

**THE SENSE OF IDENTITY OF ESTONIAN PUBLIC BROADCASTING  
AMONGST NEWCOMERS**

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A Bachelor's Thesis  
Presented to  
the Media Department  
Tallinn University Baltic Film and Media School

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In Partial Fulfillment  
of the Requirements for the Degree  
Bachelor of Arts in Humanities

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by  
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May 2013

## APPROVAL OF THE ADVISOR

Approved:

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I hereby solemnly declare that I have written this thesis by myself and without any other person or source, that I have used only the materials and sources indicated in the bibliography, that I have actually used all materials listed therein, that I have duly quoted all sources from which I have drawn intellectual input in any form whatsoever, and that neither I myself nor any other person has submitted this paper in the present or a similar version to any other institution for a degree or for publication.

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## **Abstract**

The purpose of this thesis is to explore the sense of identity of Estonian Public Broadcasting (ERR) employees. It is a goal to analyze employee contentment, organizational goals and future plans of the employees – all that amongst people who have been employed by ERR not more than 6 years.

There are two research questions, which are answered in the chapter of Discussion.

The questions that needed to be answered are:

\* what are the main factors that influence employee identity in Estonian Public Broadcasting and

\* how do the newcomers sense the identity of Estonian Public Broadcasting considering the fact that it is a newly united organization.

6 semi-structured interviews were made, recorded and transcribed. The interviews were made in Estonian and later translated into English. The results pointed out interesting bottlenecks of shaping a newcomers' sense of identity and made it more clear for the author of this thesis to understand how newcomers sense themselves in the organization they are working for.

**Keywords:** Estonian Public Broadcasting, newcomers, organizational identity, employee identity

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# 1. INTRODUCTION

This thesis is to analyze and explore the sense of identity of Estonian Public Broadcasting employees. It is also a goal to analyze employee contentment, organizational goals and future plans of the employees – all that amongst people who have been employed by ERR not more than 6 years. These people are considered as ‘newcomers’ in this research paper.

The National Broadcasting Act states many unique socially responsible tasks for the Estonian Public Broadcasting to take. Therefore, the awareness of its human resource about the organization’s identity is essential. In order for the organization to be successful, it needs highly motivated employees (Maran, 2010: 80).

In theoretical part, the concept of identity is discussed, using many different theories altogether – such as social identity theory and organizational identity theory.

Theoretical framework also comprises theories about postmodernism and postmodern employees, because the situation of people at the beginning at the 21<sup>st</sup> century is considered to be postmodern. The term is explained in the second (§ 2.7.1) chapter of this research.

Methodology explains the work that is going to be done throughout this research and also explains the target organization’s – Estonian Public Broadcasting (ERR) background.

Research questions are stated in the chapter of Methodology, as well as research background: why was the theme of this thesis and this particular organization picked out for research at all.

Since young people are more susceptible to changes, the target group was decided to be in between the employment of 6 months up to 10 years. The author of this thesis asked the personnel manager to give contacts of 6 people who could be interviewed for this thesis. By the end of the interviews, it turned out that the longest length of service was 6 years, so further on, not 10 years of length of service, but 6 years of length of service is under discussion.

Since the rotation in Estonian Public Broadcasting is insufficient - most of the employees have been working there for a long period of time, it is crucial to focus on the new

employees; so called newcomers in this thesis, their acknowledgments about the organization and the importance of their work.

Data collection is explained in the chapter of Methodology as well. In brief, 6 semi-structured interviews were made in order to analyze the issue of identity amongst Estonian Public Broadcasting employees. All the respondents were picked on the basis of having been working for the organization not more than 10 years. As stated beforehand, in this research, the person with the longest length of service was 6 years. The length of making the interviews and details about the research process are explained in Methodology. The research method of this thesis is qualitative – the background of this method is explained in the last subchapter of Methodology.

The chapter of Results states everything that was essential while doing the interviews. Results are shortly described and exemplifying answers are pointed out. For making the chapter more understandable, the results were categorized into 5 different subthemes, such as: employee identity, internal communication, future plans, organizational goals and contentment.

The most important part of this research paper, the chapter of Discussion is to describe and compare the theoretical viewpoints with the findings from all the interviews. Therefore, theoretical framework and results are combined and linked with each other in this chapter. Most importantly, the answers for the research questions are given in Discussion. Individuals do have an influence on organizations – after all, it is the entrepreneur that brings the organization to life; it is true for personal initiative as well. Organizational psychology claims that performance implies that the tasks are dictated by the organization and good performance means that employees do the tasks well. (Frese, 2003: 124.) This is also one reason why the main focus of this thesis is on the employees; on individuals.

Exemplifying tables of Estonian Public Broadcasting and its employees' sense of identity are shown on the last pages of this research paper.



## **2. THEORETICAL FRAMEWORK**

In this chapter the concept of identity is discussed.

At first, the definition of the term “identity” is explained and after that, the leading author on organizational identity, Larry Ackerman’s 8 rules of identity are brought out. These rules, which Ackerman calls “The 8 Laws of Identity”, are important because they comprehend laws which all illustrate important matters of having a strong organizational identity. To widen the topic about the sense of identity, social identity theory is discussed in theoretical framework. Since this research focuses on a public media organization’s employee’s sense of identity, an understanding of organizational identity, organizational commitment and organizational values are also under discussion. Theoretical framework comprises theories about postmodernism and postmodern employees because nowadays, the attitudes of people, when it comes to work environment and appointments, are a lot different than they were 50 years ago. The explanation why it is so and what the term postmodernism stands for in this thesis, is presented in the last subchapter of theoretical framework.

### **2.1. Identity – What Does the Term Mean**

According to Ackerman (2010: 37), it is first important to clarify what identity is not. Identity is not a company’s name or logo, nor is it the same as an organization’s values, even if they are essentially influential for the company. “Identity is the unique combination of characteristics that reveals an organization’s value-creating potential” (Ackerman, 2000). This definition is considerable for three reasons: it acknowledges the uniqueness of every organization, it stresses potential (identity is about the future, not just today) and it implies constancy, meaning that an organization’s identity does not change over time, although how it is expressed can, and should, change at all times continuously (Ackerman, 2010: 37). In this thesis, identity comprises the following keywords in itself: the sense of identity of a media organization - Estonian Public Broadcasting, and the perceptions of the employees in social situations and relationships.

### 2.1.1 The 8 Laws of Identity

Beginning in the mid-1980s, Larry Ackerman, a leading authority on organizational and individual identity, began to observe and record distinct patterns of thinking and behavior of his clients and therefore over the past 20 years he conducted a set of patterns that transcended industry, size, geography and age. He then compiled a set of rules that are stated hereinafter (Table 1), which in the author's words, are crucial points in order to have a strong organizational identity. (Ackerman, 2010: 41.)

**Table 1.** The 8 Laws of Identity (Ackerman, 2010: 41).

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#### THE 8 LAWS OF IDENTITY

**#1 The Law of Being**—*An organization's or individual's ability to live depends first upon defining one's self as separate from all others.*

Identity building block: **Autonomy**— the degree of independence a company or individual has, which allows them to make decisions unencumbered by the actions of others.

**#2 The Law of Individuality**—*An organization's or individual's natural capacities invariably fuse into a discernible identity that makes that being unique.*

Identity building block: **Differentiation** the discovery and application of a company's or individual's unique, value-creating capacities.

