.



**Figure 8:** Respect the steps of the decision-making process in the news production

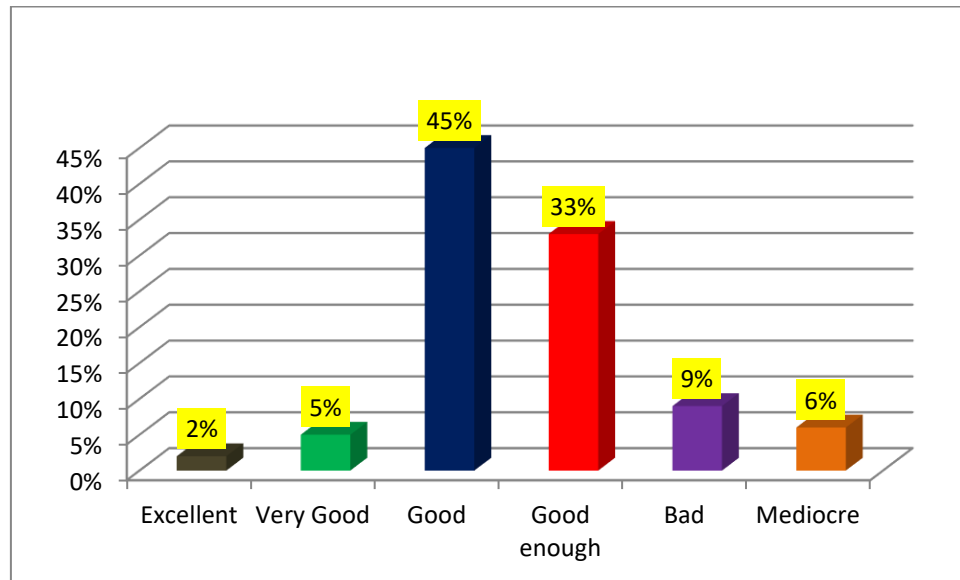
The majority of participants (92%) believe that the steps of the decision-making process in the news production are strictly adhered to. To support their answers, this majority gives the following reasons :

*"Despite the political factors and many others interfering in the decision of the collection, processing, selection and dissemination, the Congolese National Radio Television journalists respect even the stages of the news production ... each news disseminated to the media space follows all the steps of the news production [...] every day, my colleagues and I collect, process select and disseminate the news to the antennas of the Congolese National Radio Television [...] Some journalists do their work correctly according to the principles of news production while respecting the editorial line".*

In addition, 8% of participants felt that the steps in the decision-making process in the news production were not met. According to this minority of participants, this failure to respect the steps is due to several reasons:

*"The professional work of the journalist is influenced more by the editorial line which is also influenced by political factors and economic and financial interests [...] the information disseminated is influenced by Government policy or the actions of the institutions of Republic [...]".*

With regard to the assessment of how decisions are made during the stages of the decision-making process in the news production, the majority of participants, or 77%, enjoyed between good and enough-good.



**Figure 9:** Assessment of decisions making in the news production

According to the participants, several reasons prevent the effectiveness of the decisions making in the news production by the authorities of the Congolese National Radio Television are more effective. A number of factors include political factors, economic-financial factors, sociocultural and other factors such as the unilateral and personal decisions of the authorities on certain news rather than in place of unanimous or collegial decisions. In addition, the other participants agree that *"the political factors that determine the editorial line are often respected. It stifles professionalism. Journalists are more inclined to respect the editorial line than to respect the General and classical rules of journalism [...]"*

The participants who appreciated *"excellent or very good"* believe that *"despite political and other influences, the activities of news production are realized and the Cnrt has more audience among the national channels [...] almost all journalists participate in certain decisions at the level of editorial board [...] At certain levels, majority decisions prevail over minority decisions especially during the drafting councils».*

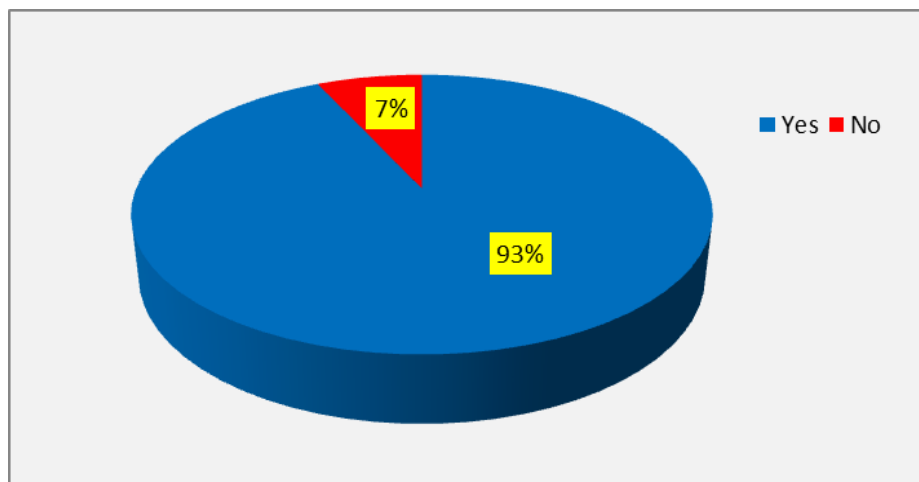
#### **4.2. Actors involved in the decision making process of news production**

**Hypothesis 2:** several departments and their leaders are involved in the decision on the information to be disseminated to the Congolese national radio and television which the Director General would have the last decision. The leaders of the departments would use the unilateral and authoritarian mode of decision.

The participants reacted to Question 1 related to the existence of a master plan for the news production, to the Organization, direction and control of the news room and to

the departments and leaders involved in the process of taking decision in the news productions at the Congolese National Radio Television.

