

Title: Proceedings of the 12th Global Conference on Business Management and Economics, December 2022 – Vancouver, BC, Canada

**Format: Electronic Book
ISBN: 978-1-9990057-8-8**



12th Global Conference on Business Management and Economics - 2022

Visit

www.globalconference.ca

If you need further information, please feel free to contact us:

Tel: +1-778-257-5225

Email: contact@globalconference.ca

Table of Contents

Name and Affiliation	Title	Page Number
<p>Mohamed Ibrahim Mohamed Ashker (Main Author) <i>Open University of Sri Lanka Sri Lanka</i></p> <p>Mohamed Nizam Fathima Nifroosha (Additional Author) <i>Reliance Education Sri Lanka</i></p>	<p>A study based on total quality management practices</p>	<p>03-13</p>
<p>Ssekimpi Benjamin Musoke <i>MRC/UVRI and LSHTM Uganda Research Unit. Uganda</i></p>	<p>Category Management to achieve value for money in Procurement.</p>	<p>14-15</p>
<p>Hevi Stewart Lloyd Tanyo Selase <i>Lecturer ,Ghana Communication Technology University South Africa Ghana</i></p>	<p>Big Data Management: Building Visitor Citizenship Behavior through value co-creation</p>	<p>16-25</p>
<p>Arex Cabanas Nada <i>Marketing Manager, CIBI Information Inc. Philippines</i></p>	<p>A study on the adherence of the selected national broadsheets to the code of ethics of National Press Photographers Association</p>	<p>27-41</p>

Content Details:

<p>Mohamed Ibrahim Mohamed Ashker (Main Author) <i>Open University of Sri Lanka</i> <i>Sri Lanka</i></p> <p>Mohamed Nizam Fathima Nifroosha (Additional Author) <i>Reliance Education</i> <i>Sri Lanka</i></p>	<p>A study based on total quality management practices</p>
--	---

Abstract:

In today's fast-paced business climate, crisis is a more complicated challenges for the leaders. Unpredictable technological developments, economic shifts, human hardships, and political consequences all combine to create uncertainty in today's business climate. Economic disruptions that culminate in crises are one way in which this instability presents itself beyond the authority of the government. Not only are those who have fled the country affected by the crisis, but so are those who are worried about losing their jobs in any of the other nations across the world. Clearly, businesses are fascinated by the current state of affairs. However, the environment is also a factor in crisis situations. If a crisis isn't contained or dealt with properly, it will snowball and set off a cascade of crises. An authoritarian leadership style has given way to a more collaborative and participatory one as the country has been rocked by political and economic turbulence. The world of business is becoming more complicated and nuanced. As a result of these enhancements, traditional crisis managers have evolved into a leader model that encourages scenario analysis and teamwork to develop the best possible solution. In order to better understand how to lead in times of crisis, we need to look at leadership from both a leadership and a crisis perspective. Crisis management is often regarded as a technique for evaluating the effects of adverse conditions, regardless of their origin, in an optimum and timely manner. There will be a comparison of the notions of leader and executive in the first section of this article, which will be accompanied with considerable literature on leadership ideas from total quality management principles. Leadership in crisis management will be discussed further in the second half of the paper, and the relevance and contribution to literature of crisis leadership will be examined in the last section.

Introduction:

As a consequence of recent technological advancements in information, communication, and transportation, distances have been virtually eliminated. All clients throughout the globe have immediate access to goods and services produced in different regions of the world. As a result of severe rivalry among firms, they strive to deliver services that are better in quality and cost-effective while also being faster and more efficient (Pillai et al., 2015). It has been accepted by the rest of the world that Japanese miracles are genuine, and that the management style known as total quality management has become a competitive tool (Rydén et al., 2021).

Total quality, as now emphasized by its perfection, may be defined in several ways, the following being some examples: to achieve total quality, an organization places more emphasis on its processes than its functions or results; it bases management decisions on information and data that has been collected in an appropriate manner; and it takes into account both the material and human resources that are available to an organization in total (Fors Brandebo, 2021). Total quality management is built on the principle of democracy. Each and every member of the organization must be involved in some capacity in the management and decision-making process. Taking into account, appreciating, and maybe rewarding employee recommendations will be a priority. When it comes to total quality management, communication is really essential (Wisittigars & Siengthai, 2019). Employees have a right to open and productive channels of communication with their boss. It is possible for an organization to achieve its objectives if all of its employees are aware of its mission and vision. Efforts will be made to improve this communication by using basic organizational structures, eliminating hierarchy, and implementing open-door policies (Gruber et al., 2015).

Total quality and leadership

The concept and objective of crisis management

Leadership has long been recognized as an important factor in the success of total quality management (total quality management). When studying total quality management, it is vital to first look at the changes and upgrades that take place inside an organization, which is known as the study of organizational models (Zsombok, 2019). Previously, the organization was seen as a machine from a mechanical perspective. Workers were seen as just one of the many parts of a larger machine. When it was created, the biological model came after the mechanical model. The biological perspective views the organization as a living, breathing entity (Buhagiar & Anand, 2021). This is a good place to look for a brain. In the section of tap management, leaders find this brain. A worker is an extension of the body. According to the social model, a company is seen in the same light as a society. One idea and one aim are needed for everyone in society (Purnomo et al., 2021). The management will make an attempt to foster interactions among the employees in order to achieve the main aim. Social models originated in America,

but total quality management was successfully implemented by Japanese companies before it was widely adopted elsewhere (Saeedi & Taei, 2021). The past successes and experiences of any business must be used to develop knowledge that can be used to the company's future success. When this expertise is put to use, managers are expected to take on significant duties. With so much competition, it is necessary to have leaders that can make their companies stand out and succeed in today's market (Yeo & Jeon, 2021). During the transition to total quality management, a senior manager's primary role is to ensure that their workforce understands that quality is a team effort and must come from all levels of the business. Every level of an organization must be supported by the top management in order for quality processes to have a long-term impact on the company's bottom line (Kapucu & Ustun, 2018).

Setting an example, building an atmosphere for training, organizing, supporting, and promoting quality improvement groups, and participating in quality improvement research in general are the responsibilities of senior management. By keeping their words and actions constant, managers may have a positive impact on their workers (ALHumeisat & ALBashabsheh, 2020). In the same way that a water flush removes old and unattractive routines and routines, a change in attitude towards quality must be reflected on everyone, from the top management to the lowest level management or worker units (Varma, 2021). The most important thing to keep in mind here is not to skip any levels when communicating the messages of upper management all the way down to the lowest level, and to make sure that managers at the middle and lower levels, in particular, adopt the message of the people whose concerns they are addressing. Using total quality management in a firm needs using the following procedures in a hierarchical order in order to be both sustainable and successful (Alkhawlani et al., 2019).

Definition of crisis leadership:

Leaders are created from inside organizations. Rather than being a reflection of a person's characteristics, leadership is a function of the interpersonal connections that exist inside a company. As a result, leadership takes on the tasks of group organization, problem solving, and leading, similar to those of a postman or a police officer (R. H. Alzoubi & Jaaffar, 2020). Whether or if someone is a leader is determined by their own attributes. If leaders want to succeed as a leader, leaders need more than simply a strong intellect. To be a leader, one must have more than just a lot of authority. It is not enough for a leader to just have power; they must also be able to put that power to good use (R. H. M. Alzoubi & Jaaffar, 2020a). Management and leadership are not synonymous terms, and an organization need a leader more than it does a manager in times of crisis (Pounder, 2021).

Leadership, on the other hand, lays a focus on creativity, harmony, and adaptation, while management places an emphasis on duplication and stability. The horizon line and the final total line on the profit-loss chart signify the end of a term for a leader. The ultimate sum is all that matters to a manager (R. H. M. Alzoubi & Jaaffar, 2020b). In contrast to a manager's focus on systems, supervisions, processes, rules, and the structure, a leader's primary concern is

human contact and reliability. When it comes to crisis management, "leadership" is at the top of the list of achievement requirements. One must have the ability to unite and inspire others in order to be regarded an effective leader (Aziz, 2021). Another need for leadership status is the ability to leave a lasting impression on the people around them. Effective leadership requires both excellent conduct and a message that must be conveyed. With their cognitive and intellectual experiences, leaders are able to present an accurate picture of how things could change (R. H. Alzoubi & Jaaffar, 2021). This is the long-term vision of the leaders. In the same way as a leader's followers follow his or her instructions, so do the followers of a leader themselves (Fener & Cevik, 2015).