**#3 The Law of Constancy**—*Identity is fixed, transcending time and place, while its manifestations are constantly changing.*

Identity building block: **Change**—a company's ability to evolve and grow, while retaining its sense of identity.

**#4 The Law of Will**—*Every organization and individual is compelled to create value in accordance with their identity.*

Identity building block: **Stewardship** a company's ability to steer and stay a long- term course, despite current challenges.

**#5 The Law of Possibility**—*Identity foreshadows potential.*

Identity building block: **Purpose**—a company's reason for being, beyond profit, which flows from its identity.

**#6 The Law of Relationship**—*Organizations and individuals are inherently relational, and those relationships are only as strong as the natural alignment between the identities of the participants.*

Identity building block: **Alignment**— the extent to which a company is connected to others, where the relationship produces value beyond the transactions it calls for.

**#7 The Law of Comprehension**—*An organization's or individual's various capacities are only as valuable as the perceived value of the whole of that being.*

Identity building block: **Brand**—the promise a company makes that shapes its relationship with all stakeholders, based upon its identity.

**#8 The Law of the Cycle**—*Identity governs value, which produces wealth, which fuels identity.*

Identity building block: **Sustainability**—a company's ability to drive growth and profitability in ways that are explicitly tied to its impact on society and the legacy that produces.

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The most important from the rules for this thesis are The Law of Being (#1) and The Law of Relationship (#6). What makes an organization a considerable one, is the fact that the individuals know their role in it and the input they can make for the company's goals to succeed. It is essential for the individuals in an organization to have high self-esteem, therefore, when they believe in their own possibility of doing better at their jobs, they can feel important, yet independent, and valuable.

The Law of Relationship is the basis for everything, in organizations, and also in life. Without connections, trustworthy relationships and the ability to lean on each other, no organization could exist.

## **2.2. Social Identity Theory**

In social identity theory, the self means that it can categorize or name itself in relation to other social relations, so, through the process of self-categorization, an identity is formed (Stets and Burke, 2000: 224).

In social identity theory, a social identity is an individual's knowledge that he or she belongs to a social category or a group. In this thesis, a social group would be a set of individuals who view themselves as members of the same organization – Estonian Public Broadcasting. Past work exploring the process of organizational identification has drawn heavily on social identity theory (Foreman and Whetten, 2002: 619).

Social identity theory is relevant for this study, because people identify themselves better with an organization and other individual's (employees) if they have similarities. The more similarities, the better, and when an organization has a strong and firm identity, people feel more confident relating to it. Having the same behavioral norms, styles of speech, attitudes and values bring people together both in organizations and at home.

When one has a particular social identity, it means that he or she is being like others in the group; seeing things from the group perspective. In contrast, having a role identity means coordinating and manipulating the environment and fulfilling the expectations the role has. Role identity theorists focus on the match between the individual meanings of taking a certain role and then behaving like the role requires while interacting with others. (Stets & Burke, 2000: 226.)

## **2.3. Organizational Identity**

As written beforehand in this thesis, the relationship between an individual member and the employing organization has long been known to have an impact on the attitudes, behavior and well being of individuals. To make a successful organization, one has to have highly motivated employees with a strong commitment for the organization.

### **2.3.1 Organizational Identity Strength**

Organizational identity strength is theoretically distinguishable from the concept of organizational identity because: an organization's identity embraces the permanent features of an organization, when organizational identity strength reflects the degree to which the organizations members or employees find the identity of it being unique. (Milliken, 1990.) When employees find the organization they are working for unique, they are more likely to be proud to be working for it. The bigger the organizational identity strength is, the more the employees can identify themselves with it.

In general, "organizational identity strength is the extent to which individual member's identity perceptions are widely held and deeply shared" (Kreiner & Ashforth, 2004). These perceptions would then be the member's sense of traditions, philosophy and history of the organization they are working for.

## **2.4. Organizational Commitment**

Cole and Bruch (2006: 588) refer to organizational commitment as individuals' emotional attachment to and involvement in an employing organization. Not to mix the two terms, "organizational identification, examines the process whereby an individual's identity becomes psychologically intertwined with the organization's identity" (Cole & Bruch, 2006: 585), which means that people define themselves by the organizations they work for. It is like a specific form of social identification, where employees define themselves in terms of their membership in a particular organization (Mael & Ashforth, 1995).

### **2.4.1 Forms of Work Commitment**

Organizational values can increase employee commitment. The values can be the guidance for principles how to act and behave according to the organization's needs. (Arnold, S. 2003: 114.) All organizations definitely have to have some control over its employees to ensure that their actions and purposes are aligned with organizational objectives and goals (Akinbobola, 2010: 505).

There are differences between commitment to the organization and commitment to the job, which is also referred to as job involvement. Although these two are empirically inter-related, job involvement refers to the individual's level of psychological identification with the position or job the person is engaged with, then organizational commitment denotes employees' attachment to the organization. Therefore, it is obvious that both job involvement and organizational commitment can affect organizational success and effectiveness. (O'Driscoll & Randall, 1999: 198.)

There are also various dimensions of organizational commitment. The two primary types of commitment to the organization are affective and continuance commitment. According to Meyer and Allen (1984), affective commitment is to do with emotional identification with the values and goals of the organization, whereas continuance commitment is based on the material benefits that could be gained from the organization.

## **2.5. Organizational Values**

In this chapter the issue of organizational values is discussed. Values are connected to people's sense of identity because the values that are set up by organizations have a significant impact on the decisions the individuals make.

According to Russell E. Johnson and Erin M. Jackson (2009: 915), organizational values are important because they send out a message to members and outsiders what it stands for. They have stated that people choose jobs whose value content is similar to their own personal values.

Scwartz and colleagues (e.g. Schwartz, 1992; 1994; Schwartz & Bardi, 2001; Schwartz & Boehnke, 2004), who most of our contemporary knowledge of values is based on, define values as "beliefs pertaining to desirable end states that guide the selection and evaluation of

behaviors, people, and events. “ In other words, values are people’s beliefs about other people and their behavior; people act according to their beliefs (values) and therefore, for themselves, evaluate the people, events in life and their compatriots behaviors according to their own terms. Schwartz and colleagues (e.g. Schwartz, 1992; 1994; Schwartz & Bardi, 2001, Schwartz & Boehnke, 2004), using a variety of techniques from numerous countries, have concluded that there exist ten universal values: self-direction, stimulation, hedonism, achievement, power, security, conformity, tradition, benevolence, and universalism. It is important to recognize that although the ten values are universal, people put them on different positions: for example, a person who places self-direction in the first place for him or her, behaves differently than the one who appreciates achievement the most.

The definitions of these 10 values are included in Table 2.

**Table 2.** Definitions for Schwartz’s (1992) ten value types

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Self-direction: Independent thought and action – choosing, creating, exploring

Stimulation: Excitement, novelty, and challenge in life

Hedonism: Pleasure or sensuous gratification for oneself

Achievement: Personal success through demonstrating competence according to social standards

Power: Social status and prestige, control or dominance over people and resources

Security: Safety, harmony, and stability of society and relationships

Conformity: Restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms

Tradition: Respect, commitment, and acceptance of customs and ideas that traditional culture or region provide

Benevolence: Preservation and enhancement of the welfare of people with whom one is in frequent personal contact

Universalism: Understanding, appreciation, tolerance, and protection for the welfare of all people and for nature

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Communicating organizational values is an important part of the socialization process, because that’s how employees primarily adapt to new jobs and roles. Within organizations, values set expectations and formal and informal rules and also, they can affect how employees view themselves and their company.