In relation to Question 1, which concerns the views of the participants on the existence of a master plan for the news production, more than 93% of participants stated that the Congolese National Radio Television has a master plan that guides the news production.



**Figure 10:** Views of participants on the existence of the master plan for the news production

For the 7%, one party stated that it ignores this master plan and the other party did not give an answer, it preferred silence in response to this question.

For the majority of participants, the Congolese National Radio Television news production master plan is known in advance as it is exploited in the process of producing information.

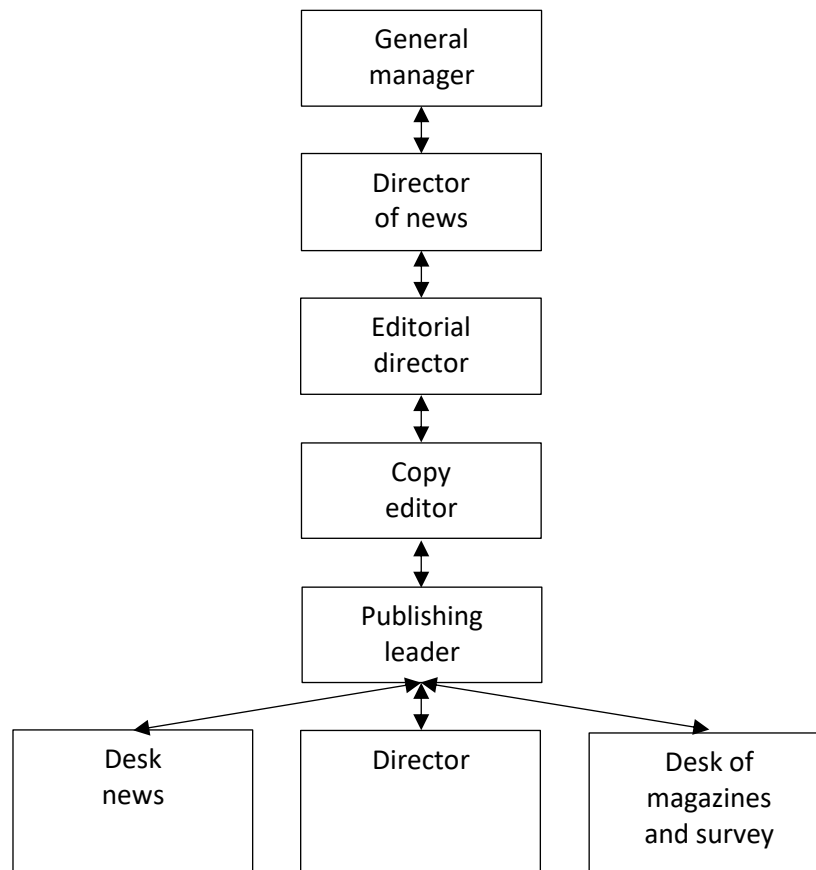
It should be clarified that the structure of the Congolese National Radio Television is structured through the directorates. Each branch has several services and each service has a few sections. In addition to the Board of Directors, there is the Management Committee which consists of Director General, Deputy Director General, Director of radio and Director of television direction. Below the Management Committee, there is the Technical Department of radio, the Directorate of television technology, the Directorate of news, human resources Directorate, Directorate of maintenance, Sales Department, marketing and direction coordination of the twenty-six provinces of the DR Congo. The Management Committee, in particular the Director General, directs and controls all directorates, their departments and their sections. The branches direct and control their services and sections, which the services direct and control the sections only.

It should be noted that the Congolese National Radio Television has several editions of the information per day.

These directorates and services that are involved in the daily news production at the Congolese National Radio Television depend entirely on the work and technical decisions of the publishing board. This is a technical organ for the production of all news editions of the information to the Congolese National Radio Television. The restricted

structure of the participants in the production of the new edition to the Congolese National Radio Television may be as follows:

**Figure 11:** Directions and services involved in the news production



Among these directorates and services involved in the news-production, the publishing Council is the most decisive organ in the News production.

It is apparent from statements by participants that the drafting or Publishing council of the Congolese National Radio Television is the organ which concretise the process of the production of television or broadcast news. It takes place following a procedure based on the following

- Critical driver analysis of the previous edition and presentation of previous and recent information;
- Use of reporter journalists and journalists attached to the various ministries or institutions of the Republic. If they are prevented, they must report to the editor and dispatch their reports so that their pieces of news are mentioned in the pre-driver;
- Presentation and comments of each news to the Editorial Board and the choice of the driver's editorial secretary. This is chosen in relation to its competence.
- Final driver establishment. The driver respects the precedence and the priority of the news, in particular the news of the Presidency and after the other institutions

such as the Parliament (National Assembly and Senate); Government (Primature and ministries: Interior, Defence, Economy, Public health and others); National Electoral Commission; sections of crushed dogs (the problems of national life) and international pages;

- Driver reading after the final driver has been written. The Secretary reads the final driver at the hearing of the members of the editorial board. Members approve by clapping or amendment if necessary;
- After the driver is adopted, the editor proceeds to distribute the stains. It is a question of allowing journalists wishing to go to the reportage and journalists who have presented the subjects and the elements of information in order to be processed and disseminated to the next edition because the contents of the themes to be broadcast must be ready one hour before the broadcast;
- The final driver presentation to the authorities. When the driver is finished and approved, it is multiplied in several copies for the authorities and the technical team including the Director General, Deputy Director General, Editorial Director, Director and editor, the presenter and other.