During times of crisis, a leader's genuine character is shown. During a moment of crisis, the rules and laws of the past are no longer relevant. Pessimism and apprehension are prevalent moods. Genuine leaders, on the other hand, are always upbeat because they know exactly what has to be done and how to get there (Mishael Obeidat & ben Hamed Al Thani, 2020). In times of crisis, people tend to radiate a lot of energy because they want to make a difference and want to see their circumstances improve, thus they influence others around them. The usual answers are no longer sufficient in times of crisis. In order to be a true leader, one must disrupt the status quo and make a significant impact (Bhaduri, 2019). Rather than a "duty," taking up the role of a leader becomes an inevitable responsibility. Effective crisis management also necessitates the inclusion of a strong sense of achievement. One must display all of the attributes connected with good leadership in the specific context if they are to succeed in their role (Fors Brandebo, 2020).

Leaders don't consider the gap between those who make choices and those who implement them while carrying out organizational operations. They feel that the greatest threat to an organization is not its intellectual ability, but rather the limiting of its members' abilities (Fors Brandebo, 2020). Crisis states leadership" is a position that requires a leader to prioritize self-improvement, independence, and initiative. They abhor red tape and strive to strike a good work-life balance for themselves and their families. Only when operators accomplish in their aims can the firm succeed in reaching its own, according to leaders. It is a duty, not a need, to hold a leadership role (Mishael Obeidat & ben Hamed Al Thani, 2020). Effective crisis management also necessitates the inclusion of a strong sense of achievement. If leaders want to be taken seriously as a leader, leaders need to be able to do more than merely fulfil the responsibilities. In order for a manager to become a leader, he or she must show courage and be able to face risks in uncommon situations (R. H. Alzoubi & Jaaffar, 2021). People who have accepted that they have no other choice may be empowered by leadership to take action and be the first to speak out against a danger. It may also motivate others to come up with an original solution (Aziz, 2021).

A natural leader arises when confronted with a challenging circumstance that must be controlled. During this time, leadership comes to the fore and illuminates the path ahead, identifies and cultivates sources of funding, leads the course of action, and launches and

administers the activities. When there is a crisis, people want leaders who are confident, self-assured, and personable (R. H. M. Alzoubi & Jaaffar, 2020b). Since crisis situations weaken intra-organizational bonds and disrupt the organization's peak, it is essential to fight the crisis and encourage employees to do the same. When a company is in crisis, it is up to the company's leaders to get things back on track. They are also in charge of redesigning the business to make it more flexible in light of the ever-changing external conditions (R. H. M. Alzoubi & Jaaffar, 2020a). As a result, we may conclude that a leader's involvement in crisis management is critical. As a result, it is vital to do study on the characteristics of an effective crisis management leader. As an example of ideal qualities for crisis management leaders, consider the following:

- i. Recognizing early warning indicators of an impending tragedy.
- ii. Protection and preparation in the face of a possible threat
- iii. Effective and efficient decision-making across the whole crisis management process.
- iv. The ability to wield power effectively throughout the crisis management process.
- v. The capacity to devise a strategy for dealing with a problem.
- vi. It's the ability to plan and organize many areas of crisis management.
- vii. Crisis management requires the ability to maintain open lines of communication.
- viii. The ability to coordinate the whole crisis management process.
- ix. The capacity to oversee the crisis management process.
- x. Ability to revert to one's original state.

Source - (Alkhawlani et al., 2019)

Leader management in crisis management

The term "crisis management" comprises all of the activities that are planned, coordinated, and logically executed in order to eliminate the problem. Step-by-step decisions and the formation of a team to carry out these decisions and take new ones depending on the results of the practice are allowed to begin (ALHumeisat & ALBashabsheh, 2020).

Prior to crisis management, crisis management and post crisis management are the most often used processes in corporations to address crises. Pre-crisis management's purpose is to detect the warning indications of a crisis and change the negative impacts of the crisis into a positive conclusion (Kapucu & Ustun, 2018). During the first stage of crisis management, which is also known as crisis management during a state of crisis, necessary efforts are taken to prevent a crisis from occurring. During a time of crisis, crisis management is the kind of management that takes place.. After the crisis is over, the post-crisis process may commence. The leaders and managers of the business need to come up with appropriate solutions that can be adapted to changes and that add new aspects to their operations and goals at this point in time (Saeedi & Taei, 2021).

What really matters isn't how leaders get out of the crisis or how leaders solve the issue; it's how leaders prevent it from happening in the first place or how leaders turn it into an achievement for the business. In the majority of cases, the elements necessary for a crisis already present. Preventing a crisis is an essential part of modern management strategy (Purnomo et al., 2021). It is also vital to adopt sensible management safeguards in times of crisis that develop due to external and unexpected natural and political economic, technical, and environmental factors, and to effectively employ these measures. In order to keep the organization safe, this is necessary (Zsombok, 2019).

Following is an overview of crisis management components. In order to deal with a crisis, a crisis management team has to be formed, experts need to be hired, and a crisis management plan needs to be developed." the easiest way to deal with a crisis is to work together as a team to come up with a solution to the problem (Wisittigars & Siengthai, 2019). As a result, crisis management teams must be established in every company. There shouldn't be too many individuals on the crisis management team, but those that are there should include experts who can be contacted in an emergency. In order to keep the company safe, these teams meet often in order to discuss potential threats and remedies. When forced to work as a team to fight a catastrophe, employees will naturally gravitate toward cooperation (Fors Brandebo, 2021). The crisis management team is responsible for identifying the appropriate crisis management methods. Members of this crew have been taught to stay on the lookout for potential threats during a crisis. A crisis control centre and an urgent information centre must be established in order to effectively manage the team from a single place (Pillai et al., 2015).

In high-stress situations, it is critical to be able to make quick judgments and put them into action. As a consequence, crisis management necessitates the presence of visionary leaders. Modern day leadership and management require foresight into the future, the creation of a realistic vision and objectives for the future of the firm, and the motivation of employees to strive toward them. With vision and foresight, leaders know their workers' strengths and weaknesses and may persuade them that they can do better than they have in the past. As a consequence, visionary leaders take action as soon as they detect indicators of a crisis and guide their teams and workers accordingly (Fors Brandebo, 2021).

Crisis management is made more difficult by the fact that some executives would rather follow the rules than deal with the problem. They are unable to make quick decisions in the face of unforeseen events because they desire to have every aspect of their business documented in law. Management of the firm suffers as a result. Leaders and managers must be able to make quick decisions whenever necessary (Wisittigars & Siengthai, 2019). A company's attempt to adopt and implement the necessary protections in order to emerge from a crisis state with the least amount of harm feasible is known as crisis management. Five stages are involved in this procedure:

- I. Effective management requires the capacity to see the warning signals of imminent crisis in order to gauge the scope and severity of the impending disaster.
- II. It is imperative that the organization use early warning system alerts to prepare for emergencies and implement safety measures that will keep it safe in the event of a catastrophe.
- III. While early warning, avoidance, and protection strategies may work successfully in certain cases, they may not be able to completely overcome the crisis. As a result, data collected during the crisis' first two stages is used to track the crisis' progress.
- IV. The organization must return to a stable state as quickly as feasible once the crisis has been addressed and control has been restored.
- V. During the stage of learning and assessment, decisions, precautions, and processes put in place during the state of crisis are reviewed, judgments are drawn, and lessons are learned.

Source - (Gruber et al., 2015)

The first step in crisis management is to design a crisis call strategy and a crisis urgent action plan. A crisis management centre and crisis teams are needed. In order for people to trust and support the endeavour, a crisis communication infrastructure must be built. We shall not use an authoritarian management style in this procedure. On the other hand, disciplinary measures will be devised and implemented, workers who have been rewarded will be praised and society will be motivated (Buhagiar & Anand, 2021). The crisis reaction and scenario management must be thoroughly evaluated, to sum up. For this reason, leaders must be well-versed in the necessary fields in order to properly deal with unexpected crises. So that new problems may appear in firms during times of crisis if they are not dealt with efficiently (Purnomo et al., 2021).

Conclusion

Crisis is an unplanned occurrence that disrupts routine operations of the organization and that needs rapid section taking. As states crises cannot be foreseen earlier and they deactivate routine processes, it is required to plan an efficient crisis management and a strong management competency. Disaster management plan helps reduce damages of a future catastrophe and provide readiness against disaster. Just as it is inappropriate to see crisis as a destiny of the organization and thus consign it to its fate, it is also wrong to take no precautions and not draw up a crisis action plan by assuming that the organization would never experience a crisis. If firms want to attain their objectives, they should recognize likely instances of crisis and establish the needed sub-structure systems, operating processes and strategies.

States of crisis increases motivation and boosts mutual trust. This is a shared awareness designed to be developed by leaders in regular periods. A crisis also allows the leader to make and execute decisions in an authoritative form as it ensures teamwork for the fulfilment of objectives. Normally, leaders negotiate with the other around in order to attain the objectives and reach a common point with huge hurdles and in a longer time. As leaders would not allow for optimistic judgements with negative facts, the data gathered should be processed carefully, tranquillity should be preserved and any attitude that may lead to false information or ignorance

must be avoided. Overreacting to a time of crisis could yield effects that are worse than having no reaction.