## **2.6. Organizations with Multiple Identities**

Organizational identity theorists have recently developed a discussion whether an organization can have more than one identity.

Balmer and Greyser (2002) have suggested that there are five identities: the actual, communicated, conceived, ideal, and desired identities. According to the authors Albert and Whetten (1985) and Ackerman (2000), an organization cannot have multiple identities, because that would be like a person having a “multiple personality disorder”. (Ackerman, L. 2010: 37). Yet, not much research has been conducted how members identify with multiple identity-organizations (Foreman and Whetten, 2002: 618). Therefore, a key issue that definitely needs further research is the problem of multiple and competing identities – how the members of these organizations resolve contradictions and conflicts that arise from competing identity claims (Foreman and Whetten, 2002: 619).

## **2.7. Employee Identity**

Given that how an organization treats its employees may have a substantial influence on their attitudes towards both their jobs and the organization itself, it is important to be aware of the factors of employee identity. More and more organizations acknowledge the impact of work commitment on the success of the organization; therefore, it is wise to know how the employees identify themselves with the organization or company they are working for.

### 2.7.1 Postmodern Employee

The situation of people at the beginning at the 21<sup>st</sup> century is considered to be postmodern. The term postmodernism stands for processes of modernization, particularly the outcomes of these processes. Yet, modernization does not always result in positive progress, but also in risks and backstrokes. Postmodernism also comprises the plurality of attitudes, opinions and approaches and overall, postmodern philosophy sees humans as having different approaches towards the current world – it demands shift of our way of thinking. (Mühlpachr, 2008: 61-62.)

Postmodern thinkers define the postmodern society as a society, which is:

- Permissive – a society which allows more than traditional societies, for example, different forms of relationships between couples and difference in educational institutions
  - Ludic – a society that does not consider work to have a major value in life. Young people stay at work as long as it is entertaining and does not cause troubles. Whenever work causes problems and loses its entertaining factors, it is time to leave it and find another one.
  - Secularized – the majority of activities of people are not connected with religious views.
  - Post-moral – morality is out-of-date.
  - Buck-passing – a society where it is possible to justify virtually everything.
  - Post-educational – education is out-of-date, because life itself is the best teacher.
- (Mühlpachr, 2008: 62.)

In this thesis, the most important one is the fact that people do not consider work as a major part of their lives nowadays – they do not define themselves by their jobs as much as people did 50 years ago.

The biggest difference in modernism and postmodernism, when it comes to career development, is the fact that in the modern era, a person would hold one or two jobs in his or her lifetime – work was a thing to be “done”. In postmodernism, the term career is attached to meanings like personal growth and self-esteem; career is something that is lifelong and ever-changing – individuals have many jobs during their lifetime and it is unusual to work only in



one place for a lifetime, even in one profession. (Thorngren and Feit, 2001: 292.)

Career is much to do with the self: what *I* want, what are *my* needs and goals in life; how can *my job* benefit *me*. One is considered to have a great career if one's job is also his/her passion; if it is in connection with the talents the person has been born with. Nowadays, hierarchical bureaucracies are fading more and more; therefore, individuals can no longer build their lives around one stable career. (Thorngren and Feit, 2001: 291-293.)

It is important to acknowledge the fact that postmodern employees do not consider their organization more important than their own personal goals. Organizations are only one way to pursue one's dreams – people do not want to work *for* their organizations, they want organizations to be suitable for them. At first hand, they look for jobs that are in line with their identity and self-values; therefore, it is a challenge for organizations to adapt their goals and values so that it would look attractive to as many people as possible.

### **3. METHODOLOGY**

The main aim of this study is to analyze and explore the sense of identity of Estonian Public Broadcasting employees. It is also a goal to analyze employee contentment, organizational goals and future plans of the employees – all that amongst people who have been employed by ERR not more than 10 years.

Estonian Public Broadcasting is the public broadcasting corporation of Estonia. It was formed in the summer of 2007 by emerging Estonian Television and Estonian Radio. (Maran, 2010: 107). Since that time, there have been discussions about synergy and unanimity. This thesis is to discover how are the employees that came to work for the formed organization feeling about the synergy: has the accession gone well and what kind of the relationships like between the people of radio and the people of television nowadays. By the end of this research, it should also be clear what the main factors that influence employee identity in this public broadcasting institution are

Research questions:

1. What are the main factors that influence employee identity in Estonian Public Broadcasting?
2. How do the newcomers sense the identity of Estonian Public Broadcasting considering the fact that it is a newly united organization?

### **3.1. Research Background**

This research is partially considered as a further development of a master thesis, which was written in 2010 by Kristel Maran in the University of Tartu. This thesis focused on work motivation in Estonian Public Broadcasting. Since the author of this master thesis suggested the following, the author of this research decided to focus on this target group (people who have worked in the organization up to 10 years) specifically, and to analyze its sense of identity.

The following suggestions by Kristel Maran were made for the management of Estonian Public Broadcasting:

- Put notice on the people who have worked in the organization for 4-10 years. Make efforts to research and increase their motivation. In the length of terms, these are the years when people are the least content.
- To develop in-house professions and interdepartmental rotations and career system. Younger people and employees with less work years are more receptive towards this suggestion; therefore, the focus should firstly be on people who have the smallest track record. In the long run, considering the fact that nowadays, a journalist has to be capable of making content both for television, radio and web, it is an inevitable necessity and the sooner to begin developing it, the better. (Maran, 2010: 77.)

This bachelor thesis is to be one of the backbones for making the in-house professions and interdepartmental rotations system happen. Since young people are more susceptible to changes, the target group was decided to be in between the employment of 6 months up to 10 years.

### **3.2. The Case Organization – Estonian Public Broadcasting**

“Pursuant to the Estonian Public Broadcasting Act, passed by the Estonian Parliament on 18 January 2007, the two public service broadcasting organizations – Eesti Raadio and Eesti Televisioon – were merged as one in 01 June 2007, whereby a new legal person in the public law - Eesti Rahvusringhääling (Estonian Public Broadcasting), the legal successor of ER and ETV, was founded”. Estonian Public Broadcasting Act regulates ERR’s actions. The Public Broadcasting Council is the highest management body of ERR, it is a state organization and it is funded directly by government. (ERR, 2011.)

The Estonian Public Broadcasting Act regulates that ERR is prohibited to display any commercial advertisements in any channel unless otherwise agreed. Its main mission is to keep and promote Estonian state, people, language and cultural values throughout time. ERR’s main responsibility is to be open and dynamic while being efficient and transparent. It is also considered an important history and culture archive - its storage shelves contain very important materials about Estonian past and present.

ERR has three main subdivisions – television, radio and Internet. Radio started broadcasting in 1926 and television in 1955. Internet news and information portal got its wings after the new ERR was formed. It has been quite difficult for the radio and television to start working together more closely; there are still some tensions between the divisions. But an interesting counter fact is that a bog amount of the personnel has been working with the organization for more than 40 years. (Maran, 2010: 5-6.)

### 3.3. Data Collection

7 semi-structured interviews were made in order to analyze the issue of identity in ERR. Yet, it must be said that one of the interview recordings turned out to be faulty, therefore, there were 6 interviews that could be analyzed and hereinafter are discussed only the results of these 6 respondents. All the respondents were picked by the fact that they all had been working for the organization not more than 10 years.