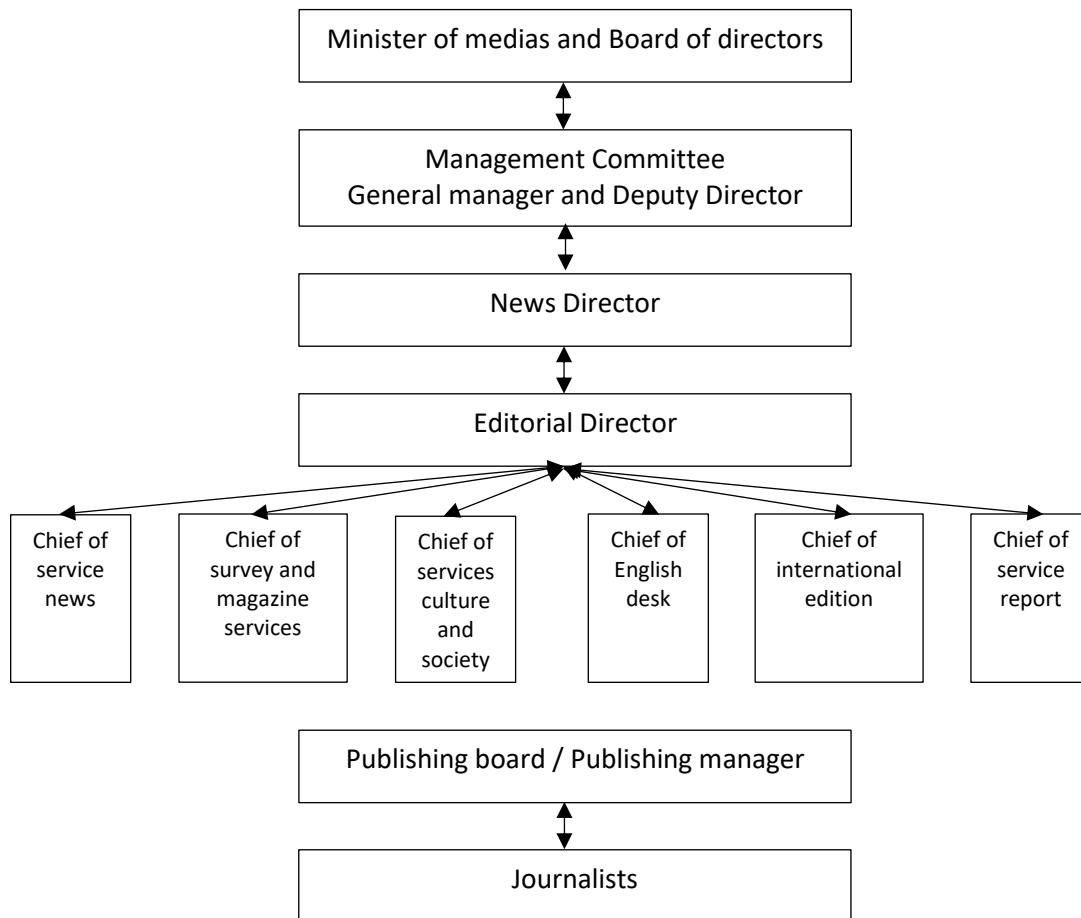
The data described above show that there is a process in the news production . This process involves the participation and decisions of the various bodies of the Congolese National Radio Television (figures 10 and 11).

In relation to the departments and the leaders involved in the decision-making process in the news productions at the Congolese National Radio Television, the replies of the participants to question 10 show that several bodies intervene in the process of taking decision in the news productions at the Congolese National Radio Television. On this, according to the participants, several departments and authorities intervene in the decision-making process in the news productions at the Congolese National Radio Television. However, it is the news Directorate that deals directly with the Director-General. The direction of the news is under the direct control of the Director General. In the direction news there is the following structure:

*“Director of news, Deputy Director of news, follow-up of editorial director or editor-in-Chief [...] under directors, there are heads of services in charge of the news or television news and the current or broadcast newspaper, heads of services reports, heads of services company and culture, heads of investigative services and magazine, editors, Heads of service international page, heads of English desk and finally there are journalists” (72%).*

According to the participants' comments, these directorates, services, directors and service managers who are involved in the news production from the radio or television Directorate at the Congolese National Radio Television can be presented in organic form as follows:

**Figure 12:** Authorities involved in the process of news production



Indeed, 72% of the participants gave these similar responses and considered that practically the Congolese National Radio Television is organized, managed and controlled by the above-described directorates and services.

It should be clarified that several decision-making bodies intervene in the news production at the Congolese National Radio Television. However, for the direction of radio or television, the Editorial Board is the technical body that decides and supervises the collection, processing, selection, dissemination and evaluation of the training. It is under the strict observance of the Director of information, Director of drafting and Management Committee of the Congolese National Radio Television, in particular the Director General and Deputy Director General.

## 5. Discussion

Many studies based on theoretical models of decision-making within organizations (Forester, 1961; Eilon, 1963; Le Massie, 1964; Crener and Monteil, 1970; Dereck and Heather, 1975; Simon, 1977 adapted by Moisset (1987), Moscarola, 1981; Syllamy, 1982; Bonnet and Degryse, 1997; Ohonge, 1996) have intensively examined the application of decision-making steps as a managerial function.

This study attempted to conceptualise and adapt the decision-making model in the news production process. The study examined three research hypotheses in the following thematic form:

### **5.1 A propose process steps of the decision making of news production**

The second hypothesis argues that five major steps are used in the decision-making process during the news production including the collection, processing, selection, dissemination and evaluation of news. Several studies (Berkowitz, 1987; Berkowitz & Adams, 1990; Brown, Bybee, Wearden, & Straughan, 1987; Gant & Dimmick, 2000; Roshco, 1975) have also targeted the collection, analysis and dissemination as the stages of new production in the new institutions. The results of this study have shown that journalists collect, process, select, disseminate and evaluate information.

Donsbach & Patterson, (2004) reported in their study that among the five countries targeted in study (German, British, Italian, France and American), in all of these countries, the journalists were motivated primarily by the task of gathering and disseminating information.