As in all other kinds of management total quality management cannot be seen as a common therapy to address all difficulties on its own. It must be adjusted according to the structure of the company and done rationally to ensure fulfilment of expectations. These activities have the ability to do away with so-called quality policies, allowing for the establishment of a system that is both pleasant and active. Total quality management is a tool that is used to give higher quality training, to bring the organization to a better condition, to insure sustainable development, and to serve better to all groups that have expectations from the firm. Activities are not permitted to detract from the true aim. Total quality management must never be raised to the position of an objective rather than that of a tool; instead, the organization's fundamental goals and priorities must be taken into consideration at all times.

Total quality management is a procedure that takes a long time. Because total quality management will drastically affect the activities that firms participate in, it must not be neglected. It is taken for granted that excellence would be effortlessly accomplished. The reality that total quality management is a collective endeavour should never be overlooked. If top management has paid this topic the utmost significance and has gathered a group of employees who have committed to the total quality management policy, then success is bound to follow.

In times of crisis, a leader is required to be able to design solutions that involve the participation of all staff members. During a time of crisis, a leader needs to be able to let their employees freely express their opinions and appreciate their reactions, avoid placing restrictions on their employees, enable their employees to access information directly rather than feeding factors that might cause gossip, encourage their employees to concentrate on their work, create an environment where they can brainstorm and give feedback, revise their security plans, and be patient.

References

1. ALHumeisat, E. K. I., & ALBashabsheh, S. A. H. (2020). The Impact of Transformational Leadership on Crisis Management in the Cellular Communications Sector in Jordan. *Modern Applied Science*, 14(12). <https://doi.org/10.5539/mas.v14n12p27>
2. Alkhawlani, M. A. S., Bohari, A. M. bin, & Shamsuddin, J. binti. (2019). The Impact of Transformational Leadership Style on Crisis Management in Yemen Organizations. *International Journal of Academic Research in Business and Social Sciences*, 9(9). <https://doi.org/10.6007/ijarbss/v9-i9/6274>

3. Alzoubi, R. H., & Jaaffar, A. H. (2020). The mediating effect of crisis management on leadership styles and hotel performance in Jordan. *International Journal of Financial Research*, 11(4). <https://doi.org/10.5430/ijfr.v11n4p384>
4. Alzoubi, R. H., & Jaaffar, A. H. (2021). The Moderating Effect of Leaders' Experience on Leadership Styles and Crisis Management in the Jordanian Hotel Sector. *International Journal of Financial Research*, 12(1). <https://doi.org/10.5430/ijfr.v12n1p297>
5. Alzoubi, R. H. M., & Jaaffar, A. H. (2020a). LEADERSHIP STYLES, CRISIS MANAGEMENT, AND HOTEL PERFORMANCE: A CONCEPTUAL PERSPECTIVE OF THE JORDANIAN HOTEL INDUSTRY. *Journal of Critical Reviews*, 7(10).
6. Alzoubi, R. H. M., & Jaaffar, A. H. (2020b). LEADERSHIP STYLES , CRISIS MANAGEMENT , AND HOTEL PERFORMANCE A LEADERSHIP STYLES , CRISIS MANAGEMENT , AND HOTEL PERFORMANCE : A Corresponding author : Raed Hussam Mansour Alzoubi ., *Journal of Critical Reviews*, 7(July).
7. Aziz, F. T. (2021). The Role of Strategic Leadership in Crisis Management the Case of Governmental Sector in the Northern Iraq – Erbil City. *International Journal of Multicultural and Multireligious Understanding*, 8(5). <https://doi.org/10.18415/ijmmu.v8i5.2709>
8. Bhaduri, R. M. (2019). Leveraging culture and leadership in crisis management. *European Journal of Training and Development*, 43(5–6). <https://doi.org/10.1108/EJTD-10-2018-0109>
9. Buhagiar, K., & Anand, A. (2021). Synergistic triad of crisis management: leadership, knowledge management and organizational learning. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/IJOA-03-2021-2672>
10. Fener, T., & Cevik, T. (2015). Leadership in Crisis Management: Separation of Leadership and Executive Concepts. *Procedia Economics and Finance*, 26. [https://doi.org/10.1016/s2212-5671\(15\)00817-5](https://doi.org/10.1016/s2212-5671(15)00817-5)
11. Fors Brandebo, M. (2020). Destructive leadership in crisis management. *Leadership and Organization Development Journal*, 41(4). <https://doi.org/10.1108/LODJ-02-2019-0089>
12. Fors Brandebo, M. (2021). How contextual is destructive leadership? A comparison of how destructive leadership is perceived in usual circumstances versus crisis.

International Journal of Organizational Analysis, 29(1). <https://doi.org/10.1108/IJOA-11-2019-1924>

13. Gruber, D. A., Smerek, R. E., Thomas-Hunt, M. C., & James, E. H. (2015). The real-time power of Twitter: Crisis management and leadership in an age of social media. *Business Horizons*, 58(2). <https://doi.org/10.1016/j.bushor.2014.10.006>
- 14.
15. Kapucu, N., & Ustun, Y. (2018). Collaborative Crisis Management and Leadership in the Public Sector. *International Journal of Public Administration*, 41(7). <https://doi.org/10.1080/01900692.2017.1280819>
16. Mishael Obeidat, A., & ben Hamed Al Thani, F. (2020). The Impact of Strategic Leadership on Crisis Management. *International Journal of Asian Social Science*, 10(6). <https://doi.org/10.18488/journal.1.2020.106.307.326>
17. Pillai, R. R., Anil Kumar G., & Krishnadas N. (2015). Role of Self-managing Leadership in Crisis Management: An Empirical Study on the Effectiveness of Rajayoga. *IIM Kozhikode Society & Management Review*, 4(1). <https://doi.org/10.1177/2277975215586644>
18. Pounder, P. (2021). Responsible leadership and COVID-19: small Island making big waves in cruise tourism. *International Journal of Public Leadership*, 17(1). <https://doi.org/10.1108/IJPL-08-2020-0085>
19. Purnomo, E. N., Supriyanto, A., Mustiningsih, & Dami, Z. A. (2021). The effectiveness of principal leadership styles in crisis management | Vadovavimo lyderystės stilių efektyvumas valdant krizes. *Pedagogika*, 141(1).
20. Rydén, P., Hossain, M. I., Kottika, E., & Skare, V. (2021). Social media storms: Empowering leadership beyond crisis management. In *Social Media Storms: Empowering Leadership Beyond Crisis Management*. <https://doi.org/10.4324/9780367853297>
21. Saeedi, J. M. F. A.-, & Taei, D. A. H. F. A.-. (2021). The Role of Proactive Leadership in Crisis Management by Mediating Human Resource Reengineering. *International Journal of Research in Social Sciences and Humanities*, 11(3). <https://doi.org/10.37648/ijrssh.v11i03.021>
22. Varma, T. M. (2021). Responsible Leadership and Reputation Management During a Crisis: The Cases of Delta and United Airlines. *Journal of Business Ethics*, 173(1). <https://doi.org/10.1007/s10551-020-04554-w>

23. Wisittigars, B., & Siengthai, S. (2019). Crisis leadership competencies: the facility management sector in Thailand. *Facilities*, 37(13–14). <https://doi.org/10.1108/F-10-2017-0100>
24. Yeo, J., & Jeon, S. H. (2021). Leading Amid Pandemic: Conceptual Framework on Ethical-Political Leadership for Crisis Management. *Public Integrity*. <https://doi.org/10.1080/10999922.2021.1972610>
25. Zsombok, J. (2019). Queensland's leadership and crisis management education. In *Australian Journal of Emergency Management* (Vol. 34, Issue 4).

<p>Ssekimpi Benjamin Musoke <i>MRC/UVRI and LSHTM Uganda Research Unit. Uganda</i></p>	<p>Category Management to achieve value for money in Procurement.</p>
--	--

Abstract:

Procurements in multi-project organizations can get messy as more and more projects are undertaken and as the organization grows. In an organization with numerous requests going to the procurement department, things can get disorganized and staff may start to feel overwhelmed. One modern way to take control of the procurement processes is by using category Management a tool discovered by a university professor named Brian F. Harris in the 1980's.

Operational /day to day procurement management is seen to handle purchase requests and procurement needs as they arise which differs from Category Management. With or without software solutions, category management helps to breakdown procurement into manageable sections providing control and grip over the whole purchasing process ensuring economy, efficiency and effectiveness. Procurement category management is applicable and useful in all types of companies as It cuts across all types of goods. Category management avails the department with opportunities to turn the procurement into a valuable asset. Management in many organisations has been forced search for all avenues to achieve the two most common goals; reducing cost and improving quality. In response to such external pressure, Medical research organisations and health care organizations in Uganda for example the MRC/UVRI and LSHTM Uganda Research Unit, The Uganda Virus Research Institute (UVRI), The Infectious diseases research collaboration (IDRC), Infectious Diseases Institute of Makerere University (IDI), National Medical Stores (NMS) and the world are looking for help. Category management enters into the picture as one of the tools that administration can rely on.