The interviewees were picked with the help of Estonian Public Broadcasting personnel specialist Kairi Sule. The author of this thesis requested the contacts of 6 people from her and it was stated that they all had to have their length of service not more than 10 years. 6 was the number of people because all of the subdivisions of ERR had to be covered: the author of this research wanted to interview 2 people from television, 2 from radio and 2 from administrative personnel. Since one interview recording from the department of television turned out to be faulty, an extra interview with another person from this unit was made. After that, 6 interviews could be analyzed, as planned initially.

The questions were grouped into 5 different themes. The topics of the questions were:

- 1) Employee identity
- 2) Internal communication
- 3) Future plans
- 4) Organizational goals
- 5) Contentment

All the subgroups included 3-4 questions. The questions were asked and answered in Estonian and later translated into English.

The interviews were made during 2 weeks with 6 respondents from the media organization. According to the personnel department, the percentage of the employees goes as follows:

- a) Creative employees %
- b) Technical employees 31 %
- c) Administrative and other employees 25 %

All the respondents had been working for Estonian Public Broadcasting from 6 months up to 6 years. The respondents were 22 – 35 years old. 2 respondents are working in television, 2 in radio and 2 in the department of administrative and legal affairs. 3 respondents were female, 3 male.

After the interviews were made, the data was transcribed, translated into English and then, analyze of the interviews could be made.

Since the rotation in Estonian Public Broadcasting is scanty and most of the organizations employees have been working there for a long period of time, it is important for the newer employees to realize and sense the media organizations identity and the importance of their work.

### 3.4. Research Method

This thesis is written using qualitative research, because the aim of a qualitative research is to gather an in-depth understanding of human behavior and the reasons that governs such behavior. The qualitative method investigates the *why and how* of decision making, not just *what, where, when* (Suni, 2012).

While talking with the interviewees, the explanations can be more in-depth and the understanding of the reasons they think or act in a certain way, more clearly.

Qualitative research is essential when one wants to gain an understanding of underlying reasons and motivations, also to provide insights into the setting of a problem. The outcome of a qualitative research is exploratory or investigative; the findings are not conclusive and cannot be used to make generalizations about the population of interest. (Suni, 2012.) Since there are around 700 employees in Estonian Public Broadcasting, the results can only be abstract – the author of this thesis could only investigate one target groups interests and even then, the whole organization's perceptions about the issue of this thesis could not be reflected.

The interviews asked were open-ended; the same open-ended questions were asked from all interviewees; this approach facilitates faster interviews that can be more easily analyzed and compared and are also more personal. (Suni, 2012.)

Aspects of qualitative research interviews:

\*Interviews are completed by the interviewer, based on *what the respondent says*.

\*In the personal interview, the interviewer *works directly with the respondent*.

\*Unlike with mail surveys, the interviewer has the opportunity to probe or ask follow-up questions.

\*Interviews are time consuming and they are *resource* intensive. (Sun, 2012.)

## 4. RESULTS

The following is to state the results that could be concluded from the interviews. The results are shortly described and then some illustrating answers are pointed out. The results are categorized into 5 different subthemes, such as: employee identity, internal communication, future plans, organizational goals and contentment.

### 4.1. Employee Identity

It is very important for all the employees that they work for Estonian Public Broadcasting. It makes them feel proud and they appreciate the fact that they can do their job without the fear of being popular and having high rating numbers.

*Ee...actually I went to study media in the hope of working for Estonian Public Broadcasting one day. Because...the others...the other channels, Kanal 2 and TV3 - they are commercial channels, they have to produce money. They have no artistic freedom, in a way they have to...sell themselves. I think that ERR has a great advantage because it is funded by the government, so the viewer numbers don't matter that much, people can do more art and they're own thing. (respondent 6)*

*Well it does make me proud...my friends talk a lot about me working for Estonian Television – it has become my nickname. (respondent 5)*

*It makes me proud. We are not under the pressure of ratings, we don't have to do things because the advertisers...There is no pressure of survival, no fear of ratings. Yet sadly it is in private media and newspapers (fear of ratings). (respondent 3)*

Half of the respondents had never thought of what Estonian Public Broadcasting's identity is like. It made them think, yet recognize that it is mainly positive.

*To tell you the truth, I have never thought of that... I am glad that I am here, because ERR has given me the impression of itself that it is a channel for intelligent people. There is no yellow journalism, pointless twaddle, there is only...the things that are important for our nation: culture, art, sport. I am not ashamed that I work here. (respondent 1)*



*Mmm...Gosh, I don't know how to answer. I have never thought of these things, I don't know... Well, as much as I've heard from my acquaintances, they say positive things.  
(respondent 2)*

*Mm...in what sense... Well.... Eee... It is for sure positive and considering media coverage, it is seeking neutrality. (respondent 3)*

It was also stated that ERR is a multiple identity organization and one employee did not want to talk about the identity of ERR – only the identity of Estonian Television existed for the respondent. Overall, throughout the interviews it was pointed out that Estonian Television and Estonian Radio are still separate entities, although they were united as one in the summer of 2007.

*Public Broadcasting is huuuge. There is television, radio, and even more – the news are a separate entity. I would say that okay, there's Public Broadcasting, but in the other hand, there are a lot of small identities: our Aktuaalne Kaamera, our radio news, our television news... There is no unitary identity I would say. (respondent 3)*

*I work for ETV, so I think that everything is to do with that, radio is less important. So...ETV is the main... basically...ETV is ERR...for me at least. And ETV certainly has a positive identity... It is not embarrassing to work there. (respondent 5)*

*It is actually so that... the people inside the building do feel themselves as a part of Estonian Public Broadcasting/ERR, but in jargon, people still talk about television and radio separately. (respondent 4)*

## **4.2. Internal Communication**

All the respondents were very satisfied with the job that has been done in internal communication. Everyone knew about the e-mails and meetings. It was stated that at times, some info could be more available, yet it was considered that it is only a matter of one's willingness to receive the necessary information.

*Well...the information...is readily available. We have internal communication...its e-mails and stuff, we have meetings every week where the editors and management talk and... I don't actually miss any information when it comes to the organization. Well – I'm saying that if one needs to know something, he or she can stand up and go to the next room and ask for what he/she needs. (respondent 4)*

*Eee... actually the information is pretty available. Everything comes to e-mails, the information of management, the meetings, memo's and things. If there is something more important, then the boss contacts its employees himself... (respondent 5)*

*Info...ee...it's like so-so...When it comes to the overall information, I think that it flows pretty well, it is obtainable. Our internal communication specialist does a great job. (respondent 2)*

### **4.3. Future Plans**

When the author of this thesis asked the respondents how long they are planning to work for ERR, most of them hadn't thought of that issue at all. It was stated that as long as there is motivation and challenges, they are not planning to leave. Since the organization is very big, the employees feel comfortable working for it, because they are aware of the wide possibilities to do different tasks and try different professions.

*Maybe for a quite long period of time...a great plus for ERR is that it is so big. When you have some ideas, there is a great chance that they could be implemented. You have the possibilities, the necessary people and actually, the team of people ERR has is mostly nice. (respondent 3)*

*I have not made a plan for that. I have not thought of that – as long there is motivation. It motivation disappears, I guess I have to look...forward. But now it is not a problem. (respondent 2)*

Talking about the possibilities to move on different professions while still working for ERR, yet change one's work content, it was stated that the biggest way for that are the contests that appear only in intranet – a lot of times people are only looked inside the organization. It is

also acknowledged by the employees that one has to be active himself/herself: if one stands out, he or she is involved in more tasks than others.