The study highlighted five stages (collection, processing, selection, dissemination and evaluation and monitoring) of decision-making processes in news production. These steps can be grouped into three acts of the news production cycle including design and development (collection, processing, selection), publication (dissemination) and feedback (evaluation and monitoring) of news.

In fact, with regard to the design and elaboration of news, the study has shown that the news collection requires decision-making by the editorial board leader and the journalist. This decision is dictated by the importance and timeliness of the news to be collected but also according to the editorial line of the Congolese National Radio Television.

Journalists often equipped with a note block take their interviews and are accompanied by a camera and cameraman, a pen, a recorder or Dictaphone, a photographic device. Journalists can either set up an interview grid in advance or improvise the collection of information in the face of an accidental event.

The collection of information is done through several sources of information namely archival documents or documentary sources, information published by the websites, news collected by the journalists themselves on land. For event news, journalists intervene witnesses of the events found at the venue.

Journalists sometimes employ police officers who investigate the location or information disseminated in other credible national and international channels. There are also other sources such as Agency headlines, telephone calls from correspondents, press officers from companies, institutions and ministries of Central or provincial government.

Ericson (1999) made similar findings, according to which the reporters manage their organizational limitations by routinizing their tasks. Although they need to contact multiple sources for writing stories, their reconnaissance process needs boundaries.



Sources are not always instantly available, so that scheduling of interviews becomes a task that demands time to accomplish and cuts into total working time until deadline.

A basic collection of known sources helps make this task easier, but sometimes new sources must be found (Berkowitz, 1987; Berkowitz & Adams, 1990; Brown, Bybee, Wearden, & Straughan, 1987; Gant & Dimmick, 2000; Roshco, 1975). Adding to complications, some sources might not be cooperative for some stories or might not be available when needed. Some sources, too, might want to jump into the fray unexpectedly and reporters must deal with their input. Making things more complicated yet, unspoken, socially learned organizational “policy” can sometimes dictate the routes that reporters must take and the sources and topics that are off limits.

Once reporters meet up with their sources, whether face-to-face or electronically, a second negotiation process takes place (Ericson, Baranek, & Chan, 1989; Reich, 2006). But reporters do not always lead the way, because sources often proactively try to influence what becomes news through news releases, news conferences, planned events, and leaks that can jump-start the reporting process. Sources can even attempt to promote their cause by bringing attention to occurrences that may have happened naturally, such as crises and disasters involving others (Gandy, 1982; Molotch & Lester, 1974).

A very large proportion of news originates from sources’ efforts, and sources who can provide reporters with easily assembled news have a greater chance of making their voices heard (Curtin, 1999; Gandy, 1982; Turk, 1985). Over time, much of the news originates from savvy sources who understand reporters’ needs and can deliver information regularly; paradoxically, much of what sources deliver overall tends to miss the mark and lose a place in the news (Berkowitz, 1992).

In addition, processing and selection are done simultaneously. The results of this study have shown that news processing is a step in which journalists select the details of the information to be discarded and considered or kept. This treatment is done according to the editorial line. Some studies also show the use of a canvas in the processing of news collected.

Dunwoody (1992) estimated that the journalists use the frame for analysis of news collected. Tuchman (1976) describes journalistic frames as useful tools that journalists apply in order to cope with the tide of information. As Scheufele (2006) explains, journalistic frames can be described on an individual level and on a newsroom level. Framing scholars argue that journalists prefer information that is consistent with their journalistic frames (Scheufele, 2006).

The study showed that in order to process and select information, journalists refer to certain rules in particular editorial line, the importance of information, the new of information, the purpose of the information, the duration or dissemination space, precision, conciseness and accuracy of information and angle of attack and questions of journalistic references or base (who did what, to whom, where, when, why, how, with what effect).

The selection must also take into account the sensitivity of the listeners, the dignity of the characters targeted by the information collected, the respect of human rights and

privacy. It can be influenced by political, economic and financial factors, national security and socio-cultural factors.

Two types of information are treated in particular the information collected during the interview sessions (written information) are housed in the notebooks, and the news collected are housed in the videos.

For video processing, journalists select images in relation to informational, short and current characters. The processing of audio-visual information is done by the editing activities coupled with those of the written information.

The selection is very important because the audio-visual news collected can be in abundance, the selection allows to reduce them according to the media space reserved for this information. For the selection of written information, journalists also use the selection of information in order to reduce a comment while keeping the essential characters of the news in particular be informative, captive, brief and effective.

They use several criteria including their own personal experiences and talents in order to better analyse and select the news to be disseminated.

As Sigal (1986, p. 29) asserted: *“news is, after all, not what journalists think, but what their sources say, and is mediated by news organizations, journalistic routines and conventions, which screen out many of the personal predilections of individual journalists”*. Considering the criteria of analyse and selection of new, Galtung and Ruge presented, Winfried Schulz (1982); Golding and Elliott (1979) and Harcup and O’Neill (2001, p. 279) suggested the similar analysis and selection criteria.

About the news dissemination, the results of this study have shown that the news dissemination is the last step in the process of producing information. It has been shown that decisions are made to authorize the news dissemination collected, processed and selected.

In the Congolese National Radio Television, broadcasting in the radio section or in the television section is presented in the form of newsletters of information, magazines, surveys and other journalistic genres. However, the broadcast follows the editorial line establishes in the driver in relation to the available media space.

The driver repeats the themes to be dealt with in an Edition and their hats (is an introduction representing phrases of attack of an information) of each piece of information to be disseminated. The latter are classified according to the criteria of precedence of the Institutions of the Republic, of importance, timeliness and urgency of the news collected and processed.

This step succeeds thanks to the work shot by each journalist who contributed to the collection and processing of information and approved to the upstream editorial board, and to the involvement of presenter and technician in the Assembly of audio-visual news and realization of the Edition presented downstream. And any journalist can play the role of a reporter or presenter when he is chosen by the hierarchy.