This paper explores what has been done in the Medical research and healthcare procurement category area in the last three years (2019-2021). In the field of medical research, introducing new technology and management strategies is slower than in other industries primarily because medical research is done in an incremental rather than radical way due to its conservative nature reflective of the unique task to innovate and find new information to improve health interventions while saving human life. Accordingly, organisations have begun to re-direct their efforts and strategies to maximise resources by reducing costs. Under such managerial change, the procurement discipline seems to be an attractive alternative achieving an acceptable level of effectiveness and efficiency. The strategy seems to be feasible even in Not for profit organisations since the central premise of procurement or even an entire supply chain is to reduce or eliminate unnecessary expenses with efficient procurement tools/techniques.

There is a growing need to re-conceptualize procurement in medical research and healthcare organisations or other not-for-profit entities because their development stage in is far behind commercial supply chain in utilizing various supply chain tools.

This study aims at new directions for the applicability of category management in the medical research and health care industry by presenting the major operational tools, barriers of adopting category management and managerial implications.

<p>Hevi Stewart Lloyd Tanyo Selase <i>Lecturer, Ghana Communication Technology University South Africa Ghana</i></p>	<p>Big Data Management: Building Visitor Citizenship Behavior through value co-creation</p>
--	---

Introduction

Globally, there has been an increase in scholarly and practitioner attention on big data management in the tourism and hospitality industry (THI) (Jabeen et al., 2022; Yallop & Seraphin, 2020). This may partly be explained by increasing adoption of ICT and artificial intelligence in routine service operations within the industry (Ogbeide et al., 2020). Big data connotes data generated through mobile transactions, social media and business transactions. The use of big data analytics in THI spans from the gathering of business intelligence (Mayer-Schönberger & Cukier, 2013), strategy development (Liu et al., 2022) to customer attitudes towards green service delivery (Arici et al., 2022). Notwithstanding these enormous benefits of big data usage, some scholars opine that ethical and privacy concerns remain a major challenge (Ahmad et al., 2022; Ogbuke et al., 2022). Further, evidence of negative developments in the digital space; such as cyber-attacks and alarming rates of data breaches across several industries, with the THI identified as one of the worse affected remains a major concern for stakeholders (Morosan & DeFranco, 2019; Thomaidis, 2022). Therefore, there is a need for key stakeholders such as service providers and visitors within the THI to co-create value through shared responsibilities. On these bases

RQ1: What is the effect of VCC (Dialogue) on visitor citizenship behavior?

RQ2: What is the effect of VCC (Access) on visitor citizenship behavior?

RQ3: What is the effect of VCC (Risk Assessment) on visitor citizenship behavior?

RQ4: What is the effect of VCC (Transparency) on visitor citizenship behavior?

The contributions of the study to THI literature is highlighted as follows; first, the study extends literature on VCC in general and DART model in particularly by exploring it from the perspective of big data management. Second, the study is multi-disciplinary and adds to knowledge within tourism, marketing and innovation fields of study by exploring big data analytics through use of smart technologies.

Literature review

Theory grounding the study

A notable theory that projects the philosophical underpinnings of value co-creation is the DART model propounded by Prahalad and Ramaswamy (2000). DART model draws its foundation from the concept of service-dominant logic (SDL), which states that derivation of value is not entrenched in product offerings and/or distribution processes, but rather co-created with customers (Vargo & Lush, 2008). Accordingly, Prahalad and Ramaswamy (2004) posits

that DART model provides in-depth insight into understanding customer cognitive and behavioral dynamics in the VCC process. The DART model has been established in the last 2 decades as a good framework to understand and implement value co-creation (Mazur & Zaborek, 2014). VCC can be described as a firm's strategic function that promote interactions among parties whose interests is to jointly and severally contribute to building an inimitable experience (Payne et al., 2008). The 'building blocks' of the DART model for value creation include; "Dialogue, Access, Risk assessment and Transparency" (Prahalad & Ramaswamy, 2004).

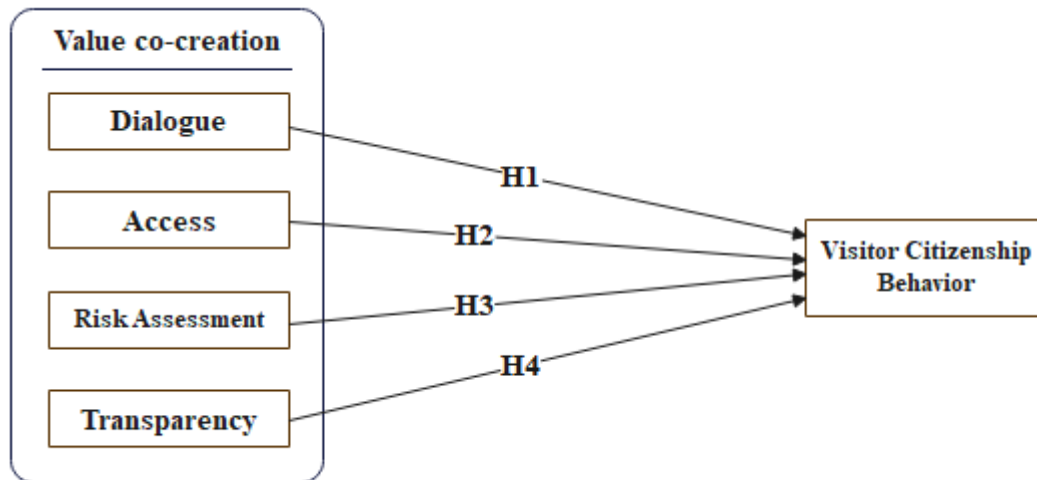
Tentatively, the study posits that elements of DART model is a cognitive tool to explain firm-customer value-creation. Context-wise, the study projects VCC as an antecedent of visitor citizenship behavior.

Hypothetical development

Value co-creation and Visitor Citizenship Behavior

The primary function of most service organizations is to deliver benefits to customers through an exchange relationship (Xie et al., 2017). These exchange relationships are meant to offer deeper insights into the operations of a firm with the intention of building mutual value for both service providers and customers. Customer citizenship behavior (CCB) comprise extra-role behaviors by customers, which is intended to willingly offer feedbacks through suggestions and recommendations to service providers for the purposes of service enhancement (Qiu et al., 2021). It is imperative to state that the greater the interaction between service providers and visitors, the greater visitor involvement in firm related growth pursuits such as new service development (Mugambwa et al., 2016). These assertion is entrenched in resource integration and value-in-use leading to shift towards value co-creation (VCC) within the service industry (Chen et al., 2018).

Zhang et al. (2020) asserts that VCC is an opportune medium through which visitors can contribute to firm success via indicators such as product and market developments, which in turn optimize their own utility. Customers are major contributors to firms' profitability and growth, hence, firms must continuously engage them in the VCC process (Solakis et al., 2022). In context, the study conceptualize that use of technology-based payment applications will enhance service provider-visitor value co-creation. This assertion is corroborated by Schiavone et al. (2014) who demonstrate that technology is a vital add-on to the DART model because technology creates medium of exchanges that enrich dialogue, access to information, trust, and transparency within the VCC process.

Fig 1 Author's own Hypothesized Model

Dialogue entails continuous interactions between visitors and service providers in an easy-going content-rich way (Zaborek & Mazur, 2019). Rather and Sharma (2017) asserts that access relates to the availability of relevant and timely information to customers in a reliable way. Risk assessment (RA) is the degree to which customers are able to make informed decisions among alternatives on the basis of cost-benefit analysis of a service (Ojiaku et al., 2020). Thus, RA encapsulates all potential firm-customer risks that may be encountered during value co-creation. Transparency is the description of a firm's openness to its customers; it entails provision of information on product offerings of a firm to its stakeholders (Schivone et al., 2014). Kotler and Keller (2012) posits that transparency provides the avenue to "easily understand how the supplier calculates the differential value between its offering and next best alternative" (p. 400). There is empirical evidence of the positive relationship between VCC and visitor citizenship behavior (Assiouras et al., 2019; Nájera-Sánchez et al., 2022). Based on the arguments advanced, the following hypotheses were formulated;

- H1.* VCC (Dialogue) has a positive effect on visitor citizenship behavior,
- H2.* VCC (Access) has a positive effect on visitor citizenship behavior,
- H3.* VCC (Risk Assessment) has a positive effect on visitor citizenship behavior,
- H4.* VCC (Transparency) has a positive effect on visitor citizenship behavior.

Methodology

Data collection and sampling

This study aims to empirically test a hypothesized model linking value co-creation and visitor citizen behavior among tourists in Cape Coast- Ghana. Cape Coast is one of the most preferred destinations for tourists in Ghana (Hiamey et al., 2020). Cape Coast is largely regarded as the most historical city in Ghana (Mensah, 2022). It is home to a number of colonial heritage sites, artifacts, as well as beaches, hotels and restaurants.