*First and foremost...there are a lot of competitions that only take place inside the organization. They do not take place outside. (respondent 1)*

*If one really wants something, then he or she will start working on it, creating contacts. That's how it's done... (respondent 3)*

*It happens thanks to acquaintances. Let's say that... one has to make a name for himself, so that they would be invited to new projects and so on...(respondent 6)*

#### **4.4. Organizational Goals**

All the employees said the same things while talking about the purposes of Estonian Public Broadcasting. It was widely accepted that ERR has to cover all the groups in the society – starting from children to making content for people who are interested in the prosperity of handicapped people. Being the recorder of Estonian culture, archiving the important events for Estonia as a county is also recognized as an important role for Estonian Public Broadcasting.

*Well in the easiest way, it is our mission to cover all the groups in the society. Like all the groups...and also to be a time chronicle... The archives of Estonian Radio and the archives of television, they are a value. We are like an institution of memory. (respondent 3)*

*Well...the purposes I am connected with the most doing my job, are the ones that...I think it is even written in the law that we have the duty to perpetuate the culture of Estonia. In addition to that, all the groups of the society have to be covered. A public legal organization has to be as broad as it can be. ERR can not be an establishment of niche...it wouldn't be in line with... spending wisely the money of a taxpayer. (respondent 4)*

The employees of Estonian Public Broadcasting feel great responsibility when it comes to the success of the organization they are working for.

*I think that during time, the feeling of responsibility grows. Estonian Public Broadcasting isn't a place where one can come and is greeted with the words: "Oh, so nice of you to come!" One has to work and prove that he/she is worth something. (respondent 3)*

*I think that I feel great responsibility for the organization to succeed. Because...I...I think that I have to do my job in the best way I can...because while working at any other profession too, I am the employee of this organization and I reflect the organization. If I am not responsible or do piggery acts, then it shows that...how one part of the organization looks like. (respondent 2)*

#### **4.5. Contentment**

For all the employees the friction between the people who work for television and for the people, who work in the radio, is something that they are aware of, yet disturbed. It is widely stated that the big gap between radio and television would be softened if people would work in one building, not in different buildings. The respondents were hopeful that the synergy will happen in time, but when, they could not tell.

*Well...there is still this gap... people continue to talk about the people of radio and the people of television. I guess that it is our own fault, because we have so many different buildings here...2 radio houses, 2 television buildings. ...In a way, the people of radio don't think well about the people of television and the ones that work for television, don't think good things about the people who work for radio, so, still, it can still be felt. We thought that maybe the problem will be solved when we would have gotten a new building – we all would have moved in together. But well, this new building wont be built so I am not quite sure I understand... we wouldn't all fit in one building anyway, so still there would be people who would have to work in different houses. I think that the new house could have solved some issues, but since it wont be happening, I have a feeling that this issue will stay. Radio. And Television. (respondent 1)*

*It seems to me that since ERR is that big, there is no chance of violently forcing it as one unity. We are in separate buildings and it does influence it a lot. (respondent 3)*

*I came to work here half year after the accession and since I did not know a lot, then it was such a big surprise for me that the two buildings did not click with each other at all.*

*Absolutely. And I felt that...I believe that it was so because I work in the building of television, I felt this attitude from the radio: "You work in television, you are not nice at all". I can still feel it. (respondent 2)*

While talking about the issue of different buildings, the biggest suggestions to develop the media organization were connected to that: many employees suggested to build a new house or to merge departments. Respondents wanted the organization to be more unitary.

*Well...the synergy and everything would function better is television and radio would be in one building, the information flow would be better...*

*I would merge departments...even if we wont have this glass house in Tondi, than the physical and technical conditions definitely have to approved – and they are already dealt with. And for sure, this would be good for Estonian Public Broadcasting overall: the issue of financing. If we all would have the possibility to think further for a longer period of time, I think that it is essential for a public broadcasting that things could be planned rather far... and sometimes...maybe...youngsters should be involved more often. For example, in the news. But in the other departments, it would be a lot harder, because young people often don't know how to adapt to the existing, they want to make things happen in more modern ways... in that sense, the size of Public Broadcasting works against us...At times, there are too few young people coming to work in the organization or they are leaving too soon. (respondent 3)*

## 5. DISCUSSION

The aim of this thesis was to analyze and explore the sense of identity of Estonian Public Broadcasting employees. The target group was so called newcomers – people who had been working for the organization not more than 6 years.

The practical part of this chapter is to describe and compare the theoretical viewpoints of a public broadcasting company with the findings from six semi-structured interviews, which were made during this research. It is also a goal to analyze the media organizations employee identity and employee contentment.

Based on the interviews, a clear understanding of Estonian Public Broadcasting identity amongst newcomers (people who have worked in the organization not more than 6 years) should occur – also, it should be understandable what are the main factors that influence employee identity in this public broadcasting institution.

These are the research questions that need to be answered:

1. What are the main factors that influence employee identity in Estonian Public Broadcasting?
2. How do the newcomers sense the identity of Estonian Public Broadcasting considering the fact that it is a newly united organization?

The answers for the research question are provided below. Additionally, the limitations of this research paper are discussed in this subchapter. At first, the answers for the research questions are provided. After that, the topics that interested the author of this thesis are discussed, which also include important topics such as internal communication, organizational values and future plans. These all must be taken into consideration when wanting to understand more about the newcomer's thoughts and feelings about the organization they are working for. They widen the topic and try to give reasons why employees feel or think in a certain way.

## **5.1. Influencers of the Sense of Identity Amongst Newcomers**

The sense of identity amongst newcomers is influenced a lot by the former employees. There are 3 main influencers that contribute to a newcomer's sense of identity.

### **5.1.1 First Influencer: the Perceptions of Earlier Employees**

It was surprising that when half of the respondents came to work for the newly united organization, the employees of ERR who introduced and welcomed the newcomers, told at first hand that there is a big gap between the people of radio and the people from television. Therefore, the first thing the newcomers got to know about their organization was the fact that the people who work in different buildings dislike each other. In that way, newcomers sense of identity is at least partially affected by earlier employees and the newcomers cannot fully form their own perception about the relationships between the two departments. This issue is to be taken highly into consideration and must be worked on. This matter influences a lot how the new employees feel when being employed by ERR.

### **5.1.2 Second Influencer: Working in Different Buildings**

Identity is also influenced by the fact that Estonian Public Broadcasting has 4 different buildings where people work: 2 radio houses (Kreutzwaldi 14 and Gonsiori 21) and 2 television houses (Faehlmanni 12 and Gonsiori 27).

Since people work in different buildings, a sense of unanimity is harder to evolve and all the respondents were disturbed by the fact and would be happy if the two divisions would all work in the same building.

### **5.1.3 Third Influencer: Estonian Public Broadcasting: a State Funded Organization**

The sense of identity of a newcomer is also influenced by the fact that ERR is a state funded media organization; a public broadcasting does not have to think about high rating numbers and newcomers kept stating the word "proud" when talking about working for Estonian Public Broadcasting and not being under the fear of 'having to be popular amongst viewers'. The word "proud" was most used while talking about the fact that there is no need to be under the big pressure of high rating numbers. Therefore, they are committed to their organization and are proud to be part of it. Cole and Bruch (2006: 588) refer to organizational commitment as individual's attachment to and involvement in an employing organization. Half on the newcomers defined themselves by the media organization they are working for

(e.g. “*My friends gave me a nickname ETV, my second name is ETV*”). According to Cole and Bruch (2006: 585), “organizational identification examines the process whereby an individual’s identity becomes psychologically intertwined with the organization’s identity”. This topic is linked with the fact that all the respondents, although they are newcomers, feel great responsibility when it comes to the success of the organization they are working for. It was stated that the feeling of responsibility for the organization to succeed will grow in time, yet everyone were sure that their input is important for Estonian Public Broadcasting to do well.