Donsbach, (1995, pp. 25–26) also made a similar finding when he declared : *“US newsrooms were dominated by a strict role-division of reporter, editor and commentator roles, while German journalists tended to mix these different roles”*.

The results of the study showed that feedback consists of evaluating and monitoring published news. The latter is the last step in the news production process. This step is done by verifying the conformity between the news collected, processed and selected and the editorial line, the mission and the purpose of the Congolese National Radio Television.

On this, two major mechanisms are put in place to ensure the monitoring and evaluation of decisions taken by the authorities of the Congolese National Radio Television in relation to the respect of the news held to be disseminated.

Upstream from the use of television stations as monitors assisting the Director General or Deputy Director General to visualize the news selected for dissemination and, downstream, the quality assessments of the news disseminated and the delivery of the journalists presenting the news selected at the editorial board.

Indeed, this study has shown that several actors are involved in decision-making. In other words, during the different stages of the new production during the drafting Council or during other time of the process of news production, the authorities and the journalists make a decision.

Journalists collect, process or select, disseminate and evaluate the information daily according to the guidelines and directions of the drafting board. This is an important organ in the news production.

The Editorial Board is an evaluative body for the quality of information and the delivery of journalists. It is the producer organ of the information disseminated or to be disseminate. This meeting receives the participation of several persons: the Director of information, the Director of management or editor-in-chief, the Publisher, the presenter of the newspaper, the Director and editor of the news in images as in sound; the Secretary; the supervisor or coordinator and all the journalists present in the room.

The results showed that on average, ten thematics of news are collected, processed, selected and disseminated. Three types of days are lived (information day in abundance; regular information day and rare information day).

The Congolese National Radio Television lives more often in the day with normal amount of information, i.e. between 6 and 15 news elements are collected, processed, selected and disseminated. These results confirm the second hypothesis.

It should also be remembered that Epstein (1974) concluded similarly, in his study of the three major television networks, focused on the way they structured their news gathering and found that there were only slight differences in the processes that those organizations employed to produce national newscasts. Epstein argued that the mirror metaphor was not an accurate model for how television news programs work. If television news was analogous to a mirror, routines of selection and production of news would be of no relevance. The metaphor suggested that all the events of significance would be reflected by television news. Network news, Epstein argued, was a limited and highly prioritizing news-gathering operation. During the period of observation, for instance, Epstein found that 90 percent of the NBC national news was produced by ten crews in five major cities because that was where they had news crews.

## **5.2 About the actors involved in the decision-making process of news production**

The first hypothesis argues that several departments and their leaders are involved in the decision on the news to be disseminated to the Congolese national radio and television which the Director General would have the last decision. The leaders of the departments would use the unilateral and authoritarian mode of decision more.

The results showed that radio television national Congolese has a master plan for the production of information, the Organization, direction and control of news institution and the departments and leaders involved in the process decision-making in the news productions at the Congolese national radio television.

This master plan is referred to as the editorial line which provides the official guidelines and instructions to be followed in the news production. The editorial line provides the limits for the news collection, processing, selection and dissemination concerning politics, economy, culture, safety, health, sports and recreation, the environment, the social facts of national life and other interesting topics.

This plan is designed in intelligence with the Mission of the Congolese radio television national. It is a national and public news room that accompanies the actions of the institutions of the Republic, in particular the actions of the Presidency, the two chambers of Parliament (Senate and National Assembly), the primacy, the Government and news of national or sociocultural life.

To produce the news, several divisions, directorates, sections and authorities of radio television national Congolese are involved. Among the Directorates involved, the Management Committee of the Congolese National Radio Television, the Directorate of information, the drafting and the editorial board. These organs are led by the actors in particular the Director General of radio and television, following a Director for the Radio Department, another Director for the television Department.

These directors have deputies. Below these directors there are heads of departments and heads of sections finally there are journalists in General. For the news production. The Director of information, the Director of information assistant, followed by Editorial Director or editor-in-Chief below directors, there are heads of services in charge of the news or television news and the current or broadcast newspaper, heads of services reports, heads of services company and culture, heads of investigative services and magazine, publishing heads, heads of Department page Heads of English desk and finally there are journalists.

In addition to these directorates which are directly involved in the production of information, the Congolese radio television national also has several other directorates. Each branch has several services and each service has some sections.

In addition to the Board of Directors, there is the Management Committee which consists of Director General, Deputy Director General, Director of radio and Director of television direction. Below the Management Committee, there is the technical Directorate of radio, technical Directorate of television, the information Directorate, human resources Directorate, maintenance Directorate, Sales Department, marketing and direction coordination of the twenty-six provinces of the DR Congo.

These management organs of the Congolese radio television national and their animators are also involved in the decision-making process in the new production because the results have shown that decisions on the collection, processing, selection and dissemination of information is taken by several actors of the Congolese radio television national. The decisions of journalists are technical and tactical.

They relate only to the details of collection and processing of information. Donsbach & Patterson, (2004, p. 465) reported in their study that nonetheless claimed that their survey provided “substantial evidence” that partisan beliefs intrude on news decisions. The authors concluded that, “*the hues of journalists’ partisanship tend to shade the news rather than coloring it deeply. Partisanship is a measurable but not a robust influence on journalists’ news decisions.*”

However, the decisions of the Director of information and the Editorial Director are often administrative and routine approval. They are limited to the form requirements of the news collected, processed and selected.

Only the Director General or Deputy Director General, in case of impediment of Director General, may decide last for the dissemination of the news collected and processed by the journalists and selected to the editorial board. In other words, the Director-General is the last authority invested in decision-making in the process of producing news.

The Director General or the Deputy Director General uses two communication strategies to send his opinions; either he does it using a communication radio, or he also sends a bailiff agent to come and file his opinions.