The study's target population was visitors at restaurants and fast food firms within the Cape Coast Metropolis between the months of July and August 2022. A convenience sampling technique was used in administering a total of 480 questionnaires, and 367 valid responses were retrieved, representing a 76.5% response rate. The study adapted validated questionnaires for the purpose of response gathering. Altogether, 18 well trained enumerators were taken through potential ethical concerns. Probable ethical issues such as confidentiality of responses and willingness to participate were properly communicated to all study respondents. The expected time of completion of the adapted questionnaire was approximately 20 to 30 minutes.

In the preliminary analysis, 30 tourists were sampled for a pre-test as suggested by Preneger et al. (2014). The scholars argue that a minimum sample of 30 participants for pre-testing a questionnaire has the propensity to deliver a high power of 80%, while revealing challenges connected with the responses received. Lastly, the scaled-items on the pre-test questionnaire had Cronbach's alpha values exceeding of 0.70; thus, the items on the questionnaire were deemed suitable for further analysis.

Measures

A five-point Likert-type scale with anchors (1) strongly disagree to (5) strongly agree was used to gather responses on all the constructs. Description of the scales are given below.

- Value co-creation was measured by a twelve-item scale adapted from González-Mansilla et al. (2019),
- Visitor citizenship behavior was assessed a six-item scale adapted from Bartikowski and Walsh (2011).

The study employed a survey, and it encapsulates three demographic characteristics. First is gender; with females constituting the majority, with 58.8%. Second is age; with the dominant age bracket being 28-37, representing 39.7%. Finally, educational level; the dominant academic qualification is graduate degree, with a majority representation of 33.7%. Further, descriptive statistics of the mean and standard deviations of the constructs were assessed (see: Table I). Test of normality was assessed using Kolmogorov-Smirnov and Shapiro-Wilk's tests in quest to mitigate or eradicate challenges of sample data distribution (Pallant, 2007). The *p*-values recorded for each construct was above α -value of 0.05 (Pallant, 2007); the values obtained illustrates normally distributed data.

Data analysis

Factor analysis

In furtherance, an exploratory factor analysis was conducted to assess scaled items which met the eigenvalue (greater than 1) threshold. With regards to VCC, 3 items were excluded from the 12 adapted items because of poor loading. The remaining 9 items explained 68.229% of total variance. Further exploration of the constructs revealed that 5 out of 6 items loaded adequately for 'visitor citizenship behavior'. The 5 items that met the adequacy threshold explained 59.983 total variance.

Other preliminary measures include; Kaiser-Meyer-Olkin (KMO) index of 0.826 and 0.831 for VCC and VCB respectively. The KMOs for both constructs were deemed satisfactory as they exceed the 0.5 threshold. The significant of Bartlett's test for both constructs were satisfactory at the level of 0.00. Both constructs recorded reliability and composite reliability scores which exceeded the 0.7 adequacy threshold (Nunnally & Bernstein, 1994).

Convergent validity in the study was proven as all the average variance extracted (AVE) values recorded were greater than the tolerable AVE threshold of 0.5. Consequently, discriminant validity was proven as square root of the constructs' AVE were greater than the correlations between the various constructs in the model (Fornell & Larcker, 1981).

Measurement and structural model

The fourth model explains greater variance than the first three models, hence statistics measurement of model 4 was employed to check goodness of fit. The individual statistics measures are illustrated as follows ($\chi^2 = 316.447$, $df = 197$, $p = 0.001$); RMSEA = 0.013; CFI = 0.998; TLI = 0.996 and SRMR = 0.014, indicating good fit of the model.

Hierarchical regression

The study employed hierarchical regression analysis to test hypotheses formulated. Each element in the VCC-DART model was entered into the regression model. The first element entered was dialogue. In the second entry dialogue and access were added, in the third entry dialogue, access and risk assessment were added. Finally, dialogue, access, risk assessment and transparency were added in the fourth entry. In adding these 4 independent variables to explain visitor citizenship behavior, the following R^2 changes were recorded. Dialogue explained 12.9% of total variations in VCB; addition of Access caused a positive change of 3.5% (16.4). The third model includes Risk assessment, and had a positive change of 4.7% (21.1%) on the outcome variable. Finally, in the fourth model, transparency caused a positive change of 3.7% (24.8) on visitor citizenship behavior. Further, the Durbin Watson test revealed that there is no autocorrelation in the model. The fourth model explains greater variance than models 1, 2 and 3. Thus, the fourth model was employed in analyzing the hypotheses.

Table 1: Mean, SD, Reliability Measures and Inter-correlation for constructs

Items	CR	AVE	1	2	3	4	5
Visitor CB	0.927	0.553	0.741				
Dialogue	0.951	0.775	0.360**	0.881			
Access	0.911	0.735	0.085	-0.262**	0.857		
R. Assessment	0.823	0.572	0.378**	0.465**	-0.022	0.756	
Transparency	0.922	0.760	-0.045	0.028	0.406**	0.197**	0.872
Mean			2.987	3.445	3.442	2.832	3.169
SD			0.735	0.777	0.915	0.832	0.954

Table 2: Regression (hierarchical) model summary

Model	R	R-Square	Adj. R-Square	R-Square Change	df	df2	Sig. F-change	Durbin-Watson
Step 1: Dialogue	0.360	0.129	0.127	0.129	1	365	0.000	
Step 2: Dialogue, Access	0.405	0.164	0.159	0.035	1	364	0.000	
Step 3: Dialogue, Access, Risk Assessment	0.460	0.211	0.205	0.047	1	363	0.000	
Step 4: Dialogue, Access, Risk Assessment, Transparency	0.498	0.248	0.239	0.037	1	362	0.000	

1.859

Table 3: Multicollinearity

Model	Tolerance	VIF
1 (Constant)		
Dialogue	1	1
2 (Constant)		
Dialogue	0.931	1.074
Access	0.931	1.074
3 (Constant)		
Dialogue	0.720	1.388
Access	0.918	1.089
Risk Assessment	0.773	1.293
4 (Constant)		
Dialogue	0.718	1.392
Access	0.759	1.317

Risk Assessment	0.750	1.334
Transparency	0.791	1.265

The regression model shows that Dialogue, Access and Risk Assessment have significant and positive effect on VCB ($\beta= 0.300$); ($\beta= 0.257$); and ($\beta= 0.286$) respectively. However, Transparency had a significant and negative effect on VCB ($\beta= -0.214$). Another preliminary analysis conducted in the study is multicollinearity. The study adopted the variance inflation factor (VIF) approach. Hair et al. (2010) established that multicollinearity is evident in a dataset when VIF value exceeds 4.0. In table 4, it can be observed that all VIF figures are less than 4, hence multicollinearity not a problem in this study.

Discussion and Conclusion of findings

The study investigates links between VCC dimensions and visitor citizenship behavior. In providing a vivid understanding of the study outcomes, first, the findings confirm that 3 dimensions of VCC (Dialogue, Access and Risk assessment) had a positive effect on visitor citizenship behavior. However, the study recorded a negative effect of Transparency on VCB. It could be inferred that value co-creation is dyadic process of interaction between service providers and visitors. However visitors' extra-role involvement is premised on the degree of open conversations, information availability, perception of risks associated and general transparency of the data management process. This finding resonates with those conducted by (Assiouras et al., 2019) and (Nájera-Sánchez et al., 2022).

This research has academic importance in corroborating the effects of visitor citizenship behavior and value co-creation. Based on the results obtained, it was realized that VCC influences visitor citizenship behavior. Also, the outcomes of the study reveal that effective management of big data obtained from technology based payment platforms can yield visitor citizenship behavior towards the service provider and other customers. Based on the findings of the study, visitor citizenship behavior was established as a consequence of all dimensions of value co-creation.

The study made some theoretical and practical recommendations. First, the study theoretically highlights the importance of visitor citizenship behavior and value co-creation through the DART model theoretical lens. Second, the study makes significant contribution to the tourism literature by examining the process through which visitors can build strong bonds with firms through big data management. In the context of practical contribution, result of this study is expected to be used as a blueprint for analyses and considerations on factors that promote VCC and factors that could yield value co-destruction such as transparency in this study. Owners and managers within the THI should devote resources into visitor data security initiatives.

Limitations and areas for future study

In spite of the implications of the study, it notes some limitations paving way for suggestions on possible directions for future research. First, this study was only undertaken in context of visitors who used electronic payments at restaurants within the Cape Coast metropolis, thus may potentially constrain generalization of the study outcomes. Future research on the subject matter could enlarge the sampling frame to cover wide-range of contexts, for instance e-banking and e-shopping, to optimize the validation of the instruments employed in the study. Second, the current study employed a quantitative research approach; and adapted DART scale developed by González-Mansilla et al. (2019). In advancing knowledge on the VCC, other studies could investigate the phenomenon by employing other VCC models.