#### **5.1.3.1. The Salary of a State Funded Public Broadcasting Organization does not Influence the Sense of Identity of a Newcomer**

A few respondents pointed out that the pay is very few for their work, yet they still enjoy it. According to Meyer and Allen (1984), there are various dimensions of organizational commitment and the two primary ones are affective and continuance commitment. Affective commitment is to do with emotional identification with the values and goals of the organization. This means that the newcomers of ERR are definitely more linked to affective commitment, since continuance commitment is based on the material benefits that could be gained from the organization and the respondents of this research did not care too much about their pay. The salary they get is not as important as the possibilities of being able to express themselves through their creative work or being able to be a part of Estonian public service media organization.

### **5.2. The Sense of Identity of a Newcomer**

The answer for the second research question is that for most respondents, Estonian Public Broadcasting has multiple identities even though the two divisions were united in the summer of 2007.

It was a popular sentiment that ERR has sub-identities according to different programs, such as news, some certain television shows and radio stations. The identities that the media organization has amongst newcomers are shown in Appendix 1.

Throughout the interviews it was pointed out continuously that Estonian Television and Estonian Radio are separate entities, although they were united as one 6 years ago. It could be felt that the respondents were somewhat rebellious about the accession; they thought the



integration was only made in order for the management to do its job more easily. Newcomers who worked for television did not want to identify themselves as part of Estonian Public Broadcasting, they wanted them to be part of Estonian Television and one of the respondents even stated that everything has to do with only his division – television. Estonian Television was ERR for him. All the respondents are aware that there exists a public broadcasting organization such as Estonian Public Broadcasting, but in jargon, people still talked (and continue to do so) about television and radio separately.

In social identity theory, a social identity is an individual's knowledge that he or she belongs to a social category or a group. (Foreman and Whetten, 2002: 619). In this thesis, this social category is Estonian Public Broadcasting. In social identity theory, the self means that it can categorize or name itself in relation to other social relations, so, through the process of self-categorization, an identity is formed (Stets and Burke, 2000: 224). Social identity theory is relevant for this study, because people identify themselves better with an organization and other individuals if they have similarities. The more similarities, the better, and when an organization has a strong and firm identity, people feel more confident relating to it. In this research, it can be seen that the two departments, television and radio, still consider themselves as separate divisions although they both come under the media organization Estonian Public Broadcasting. This research shows that Estonian Public Broadcasting does not have a strong identity when it comes to the perceptions of newcomers – people want to belong more either in the TV station, radio station or even a program they are closely related with and are not that much connected with the identity of the big public service media organization. When one has a particular social identity, it means that he or she is being like others in the group; seeing things from the group perspective.

In contrast, having a role identity means coordinating and manipulating the environment to fulfill the expectations the role has. (Stets & Burke, 2000: 226.)

Newcomers definitely were more related into their role, and not that much into the organization. This does not mean that they are not proud to be part of it, yet they were most concerned that they're own work would be done well. It was acknowledged by most respondents that one has to be active and must stand out in order to be involved in different tasks and that it is a good thing that most of the competitions for different professions amongst the organization take place in intranet. This is the biggest and safest way to change

positions or professions amongst the organization and it gave newcomers the confidence to try to do more things and not being, for example, active in only one program.

It was interesting that even though all the newcomers were proud to work for a public broadcasting organization, they had never thought of what Estonian Public Broadcasting identity is like. When the author of this paper asked the interviewees: “What is in your opinion the identity of ERR like?” most of the respondents sunk into deep thought and said that they had never thought of that. This means that people are more proud of their profession and the field they are working in, and not that much into the media organization overall.

As stated beforehand in this thesis, the friction between the people who work in television and the people who work in radio is something that all employees are aware of, yet disturbed. All the respondents thought that the gap would be softened in people would have the possibility to work in one building. Yet, the respondents were aware that a media organization, which has about 700 employees, could never be violently forced as one unity. Newcomers were hopeful that synergy will happen in time, but when, they could not tell.

### **5.2.1 Estonian Public Broadcasting Postmodern Employees**

The situation of people at the beginning at the 21<sup>st</sup> century is considered to be postmodern (Mühlpachr, 2008: 61). Postmodern thinkers define the postmodern society as ludic. A Ludic society does not consider work to have a major value in life. Young people stay at work as long as it is entertaining and does not cause troubles. Whenever work causes problems and loses entertaining factors, it is time to find another one. (Mühlpachr, 2008: 62.) When it was asked; how long the respondents are planning to work for ERR, most of them hadn't thought of that issue at all. It was stated that as long as there is motivation and challenges, they are not planning to leave – this shows that newcomers in ERR can also be defined as postmodern employees. It is important to acknowledge that postmodern employees do not consider their organization more important than their own personal goals. Organizations are only one way to pursue one's dreams – people do not want to work for their organizations, they want organizations to be suitable for them. At first hand, they look for jobs that are in line with their identity and self-values; therefore, it is a challenge for organizations to adapt their goals and values so that it would look attractive to as many people as possible.

It must be also pointed out that there are differences between commitment to the organization and commitment to the job (also referred as job involvement), while speaking about different ways of identification with an organization. When commitment to the job refers to the individual's level of psychological identification with the job the person is engaged with, then organizational commitment denotes employees' attachment to the organization, which, in the matter of commitment, is more emerging. (O'Driscoll & Randall, 1999: 198.) Since ERR is very big, the employees feel comfortable working for it, because they are aware of the wide possibilities to do different tasks and try different professions. Yet nowadays, hierarchical bureaucracies are fading more and more; therefore, individuals can no longer build their lives around one stable career. (Thorngren and Feit, 2001: 291-293.)

### **5.3. Estonian Public Broadcasting - Being Aware of the Organization's Goals**

Another issue that interested the author of this thesis was if newcomer's are aware of the goals that Estonian Public Broadcasting. As a positive surprise, everybody was aware of them and agreed on the same goals and named the most important ones: making programs for all the groups of the society, being the recorder of Estonian culture and archiving important events for the Republic of Estonia. It was stated that archiving the events that are important for the country is essential and very unique – ERR is the only media station that is doing it, said the respondents.

When employees find the organization they are working for unique, they are more likely to be proud to be working for it – the bigger the organizational identity strength is, the more the employees can identify themselves with it. In general, “organizational identity strength is the extent to which individual member's identity perceptions are widely held and deeply shared” (Kreiner & Ashforth, 2004). These perceptions would then be the member's sense of traditions, philosophy and history of the organization they are working for. To sum up, newcomers of ERR were very well aware of the philosophy and goals that the media organization has.

#### **5.4. Internal Communication in Estonian Public Broadcasting**

Communication management is something that people are usually never satisfied with, that is at least a statement that has been taught in lectures for the author of this thesis while compiling communication audits.

Yet – all the respondents were very satisfied with the job that has been done in internal communication. This was a very positive result - many respondents praised internal communication manager and her well-done job. Everyone knew about the e-mails and meetings. It was stated that at times, some info could be more available, but it was also said that this is only a matter on one's willingness to receive the necessary information.