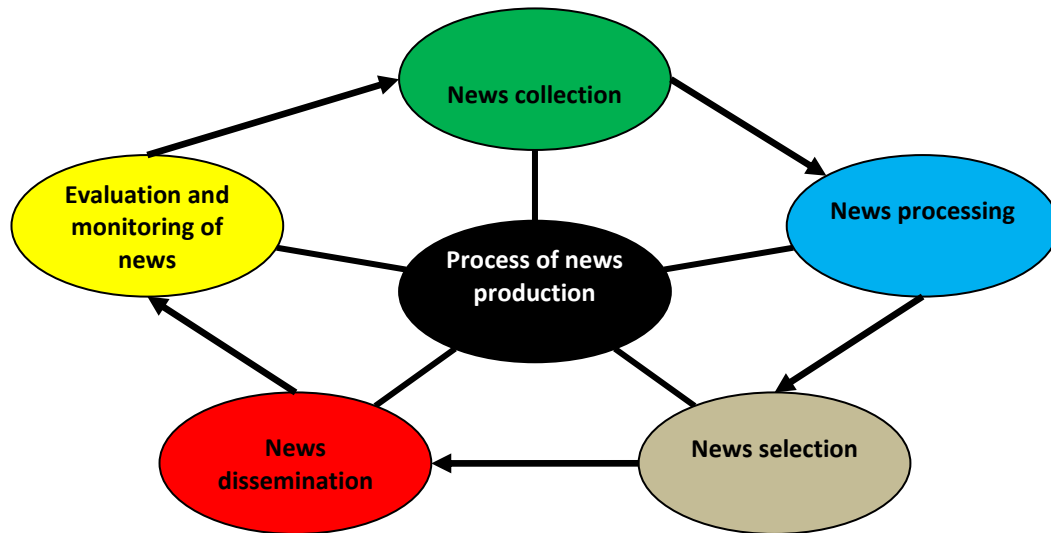
However, this decision is taken either with its collaborations, either by following the official and regulatory procedure, or the Director makes his decision alone mainly for the dissemination of information, or even with journalists when advising writing.

The decisions of information and editorial directors as well as the editor are communicated during the publishing Council. These results confirmed our first hypothesis.

The results of this study allow the journalists and the authorities of the media institutions of the DR Congo to make judicious and consequential decisions to revitalize the low of the news production process.

The study emphasized the importance of meeting the stages of the news production process (Figure 5.1) as a determinant of the quality of information or news to be disseminated throughout the national territory and the need to assess the system of news production in the private and public news room. The study proposed the following steps :

**Figure 5.1:** Cycle phases of news production



Source: Autor

The study showed the activities of news collection, processing, selection, dissemination as well as evaluation and monitoring. These steps can be grouped into three: design and elaboration of news, publications of news and feedback. Factors influencing the content and quality of the different stages of the news production process in a national public news room.

The study showed the need for decision-making in the collection, processing, selection, dissemination and evaluation and monitoring of information. She also briefed on the various bodies and actors involved in the decision-making process in news production in national and public news room.

Several factors limit this study, including:

- 1) The difficulty of collecting relevant information. The collection of primary data has confronted the obstacles of cultural beliefs (taboo to inform), internal and external administrative constraints to the Congolese National Radio Television and the few cases of refusal of the actors to provide certain data deemed confidential;
- 2) The non-probabilistic (occasional) sample used in this study limits any possibility of generalization of results on all provincial directorates of the Congolese National Radio and Television. The study studied only one new institution in the public sector.
- 3) Many of the variables not considered by the theoretical model limit the results of the study, in particular the non-exploitation of factors influencing the evaluation and monitoring of disseminated information. But also, the study did not detail all the facts related to each factor influencing the steps of the new production process

The limitations of the study invite further in-depth research into the following orientations:

- 1) studies may make maximum use of quantitative and qualitative data on the stages of the news production process;
- 2) studies may analyze the quantitative effects of the news production stages on the quality of the news disseminated;
- 3) studies may assess the decision-making power of media actors on the content and quality of news collected, processed, selected and disseminated;
- 4) cross-sectional studies can expand the size of their samples at the national and provincial levels to reach the level of representative of all national radio and television stations.

## **6. Conclusion**

This study is part of the studies on the decision-making process in the news production. It broadened the work on the stages of the news production and analyzed the decision-making process in the news production, its stages, the departments involved and the factors influencing the steps of decision making of the news collection, processing, selection, dissemination and evaluation of news.

The study showed statistically and qualitatively the effects of decision-making in the stages of the news production including the organs and actors involved.

The results of the study encourage the redefinition of new production processes and open the prospect of reflection strategies to diminish the effects of factors influencing all stages of news production. The study also opened the prospect of a mixed approach reconciling the analysis of new production processes and the decision-making process. Taking these aspects into account will identify the qualitative and quantitative effects of the factors influencing the news production and the possibilities of making the decision-making process more efficient and efficient in the news production in national public news room generally and in the Congolese National Radio Television in particular.

## **Conflict of Interest Statement**

The author of this article has no conflict of interest with any political association or religion. His opinions are based on his reflections and experiences during his academic and professional internships in the national media.

## **About the Author**

Josephine Gibemba Mbuku holds a Bachelor's degree in Organization Communication at the Faculty Institute of Information and Communication Science in Kinshasa, DRC and a Master's degree in Journalism from Central China Normal University and is currently a PhD student in Journalism at Shanghai University. She is more interested in the media industry, news production and the contribution of journalism in the socio-economic development and the democracy.