References

1. Ahmad, K., Maabreh, M., Ghaly, M., Khan, K., Qadir, J., & Al-Fuqaha, A. (2022). Developing future human-centered smart cities: Critical analysis of smart city security, Data management, and Ethical challenges. *Computer Science Review*, 43. <https://doi.org/10.1016/j.cosrev.2021.100452>.
2. Arici, H. E., Arici, N. C., & Altinay, L. (2022). The use of big data analytics to discover customers' perceptions of and satisfaction with green hotel service quality. *Current Issues in Tourism*, DOI: 10.1080/13683500.2022.2029832.
3. Assiouras, I., Skourtis, G., Giannopoulos, A., Buhalis, D., & Koniordos, M. (2019). Value co-creation and customer citizenship behavior. *Annals of Tourism Research*, 78, <https://doi.org/10.1016/j.annals.2019.102742>.
4. Bartikowski, B., & Walsh, G. (2011). Investigating mediators between corporate reputation and customer citizenship behaviors. *Journal of Business Research*, 64(1), 39-44.
5. Chen, Z., Huang, S., Liu, C., Min, M., & Zhou, L. (2018). Fit between Organizational Culture and Innovation Strategy: Implications for Innovation Performance. *Sustainability*, doi:10.3390/su10103378.
6. Fornell, C., & Larcker, D. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.

7. González-Mansilla, O., Berenguer-Contrí, G., & Serra-Cantallops, A. (2019). The impact of value co-creation on hotel brand equity and customer satisfaction. *Tourism Management*, 75, 51-65.
8. Hiamey, S. E., Amenumey, E. K., & Mensah, I. (2020). Critical success factors for food tourism destinations: A socio-cultural perspective. *International Journal of Tourism Research*, doi:10.1002/jtr.2402.
9. Jabeen, F., Al Zaidi, S., & Al Dhaheri, M. H. (2022). Automation and artificial intelligence in hospitality and tourism. *Tourism Review*, 77(4), 1043-1061. <https://doi.org/10.1108/TR-09-2019-0360>.
10. Kotler, P., & Keller, K. L. (2012). *Marketing Management* (14th ed.). Pearson Education.
11. Liu, C. H., Horng, J. S., Chou, S. F., Yu, T. Y., Huang, Y. C., & Lin, J. Y. (2022). Integrating big data and marketing concepts into tourism, hospitality operations and strategy development. *Quality & Quantity*. <https://doi.org/10.1007/s11135-022-01426-5>.
12. Mayer-Schönberger, V., & Cukier, K. (2013). *Big Data: A Revolution That Will Transform How we Live, Work, and Think*. New York, NY: Houghton Mifflin Harcourt.
13. Mazur, J., & Zaborek, P. (2014). Validating Dart Model. *International Journal of Management and Economics*, 44(1), 106-125. doi:10.1515/ijme-2015-0012.
14. Mensah, J. (2022). Community perception of heritage values regarding a global monument in Ghana: implications for sustainable heritage management. *Journal of Humanities and Applied Social Sciences*, 4(4), 357-375. DOI 10.1108/JHASS-01-2021-0010.
15. Morosan, C., & DeFranco, A. (2019). Classification and characterization of US consumers based on their perceptions of risk of tablet use in international hotels: A latent profile analysis. *Journal of Hospitality and Tourism Technology*, 10(3), 233-254. <https://doi.org/10.1108/JHTT-07-2018-0049>.
16. Mugambwa, J., Mugerwa, G. W., Mutumba, W. W., Muganzi, C., Namubiru, B., Waswa, Y., & Kayongo, I. N. (2016). Privately provided accommodation service quality and customer satisfaction: The case of Nsamizi Training Institute of Social Development. *SAGE Open*, 6(2), 1-11.

17. Nájera-Sánchez, J. J., Martínez-Cañas, R., García-Haro, M. Á., & Martínez-Ruiz, M. P. (2022). Exploring the knowledge structure of the relationship between value co-creation and customer satisfaction. *Management Decision*. <https://doi.org/10.1108/MD-07-2021-0930>.
18. Nunnally, J., & Bernstein, I. (1994). The assessment of reliability. *Psychometric Theory*, 1, 248-292.
19. Ogbeide, G.-C., Fu, Y.-Y., & Cecil, A. K. (2020). Are hospitality/tourism curricula ready for big data? . *Journal of Hospitality and Tourism Technology*, 12(1), 112-123. doi:10.1108/jhtt-09-2017-0081.
20. Ogbuke, N. J., Yusuf, Y. Y., Dharma, K., & Mercangoz, B. A. (2022). Big data supply chain analytics: ethical, privacy and security challenges posed to business, industries and society. *Production Planning & Control*, 33(2-3), 123-137. DOI: 10.1080/09537287.2020.1810764.
21. Okolie, U., Ochinanwata, C., Ochinanwata, N., Igwe, P. A., & Okorie, G. (2021). Perceived supervisor support and learner's career curiosity: the mediating effect of sense of belonging, engagement and self-efficacy. *Higher Education, Skills and Work-Based Learning*, 11(5), 966-982. <https://doi.org/10.1108/HESWBL-09-2020-0207>.
22. Pallant, J. (2007). *SPSS survival manual—A step by step guide to data analysis using SPSS for windows* (3rd ed.). Maidenhead: Open University Press.
23. Payne, A. F., Storbacka, K., & Frow, P. (2008). Managing the co-creation of value. *Journal of the Academy of Marketing Science*, 36(1), 83-96. doi: 10.1007/s11747-007-0070-0.
24. Prahalad, C. K., & Ramaswamy, V. (2000). Co-opting customer competence. *Harvard Business Review*, 78(1), 79-87. doi: 10.1086/250095.
25. Prahalad, C. K., & Ramaswamy, V. (2004). Cocreation experiences: the next practice in value creation . *Journal of Interactive Marketing*, 18(3), 5-14.
26. Presbitero, A. (2021). Enhancing intercultural task performance: examining the roles of social complexity belief and cultural intelligence. *Personnel Review*, ahead-of-print No. <https://doi.org/10.1108/PR-03-2020-0198>.

27. Qiu, H., Wang, N., & Li, M. (2021). Stimulating Customer Citizenship Behavior With Service Climate: The Mediating Role of Customer Psychological Empowerment. *SAGE Open*, 11(1). <https://doi.org/10.1177/21582440211006065>.
28. Rather, R. A., & Sharma, J. (2017). Customer engagement for evaluating customer relationships in hotel industry. *European Journal of Tourism, Hospitality and Recreation*, 8(1), 1-13. doi: 10.1515/ejthr-2017-0001.
29. Schiavone, F., Metallo, C., & Agrifoglio, R. (2014). Extending the DART model for social media . *International Journal of Technology Management*, 66(4), 271-287.
30. Solakis, K., Peña-Vinces, J., & Lopez-Bonilla, J. M. (2022). Value co-creation and perceived value: A customer perspective in the hospitality context. *European Research on Management and Business Economics*, 28(1), <https://doi.org/10.1016/j.iedeen.2021.100175>.
31. Thomaidis, A. (2022). Data Breaches in Hotel Sector According to General Data Protection Regulation (EU 2016/679). In M. Valeri, *Tourism Risk* (pp. 129-140). <https://doi.org/10.1108/978-1-80117-708-520221009>. Bingley: Emerald Publishing Limited.
32. Vargo, S., & Lush, R. (2008). Service dominant logic: continuing the evolution. *Journal of the Academy of Marketing Science*, 36(1), 1-10.
33. Xie, L., Poon, P., & Zhang, W. (2017). Brand experience and customer citizenship behavior: the role of brand relationship quality. *Journal of Consumer Marketing*, 34(3), 268-280. doi:10.1108/jcm-02-2016-1726 .
34. Yallop, A., & Seraphin, H. (2020). Big data and analytics in tourism and hospitality: opportunities and risks. *Journal of Tourism Futures*, 6(3), 257-262. <https://doi.org/10.1108/JTF-10-2019-0108>.
35. Zaborek, P., & Mazur, J. (2019). Enabling value co-creation with consumers as a driver of business performance: A dual perspective of Polish manufacturing and service SMEs. *Journal of Business Research*, 104, 541-551.
36. Zach, F. (2012). Partners and innovation in American destination marketing organizations. *Journal of Travel Research*, 51(4), 412-425. doi:10.1177/0047287511426340.
37. Zhang, T., Lu, C., Torres, E., & Cobanoglu, C. (2020). Value co-creation and technological progression: a critical review. *European Business Review*, 32(4), 687–707. doi:10.1108/eb-08-2019-0149.