Internal communication is one of those things that everyone thinks they can do well - because they talk to other people. But this attitude can make life challenging for those tasked with actually delivering on the job. According to Lyn Smith (2008: 14), it is crucial for the internal communication to be championed at the very top of the organization. Without respect towards the internal communication specialist, it is unlike that any communication strategy will be effective (Smith, 2008: 15). The results shows that people trust the internal communication manager of Estonian Public Broadcasting. All respondents considered the overall information flow good, two respondents felt the lack of information when it came to the information about their position, but both acknowledged that it is something they should or can work on themselves.

## **6. EVALUATION OF THE STUDY**

This research can contribute to making the in-house professions and interdepartmental rotations system in Estonian Public Broadcasting. It has been in plan for years and the results from this thesis can be used in order to make the system more surely.

There are around 700 employees in ERR, but only 6 of them were interviewed. Actually, seven interviews were made, but the extra interview was made with another person because one recording was broke. Considering these numbers, the amount of the respondents could have been bigger. Yet, on the other hand, making more interviews for writing a bachelor thesis would have been redundant work.

For future research, more people should be included and the target group could be widened. The thought of writing a bachelor's thesis about one media organization came from the will of wanting to write about something that would be beneficial for the organization as well. Since the author of this thesis will graduate a specialty called Media specializing on Public Relations, the two could be combined: focusing research on a media organization while still considering themes such as internal communication, public relations, and the awareness of organizational goals.

### **6.1. Validity and reliability**

Although every research seeks to avoid mistakes, the findings may be on a different level of reliability and validity. Reliability means that the measurements can be repeatable: it shows that the results obtained are not occasional (Hirsjärvi, Remes & Sajavaara, 2010: 213). In this research, many respondents stated the same thoughts and knowledge while the author of this thesis talked with them.

Validity shows the research method's ability to measure exactly what it was intended to measure. The chosen methods may not always give the information exactly the way the researcher wants to receive it. For example, a respondent who's answering a questionnaire may interpret some questions in a different way then the researcher at first intended these questions to be understood. But, if the researcher interprets the answers by his or her initial idea, the results could not be stated as true and competent. (Hirsjärvi et al. 2010: 213.) For this research, semi-structured interviews were made to get a deeper understanding of how the

employee's sense their organization's identity and if they sense it at all. For example, many didn't know how to answer, while talking about the term "The identity of Estonian Public Broadcasting". But even not being aware of it, they talked about the organization's identity while answering other questions, such as while speaking working at different buildings or their future plans. The aim of this qualitative research is to gather an in-depth understanding of human behavior and the reasons that governs such behavior. The qualitative method investigates the *why and how* of decision making, not just *what, where, when*. (Suni, 2012.) Talking can give more in-depth understanding and the aim of this thesis was to investigate; to explore the topic of identity in ERR. Of course, the findings or outcome of such qualitative research is exploratory or investigative; the findings are not conclusive and cannot be used to make generalizations about the population of interest (Suni, 2012). Since there are around 700 employees in Estonian Public Broadcasting, the results can only be abstract – the author of this thesis could only investigate one target groups interests and even then, the whole organization's perceptions about the issue of this thesis could not be reflected.

## 7. CONCLUSIONS

The main aim of this study was to analyze and explore the sense of identity of the employees of Estonian Public Broadcasting. It was also a goal to analyze employee contentment, organizational goals and future plans of the employees – all that amongst people who have been employed by ERR not more than 10 years (so called newcomers).

Since young people are more susceptible to changes, the target group was decided to be in between the employment of 6 months up to 10 years. This specific length of service was chosen because the author of the thesis wanted the research to be beneficial for the media organization as well: it might boost the in-house professions and interdepartmental rotation system to happen. This rotation system was one plan of ERR which Maran wrote about in her master thesis in 2010. This research is also partially considered as a further development of Kristel Maran's master thesis which focused on work motivation in Estonian Public Broadcasting.

To get an in-depth understanding of the sense of identity amongst newcomers, 6 semi-structured interviews were carried out during 2 weeks. The questions asked were grouped into 5 themes and all subchapters or themes included 3-4 questions. The interviews were made in Estonian and later translated into English. It was a goal to find answers to the following research questions: what are the main factors that influence employee identity in Estonian Public Broadcasting and how do the newcomers sense the identity of Estonian Public Broadcasting considering the fact that it is a newly united organization.

The research answers gave many thoughts and conclusions to various problems. There are 3 main influences that contribute to a newcomer's sense of identity. The main influencers are: the perceptions of earlier employees about the situation in ERR and the synergy, the fact that people work in 4 different buildings (2 radio and 2 television buildings), and the fact that ERR is a state funded media organization – employees do not have to consider rating numbers as much as people must do in commercial channels. An interesting fact to point out is that salary does not influence the sense of identity of a newcomer: people brought out a low income, but they did not complain about it – the work environment, possibilities and colleagues were more important.



The sense of identity of a newcomer evolves a lot around the fact that people still consider themselves either as television people or radio people. Estonian Public Broadcasting has multiple identities according to the respondents, even though the two divisions were united in the summer of 2007.

The friction between the people who work for television and the people who work for radio is something that all newcomers are aware of but still disturbed. All the respondents thought that the gap could be softened if people would have the possibility to work in one building. Yet, the respondents were aware that a media organization, which has about 700 employees, could never be violently forced as one unity. Newcomers were hopeful that synergy would happen in the course of time, but when, they could not tell. A very positive conclusion was that newcomers are satisfied with the job that has been done in internal communication: people were aware of the e-mails and meetings. It was stated at times, that communication management is something that always could be better, yet the employees acknowledged that when they wanted to receive certain information, they should ask for it themselves. Since the target group was newcomers – younger people, the author of this thesis could relate to the respondents at many times. A researcher has to stay objective, but due to great interest for the public broadcasting organization and for the interviewees, it can be said that the author may be subjective and it must also be pointed out that all researchers, while doing semi-structured interviews and analyzing them, may interpret the results in a way the respondents did not actually intend them to be.

## 7.1. Kokkuvõte

Bakalaureusetöö eesmärgiks oli analüüsida Eesti Rahvusringhäälingu identiteeti uute töötajate seas (edaspidi: “uuemad töötajad”). Eesmärk oli analüüsida nii töötajate rahulolu, organisatsiooni eesmärke kui ka töötajate tulevikuplaane ning seda inimeste seas, kes on organisatsioonis töötanud kuni 10 aastat. Kuna töö autor soovis, et bakalaureusetöö oleks kasulik ka organisatsioonile, mille ta uurimise alla võtab, valiti konkreetne sihtgrupp: inimesed, kes on rahvusringhäälingus töötanud alates 6 kuust kuni 6 aastani (intervjuude käigus selgus, et kõrgeima tööstaažiga vastaja oli organisatsioonis töötanud justnimelt 6 aastat).

Uurimust võib osaliselt pidada ka Kristel Marani 2010. aastal kirjutatud magistritöö edasiarenduseks, mis keskendus töömotivatsioonile ja mis soovitas keskenduda edaspidi just 4-10 aastat organisatsioonis töötanud inimestele. Magistritöö autor soovitas organisatsiooni juhtidel töötada välja ka majasisene ametite- ja üksustevaheline roteerumise- ja karjäärisüsteem – ehk aitab uuemate töötajate identiteeditunnetuse paremini ka viimast aidata teha.