## References

- Ang, I. (1996). *Living-room wars: Rethinking audiences for a postmodern world*. London: Routledge.
- Awad, I. (2006). Journalists and their sources: Lessons from anthropology. *Journalism Studies*, 7(6), 922–939
- Bardin, L. (1993). *L'analyse de contenu*, Paris, PUF.
- Bardoel, J., & Deuze, M. (2001). Network Journalism. Converging competencies of old and new media professionals. *Australian Journalism Review*, 23 (2): 91–103.
- Berkowitz, D. (1987). TV news sources and news channels: A study in agenda-building. *Journalism Quarterly*, 64(2), 508–513.
- Berkowitz, D. (1990). Refining the gatekeeping metaphor for local television news. *Journal of Broadcasting & Electronic Media*, 34(1), 55–68.
- Berkowitz, D. (1992). Work roles and news selection in local TV: Examining the business-journalism dialectic. *Journal of Broadcasting & Electronic Media*, 37(1), 67–83.
- Bonnet, F., et Degryse, O. (1997). *Le Management Associatif*. Paris : De Boeck
- Brosius, H.-B., & Eps, P. (1995). Prototyping through key events: News selection in the case of violence against aliens and asylum seekers in Germany. *European Journal of Communication*, 10, 391–412.
- Brown, J., Bybee, C., Wearden, S., & Straughan, D. (1987). Invisible power: Newspaper news sources the limits of diversity. *Journalism Quarterly*, 67, 45–54.
- Crener M. et Monteil, B. (1970). *Principles de management*, Québec : PUQ.
- Creswell, J. W. (2007). *Qualitative Inquiry and Research Design: Choosing among Five Approaches*. London : SAGE Publications.
- Curtin, P. (1999). Reevaluating public relations information subsidies: Market-driven journalism and agenda-building theory and practice. *Journal of Public Relations Research*, 11(1), 53–90.
- Dereck, F. et Heather S. (1975). *Dictionnaire of management of decision-making*, London: Ed. Pan Book.
- Donsbach, W. (1995). Lapdogs, watchdogs and junkyard dogs. *Media Studies Journal*, 9, 17–30.
- Donsbach, W., & Patterson, T. E. (2004). Political news journalists. In F. Esser & B. Pfetsch (Eds.), *Comparing political communication: Theories, cases, and challenges* (pp. 251–270). Cambridge: Cambridge University Press.
- Dunwoody, S. (1992). The media and public perceptions of risk: How journalists frame risk stories. In D. W. Bromley & K. Segerson (Eds.), *The social response to environmental risk: Policy formulation in an age of uncertainty* (pp. 75–100). Boston: Kluwer
- Eilon, S. (1963). *What is a decision?*, Quebec: PUQ.
- Epstein, J. (1974). *News from nowhere*. New York: Vintage Books.
- Ericson, R. (1999). How journalists visualize fact. *The Annals of the American Academy of Political and Social Science*, 560(1), 83–95.



- Ericson, R., Baranek, P., & Chan, J. (1989). *Negotiating control: A study of news sources*. Toronto: University of Toronto.
- Forester J. W. (1961). *Industrial dynamics*, Cambridge, Mass the MIT press et N.Y. John Wiley and Sons INC 463.
- Galtung, J., & Ruge, M. (1965). The structure of foreign news: The presentation of the Congo, Cuba and Cyprus crises in four Norwegian newspapers. *Journal of International Peace Research*, 1, 64–91.
- Gandy, O. H. (1982). *Beyond agenda-setting: Information subsidies and public policies*. Norwood, NJ: Ablex.
- Gans, H. J. (1980). *Deciding what's news*. London: Constable.
- Gant, C., & Dimmick, J. (2000). Making local news: A holistic analysis of sources, selection criteria, and topics. *Journalism & Mass Communication Quarterly*, 77(3), 628–638.
- Golding, P., & Elliott, P. (1979). *Making the news*. London: Longman
- Hallin, D., & Mancini, P. (2004). *Comparing media systems: Three models of media and politics*. Cambridge: Cambridge University Press.
- Halloran, J. D., Elliot, P., & Murdock, G. (1970). *Demonstrations and communication: A case study*. Middlesex, UK: Penguin Books.
- Harcup, T., & O'Neill, D. (2001). What is news? Galtung and Ruge revisited. *Journalism Studies*, 2(2), 261–268.
- Harrison, J. (2006). *News*. London: Routledge
- Hartley, J. (1982). *Understanding news*. London: Methuen.
- Heinonen, O.-P., (2004). Viestintäteollisuuden haasteet. VTT Tietotekniikan asiakasseminaari, Espoo. (In Finnish).
- Herman, E., & Chomsky, N. (1988). *Manufacturing consent: The political economy of the mass media*. New York: Pantheon.
- Hoffman-Riem, W. (1996). *Regulating media. The licensing and supervision of broadcasting in six countries*. New York: Guilford.
- Humphreys, P. J. (1996). *Mass media and media policy in Western Europe*. Manchester: Manchester University Press.
- Javeau, C. (1986). *Enquête par questionnaire*, Bruxelles, PUB.
- Jeskanen-Sundström, H., Melkas, J., (2004). *Statistical yearbook of Finland*, Statistics Finland, Helsinki.
- Lafon R. (1979). *Vocabulaire de psychopédagogie et de psychiatrie de l'enfant*, Paris, PUF.
- Le Massie J. (1964). *Essentials of Management*, Prentice: Englewood Cliffs.
- Luboya, T. C. (2014). Analysis of the Explanatory Factors of the Bankruptcy of Schools using the Balanced Unifying Model, DEA Thesis, Kinshasa: National Pedagogical University
- McKinsey & Company. (2004). Review of public service broadcasting around the world. Retrieved April 10, 2007, from: <http://www.ofcom.org.uk/consult/condocs/psb2/psb2/psbwp/wp3mck.pdf>
- McNamara, C. (1999). *General Guidelines for Conducting Interviews*. Minnesota : SAGE.