Arex Cabanas Nada
*Marketing Manager, CIBI
 Information Inc. Philippines*

**A study on the adherence of the selected national
 broadsheets to the code of ethics of National Press
 Photographers Association**

Abstract

Newspapers use visual components to deliver information more effectively and efficiently and elicit emotional responses from readers. The purpose of the study was to determine whether chosen national broadsheets adhered to the NPPA (National Press Photographers Association) photojournalism code of ethics. It focused on determining the visual contents of photos depicting calamity, crime, and tragedy published in selected national broadsheets using the NPPA Code of Ethics; to analyze the contents and presentation of photos depicting calamity, crime, and tragedy through the analysis of text and subtext; and to determine the level of adherence of the selected national broadsheets to the NPPA photojournalism code of ethics in publishing photos about the tragedy. The results indicate that the crime, tragedy, and calamity photographs published in the selected national broadsheets correspond to the NPPA code of ethics regarding the accuracy of the visual content, but the narratives frame the issues. The photojournalists communicate the story of a subject through the use of emotionally charged photographs. The photographs depicting tragedy, crime, and calamity published in chosen national broadsheets follow the NPPA code of ethics.

Introduction

Photographs can serve as historical documents for future generations. They preserve the feeling and picture of tragedy, the thrill of athletic competition, and the drama or triumph of war. With the advent of contemporary technology, the use of photographs as essential story-telling tools first appeared in journalism. Those caught up in the battle in the Middle East have utilized photography to depict the predicament of the war's victims. Time magazine and Newsweek were the first to publish citizen-taken battle photographs. This discipline continues to exist and is now categorized as photojournalism. Photojournalism is fundamentally based on the concept of visual news reporting. It is, like print journalism, a method of responsible journalism. In photographic photos, photojournalism captures and focuses on the emotions of a specific moment. This explanation of an event is illustrated like the news itself; it is not merely a supplement to the written material. 1930 marked the beginning of photojournalism in the Philippines. Honesto Vitug and the photographers Marcial Valenzuela, Vicente Ferrer, and Jose Claudio were its pioneers. Photojournalism has existed in the Philippines for over fifty years. The advent of photography has enabled newspaper readers to experience and appreciate the drama and excitement of daily occurrences with greater intensity. Eventually, Philippine newspapers embraced the practice. While photojournalism background accounts in the Philippines are limited, it is evident that American media influenced the use of photojournalism

in the country, given that modern Philippine newspapers were influenced by the wave of English newspapers that were established shortly after the end of the Spanish era in 1898 and the beginning of the American occupation. Today, English newspapers such as The Manila Bulletin (1898) continue to circulate. In the form of photographs, the potential of visual stimuli to convey and influence is apparent and unavoidable (Parkinson, 2000). Humans are forced by evolution to observe and distribute pictures. Therefore, the objective is limited to including images portraying drama that can rapidly evoke human emotion. The practice raises ethical concerns that conflict with privacy laws. With the introduction of powerful yet portable technology, photojournalism became popular in national newspapers and community newspapers around the globe. It is practiced together with citizen journalism in the Philippines. Long-term, the practice of the craft by civilians and journalists leads to restrictions on the use of photographs to maintain the journalistic quality. Associations, such as the Press Photography of the Philippines and the Center for Philippine Journalism, were founded to give practitioners opportunities for camaraderie, education, and even industry standards. National Press Photographers Group (NPPA), a worldwide association of visual journalists, television videographers, editors, and journalism students, was founded in 1947 with its headquarters in Durham, North Carolina. The choice to publish or not publish a photograph is made by photojournalists, the newspaper's editorial board, and the publisher, following the code of ethics of organizations such as the NPPA.

Method

Locale of the Study

The study was conducted at the different colleges and universities in Quezon province includes Southern Luzon State University, Manuel S. Enverga University Foundation, St. Anne College of the Pacific, Sacred Heart College, and Calayan Educational Foundation Institute offering AB Communication or BS Mass Communication program.

Research Design

The study is qualitative research that utilized a descriptive approach to determine the adherence of the selected national broadsheets to the code of ethics of NPPA. The researcher used quantitative components following the standard coding units and variable functions. This study also has a qualitative component through analysis of the photo.

Population and Sample

The respondents of the study were students the of different colleges and universities of Quezon Province offering AB Communication and BS Mass Communication program, who had already finished the Communication Ethics program; seventeen (17) Manuel S. Enverga University Foundation, nine (9) Sacred Heart College, five (5) St. Anne College of the Pacific,

seven (7) Calayan Educational Foundation Institute and sixty-seven (67) Southern Luzon State University with the total of one hundred five (105) students.

Research Instrumentation

The research used a self-made questionnaire constructed by the researcher based on the National Press Photographers Association Code of Ethics. The photos were purposively selected depicting tragedy, calamity, and crime from the three national broadsheets circulating in the country, namely, Philippine Daily Inquirer, Manila Bulletin and Philippine Star.

Procedures and Data Collection

To gather pertinent data needed in the study, the researcher utilized a four-point Likert Scale survey questionnaire. The set of survey-interview was used as a primary tool for data gathering. Based on the approved objectives, the researcher constructed the questionnaire. Once the adviser checked and approved the questionnaire, the researcher sought the permission of the Chairperson of the BA Communication program in SLSU for the validation with the selected junior students as respondents. After the verification, the questionnaire was edited. The adviser checked the questionnaire, and upon approval, the researcher surveyed the respondents. The study respondents were purposively selected from the colleges and universities in Quezon Province offering AB Communication and BS Mass Communication programs. The researcher secured the permission of the head of the selected colleges and universities to hand out the self-constructed questionnaire by providing letters representing the study's validity. Afterward, the researcher tallied, analyzed, and interpreted the results to determine the level of adherence of photojournalists to the NPPA code of ethics.

Statistical Treatment

The gathered data were analyzed and interpreted using the weighted mean formula. To evaluate the statements, the following scale was used:

	Scale	Descriptive Rating
4	3.25-4.00	Strongly Adhere
3	2.50-3.24	Adhere
2	1.75-2.49	Not Adhere
1	1.00-1.74	Strongly Not Adhere

Results

Analysis of visual contents, text, and subtext

Photos serve an essential function in print publications. Photos tell a story on their own, and they are also employed to "show more story" in addition to the text. They can be used for a variety of purposes. Photographers and publishing organizations can utilize them to tell a story with a dramatic effect. Photos, particularly those placed on the front page, can have a powerful emotional impact on readers. The selection of photographs for publication in newspapers is not the photojournalist's responsibility. The editorial board and publisher contribute to the decision-making process because this may present an ethical challenge for the publication. The study analyzed the visual content of calamity, crime, and tragedy photographs published in chosen national broadsheets to determine whether or not they adhere to the NPPA code of ethics.

Table 1.1 Analysis visual contents, text and subtext of photo depicting calamity, crime and tragedy published in broadsheet A.

Situation/Event	Visual Content	Text	Subtext	Adherence to the NPPA Code of Ethics
Photo 01 Water shortage in the Philippines	The photo shows a man and a child amidst plastic containers to be filled with water.	Water shortage vast areas within Metro Manila and Cavite are said to experience water shortage for the 12 to 14 hours according to Maynilad.	The caption suggests that the calamity of water shortage will hit Metro Manila and Cavite will last for a day.	The photo follows the NPPA Code of Ethics of accuracy and actuality in representing the subject. It is not altered in any form.
Photo 02 Hostage taking in the Quirino Grandstand	The photo shows the whole view of Quirino Grandstand where the incident happened and the photo of a man waving his hands as if he wants to tell something.	Hostage taking dismissed Police Captain Rolando Mendoza waves from the bus where he held hostage its passengers, composed mostly of tourist from Hong Kong and three Filipinos, yesterday in front of the	The phrase "Hostage Taking" suggests negative connotation on the crime happened.	The photo shows accuracy and comprehensiveness in representation of the subject. It does not show victims in humiliating scenes.

		Quirino Grandstand.		
Photo 03 Plane Crash in Cotabato City	The photo shows what rescuers are doing.	Cotabato City Philippines military mourned Thursday the death of senior commander and seven more whose Nomad aircraft crashed on a village in Cotabato City in Mindanao.	The caption highlights the tragic event that happened in Cotabato City. The text suggests a tragic incident wherein the Philippine Military were dismayed to the death of their Senior Commander and seven more nomads.	The photo shows respect and dignity since the dead bodies are not shown and no victims were shown in humiliating manner. The photo follows the NPPA code of ethics in terms of actuality and accuracy.