Eesti Rahvusringhääling loodi kahe eraldiseisva meediorganisatsiooni, Eesti Raadio ja Eesti Televisiooni ühendamise tulemusel 2007. aastal. Alates sellest ajast on räägitud sünergiast, mis kahe üksuse ühinemisel peaks tekkima – bakalaureusetöö üks eesmärke oli uurida, kuidas on ühinemine sujunud ning mida uuemad töötajad toimuvast arvavad.

Et identiteeditunnetust lähemalt uurida, tehti 2 nädala jooksul kokku 6 poolstruktureeritud intervjuud. Küsimused olid jaotatud viite alapeatükki, millest igaüks sisaldas 3-4 küsimust. Intervjuud viidi läbi eesti keeles ning hiljem tõlgiti inglise keelde.

Töös püstitati ka kaks uurimisküsimust, millele töö lõpus ka vastused leiti. Küsimused olid järgmised:

1. Millised on Eesti Rahvusringhäälingu identiteeditunnetuse peamised mõjutajad?
2. Kuidas tajuvad uued töötajad meediorganisatsiooni identiteeti, arvestades seda, et tegemist on võrdlemisi uue organisatsiooniga?

Vastates esimesele uurimisküsimusele, selgus, et uue töötaja indentiteeditunnetust rahvusringhäälingus mõjutavad peamiselt kolm asja: eelmiste töötajate suhtumine ja taju organisatsiooni ja sünergiasse, erinevates majades töötamine (Eesti Rahvusringhäälingus töötavad inimesed töötavad ühtekokku neljas hoones) ning fakt, et ERR on riiklikult rahastatud organisatsioon – inimesed ei pea muretsema üleliia kõrgete reitingunumbrite pärast. Huvitav oli ka see, et madal palganumber tegelikult töötajaid oluliselt ei häirinud; palgast peeti olulisemaks häid suhteid kolleegidega ning põnevaid tööprojekte.

Uute töötajate identiteeditunnetus on tugevalt mõjutatud sellest, et kõnepruugis räägitakse endiselt eraldi tele- ja raadiotöötajatest. Eesti Rahvusringhäälingul on uuemate töötajate arvates mitu identiteeti, hoolimata sellest, et kaks üksust ühendati juba 2007. aastal.

Identiteedid, mis ERRil uuemate töötajate arvates on, on välja toodud Lisas 1.

Lõhest, mis tele- ja raadiotöötajate vahel eksisteerib, olid kõik vastajad teadlikud, ent siiski häiritud; loodetakse, et sünergia suureneb aja jooksul. Kõik intervjueeritavad arvasid, et olukord oleks parem, kui kõik inimesed töötaksid ühes hoones, ent samas tunnistati, et rahvusringhäälingu 700 töötaja juures on vägisi üheks ühtseks organisatsiooniks saamine pea võimatu.

Positiivse üllatusena on märkimisväärne see, kui palju kiideti sisekommunikatsioonis tehtud head tööd; vastajad olid teadlikud üldmeilidest ja koosolekutest. Paaril korral mainiti, et oma ametikohal võiks info mõnes küsimuses paremini liikuda, ent teisalt väideti, et selline info liikumine on paljuski kinni ka informatsiooni otsijas – tuleb ise küsida, kui midagi on teada vaja.

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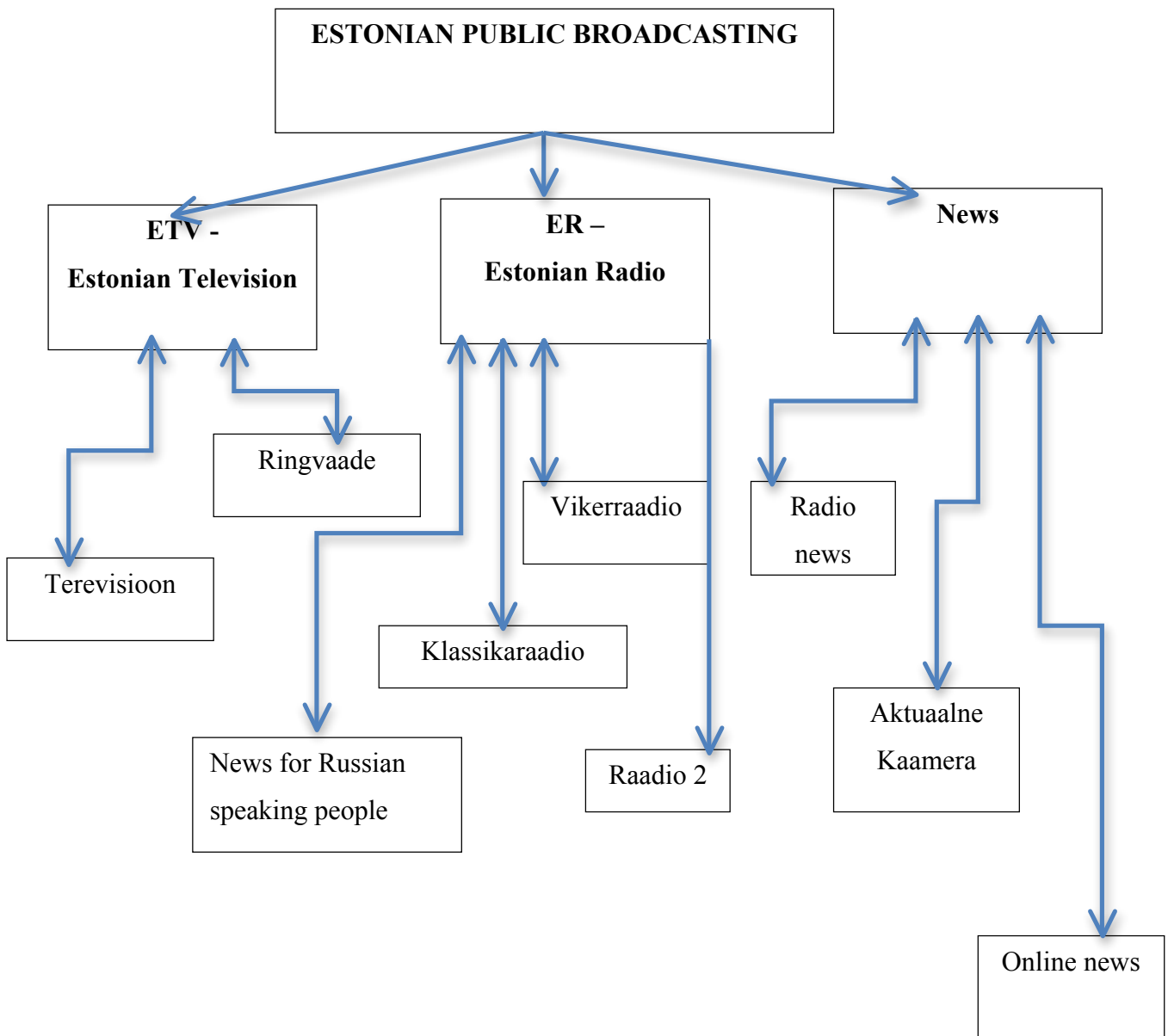
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# APPENDIXES

## Appendix 1

Multiple identities according to Estonian Public Broadcasting newcomers



# Appendix 2

Lisa1

Structure of Eesti Rahvusringhääling  
(as of 01 September 2012)

Adopted by Broadcasting Council  
Decision No 2.1  
14 August 2012