- Mendel, T. (2000). Public service broadcasting. A comparative legal survey. Kuala Lumpur: UNESCO, Asia Pacific Institute for Broadcasting Development. Retrieved April 10, 2007, from: [http://www.unesco.org/webworld/publications/mendel/jaya\\_index.html](http://www.unesco.org/webworld/publications/mendel/jaya_index.html)
- Molotch, H., & Lester, M. (1974). News as purpose behavior: On the strategic use of routine events, accidents, and scandals. *American Sociological Review*, 39(1), 101–112.
- Morley D. (1992). *Television, Audiences and Cultural Studies*. London: Routledge
- Moscarola J. (1981). L'efficacité de la décision dans les organisations. I.V.T. University, Paris IX Dauphine, Savoie et Samsade, Operationnel Research.
- Nacos, B. L. (2002). Mass media and terrorism. Lanham, MD: Rowman & Littlefield.
- Ngongo, D.P.R., (1999). *La recherche scientifique en éducation*, Bruxelles : éd. Academica Bruylant, louvain la neuve.
- Nkosi, N. (2005). The African paradigm: The coverage of the Zimbabwean crisis in the Norwegian media. *Westminster Papers in Communication and Culture*, 2, 71–90
- Ohonge, D. (1996). Impact du système de gestion de l'information dans la prise de décision in *Mélange, Kinshasa, CRIDUCC*, 46-57.
- Palmer, J. (2000). *Spinning into control: News values and source strategies*. London: Leicester University Press.
- Patterson, T. E., & Donsbach, W. (1996). News decisions: Journalists as partisan actors. *Political Communication*, 13(4), 455–468.
- Reich, Z. (2006). The process model of news initiative: Sources lead first, reporters thereafter. *Journalism Studies*, 7(4), 497–514.
- Richardson, J. E. (2005). *Representing Islam. The racism and rhetoric of British broadsheet newspapers*. Philadelphia: John Benjamins.
- Roshco, B. (1975). *Newsmaking*. Chicago: The University of Chicago.
- Sabelström-Möller, K., (2004). Dayparting – Vem läser vad och när på nätet. *Nordiska Marknadsdagar*, Tampere. (In Swedish)
- Scheufele, B. (2006). Frames, schemata and news reporting. *Communications. The European Journal of Communication Research*, 31, 65–83.
- Schudson, M. (2002). The news media as political institutions. *Annual Review of Political Science*, 5, 249– 269.
- Schulz, W. F. (1982). News structure and people's awareness of political events. *Gazette*, 30, 139–153.
- Shoemaker, P. J., & Cohen, A. A. (2006). *News around the world*. New York: Routledge
- Shoemaker, P., & Reese, S. (1996). *Mediating the message*. White Plains, NY: Longman.
- Shomba, K. (2012). *Méthodologie de recherche en sciences sociales*, Kinshasa, PUC.
- Sigal, V. S. (1973). *Reporters and officials*. Lexington: DC Heath
- Simon, H., (1977). *Administrative Behavior* (3rd ed.), New York, NY: Free Press
- Singer, J. B. (2004b). Strange bedfellows? The diffusion of convergence in four news organizations. *Journalism Studies*, 5 (1): 3–18.
- Syllamy, N. (1982). *Dictionnaire de Psychologie*, Paris : PUF.

- Syvertsen, T. (2003). Challenges to public television in the era of convergence and commercialization. *Television & New Media*, 4(2), 155–175.
- Tuchman, G. (1973). Making news by doing work: Routinizing the unexpected. *American Journal of Sociology*, 79(1), 110–131.
- Tuchman, G. (1976). The news' manufacture of sociological data. *American Sociological Review*, 41(6), 1065–1067.
- Tuman, J. S. (2003). *Communicating terror: The rhetorical dimensions of terrorism*. Thousand Oaks, CA: Sage.
- Tunstall, J. (1971). *Journalists at work*. Beverly Hills, CA: Sage.
- Turk, J. (1985). Information subsidies and influence. *Public Relations Review*, 11(3), 10–25.
- Warner, M. (1969). Decision-making in American T.V. political news. *The Sociological Review monograph*, 13, 169–179.
- Wong, K. (2004). Asian-based development journalism and political elections: Press coverage of the 1999 general elections in Malaysia. *Gazette*, 66(1), 25–40.
- Wu, Y. (1987). Rural development leads to a press boom. *Media Asia*, 14(2), 63–66.
- Xu, X. (1998). Asian values revisited in the context of intercultural news communication. *Media Asia*, 25(1), 37–41.
- Xu, X. (2005). *Demystifying Asian values in journalism*. Singapore: Marshall Cavendish Academic.
- Zelizer, B. (2004). *Taking journalism seriously: News and the academy*. London: Sage.
- Zhou, L. (1992). Education in development journalism and communication: Asia Pacific cooperation and China scenario. *The Journal of Development Communication*, 3(1), 74–81.

Creative Commons licensing terms

Author(s) will retain the copyright of their published articles agreeing that a Creative Commons Attribution 4.0 International License (CC BY 4.0) terms will be applied to their work. Under the terms of this license, no permission is required from the author(s) or publisher for members of the community to copy, distribute, transmit or adapt the article content, providing a proper, prominent and unambiguous attribution to the authors in a manner that makes clear that the materials are being reused under permission of a Creative Commons License. Views, opinions and conclusions expressed in this research article are views, opinions and conclusions of the author(s). Open Access Publishing Group and European Journal of Social Sciences Studies shall not be responsible or answerable for any loss, damage or liability caused in relation to/arising out of conflicts of interest, copyright violations and inappropriate or inaccurate use of any kind content related or integrated into the research work. All the published works are meeting the Open Access Publishing requirements and can be freely accessed, shared, modified, distributed and used in educational, commercial and non-commercial purposes under a [Creative Commons Attribution 4.0 International License \(CC BY 4.0\)](https://creativecommons.org/licenses/by/4.0/)