Table 1.1 shows the analysis of the selected photos published by Broadsheet A. In terms of visual content, all the photos are shot with actuality, thus, conforming to NPPA's provision on accuracy. Photo 01, the high angle shot, gives a dramatic impact but still respects the subject. The photo was presented with context without showing the face of the subject. Photo 02 shows the complete view of where the incident happened and added an inset photo to show the vital element of the story. Photo 03 is notable for presenting the event with context without having to show dead bodies or victims in a humiliating manner. The angles or perspectives of the photos were at the publisher's discretion. All the photos were presented to communicate a particular message through their visual contents. Broadsheet A photos and text adhere to the code of ethics of the NPPA. Photo 01 caption suggests that the calamity that hit Metro Manila and Cavite will only last for a day. Photo 02 caption has a striking impact on the readers. However, the phrase "Hostage Taking" suggests a negative connotation to the crime; however, the narrative still tells a comprehensive and complete story behind the incident. Photo 03 highlights the tragic event that happened in Cotabato City. The caption attempts to show complete information about the incident but fails to complement the visual content of the photo. The caption also tells another story where one of the casualties of the incident is their Philippine Military commander and the other seven nomads. In terms of following the NPPA Code of Ethics, photo 01 followed the NPPA Code of Ethics provision, "Be accurate and comprehensive in the representation of subjects." Accuracy and comprehensiveness are observed since the photos are not altered. Photo 02 also followed the same provision by telling the complete story and presenting the context of the photo by showing the complete view of the incident. Photo 02 failed to follow the condition of "Editing should maintain the integrity of the photographic images' content and context. Do not manipulate images or add or alter the sound in any way that can mislead viewers or misrepresent subjects" two photos can be observed in the front page (1)

whole view where the incident happens (2) dismissed police officer Rolando Mendoza waving his hand in the bus where the hostage-taking happened. The photo, however, attempted to show complete information about the incident that happened. Photo 03 followed the NPPA Code of Ethics "Treat all subjects with respect and dignity. Give special consideration to vulnerable subjects and compassion to victims of crime or tragedy. Intrude on private moments of grief only when the public has an overriding and justifiable need to see. The photo shows a tragic event that happened in Cotabato City. The photo failed to follow the provision of showing respect and dignity to the casualties; however, actuality and completeness are observed.

Table 1.2 Analysis visual contents, text and subtext of photo depicting calamity, crime and tragedy published in broadsheet B.

Situation/Event	Visual Content	Text	Subtext	Adherence to the NPPA Code of Ethics
Photo 04 Water shortage in the Philippines	The photo shows elderly women carrying the drum of water.	Heavy Burden Elderly women carry a drum of water lining up for hours at a deep-well Pum in Barangay Batasan Hills, Quezon City, on Monday. Many parts of Manila including 22 barangays in Quezon City are experiencing water shortage due to the low water level of Angat Dam.	The caption of the photo narrates the calamity. As the text suggests the burden that the elderly women have been through for their drums to be filled with water. This utilizes a micro-macro style of presenting the story.	The photo shows accuracy and actuality but used elderly women as subjects to show drama. Although it is not humiliating for the subject, the visual content of the photo tells another story.
Photo 05 Hostage taking in the Quirino Grandstand	Police officers try to resolve and stop the hostage taking.	Botched Assault: Members of Manila's Special Weapons and Tactics team begin its rescue of Hong Kong tourist held hostage by the disgruntled dismissed policeman. Eight tourists died.	The caption "Botched Assault' suggests inhumane death of the victims, putting the suspect in a negative light	The photo was taken accurately showing the actuality of the event.

		The deaths sparked international outrage and deeply embarrassed the Philippines.	and suggests a notion that the police officers failed to exercise their duty.	
Photo 06 Plane Crash in Cotabato City	The photo was shot in high angle shot. It shows the venue of the incident and policeman checking on the incident. The residents of the place are shown in the photo.	Home Wrecker: Rescuers retrieve bodies from a residential area where a military Nomad crashed into two houses in Cotabato City shortly after takeoff from the Awang airport on Thursday.	The caption "Home Wrecker" suggests multiple meanings: (a) literally the plane destroyed the houses and (b) the accident broke the families' lives.	The photo follows the NPPA's provision on accuracy, the photo was shot in high angle to showcase the incident as a whole. It does not show dead bodies and grieving victims.

Table 1.2 shows the analysis of the photos published in Broadsheet B. Based on visual contents, and the photos presented the event/incident accurately. The photos show the actual incident and the people involved in the incident. This follows the NPPA ethical provision on accuracy. This also supports the visual journalism community principle that photojournalists should resist being manipulated by staged photo opportunities. Photo 04 denotes more drama and has more emotional appeal since the subjects are the elderly. This follows the principle of framing and agenda-setting those newspapers frame the contents of their newspaper to present their agenda. Photo 05 shows the police officer trying to resolve the crime and stop the hostage-taking, presented accurately through visual contents. Photo 06 was meant to create a dramatic impact. The publisher uses angling and positioning to capture the whole incident. Rescuers and police officers are observed in the photo, which shows completeness and comprehensiveness in presenting the subject. Pictures, when taken correctly with relevant content, are unbiased. All of the photos are taken to communicate another message in terms of narrative. Although they did not violate the NPPA's code of ethics, they framed the issue in the manner the broadsheet wanted to present the story. Photo 04 caption narrates the calamity that hits Manila. "Heavy Burden" denotes a negative impact that shows that the calamity that strikes the country is a burden to the citizens. Photo 05 caption "Botched Assault" indicates a negative effect on readers, it suggests the terrible death of the tourist inside the bus, and on the other hand, it indicates that police officers fail to do their duty. Photo 06 caption "Home Wrecker" suggests multiple meanings, which is one of the techniques of newspapers to add spice to their photo itself. The researcher associated this result in accordance with McComb's Agenda Setting theory that not only do people acquire factual information about public affairs from the news

media, but readers and viewers also learn how much importance to attach to a topic based on the emphasis placed on it in the news. In terms of following the provision of the NPPA Code of Ethics, photo 04 followed the ethical provision of the NPPA Code of Ethics.

"Be accurate and comprehensive in the representation of subjects" they used elderly women as the subjects to show drama and to ensure having a more significant impact on the audience. Photo 05 follows the ethical provision.

"Avoid stereotyping individuals and groups." Photo 06 attempted to create a dramatic impact using framing and positioning of the photo as it was shot in a high angle shot. It follows the ethical provision of the NPPA Code of Ethics On accuracy.

Table 1.3 Analysis visual contents, text and subtext of photo depicting calamity, crime and tragedy published in broadsheet C.

Situation/Event	Visual Content	Text	Subtext	Adherence to the NPPA Code of Ethics
Photo 07 Water shortage in the Philippines	The photos show a man waiting for his drum to be filled with water.	Quezon City Metro Manila may be facing a water shortage as the water level at Angat dam, the main source of water for the metropolis, has gone down to critical level.	The caption attempted to explain the phenomenon of water shortage from a scientific and technical perspective.	The photo presented the event accurately. The subject is not shown in a humiliating manner, but it shows despair and hopelessness.
Photo 08 Hostage taking in the Quirino Grandstand	The photo shows a dead person lying on the door of the bus where the incident happened.	Dismissed Manila Policeman Rolando Mendoza lies dead from a sniper's bullet at the end of hostage incident in August 23. Insets show the eight officials recommended for administrative and other charges.	The caption suggests that the incident was ended by a sniper's bullet that leads to releasing the hostage tourists.	Despite showing actuality and accuracy, this photo presented the victim humiliating manner which is a violation against the NPPA code of ethics. This also violated the provision on context since only part of bus was shown not being able to narrate the full story in terms of visual content.
Photo 09 Plane Crash in Cotabato City	The photo shows the dead body of the	Philippine Air force rescue teams retrieve	The caption focuses on the rescue operation done.	The photo follows the NPPA code of ethics in giving

	casualties of the plane crash, the residents of the place and the policeman checking on the incident.	bodies of victims from the site after a twin-prop Nomad aircraft (inset) crashed in Catabato City yesterday.		respect and dignity to the victim. Even if they showed the victims, they blur it for the readers not to see the actual appearance. They still follow accuracy and actuality.
--	---	--	--	--

Table 1.3 shows the analysis of the photos published in Broadsheet C. Based on visual contents, the photos presented the event incident accurately. However, Photo 8, showing the slain body of dismissed Manila policeman Rolando Mendoza, conflicts with the NPPA code of ethics that photojournalists must give respect and dignity to the victims. Nevertheless, despite showing the dead victims, the paper managed to adhere to the code of ethics by blurring the dead bodies. All the photos published in Broadsheet C depict drama and stir strong emotional impact. This follows the strategy of visual communication that visuals can efficiently and effectively draw emotions. In terms of narratives, the photo caption complements the visual content of the photos. The captions are meant to add spice to the photo. Photo 07 caption attempts to tell the story behind the calamity, which follows the provision of completeness in telling the whole story. Photo 08 caption suggests that the crime ended with a sniper's bullet that led to the scenario of the dead body at the door of the bus. Photo 09 caption focuses on the rescue operation done by the rescuers. In terms of following the provision of the NPPA Code of Ethics, photo 07 follows the ethical provision of "Be accurate and comprehensive in the representation of subjects. Despite the photo's attempt to stir emotional impact to the audience, it is still not humiliating in any manner. Photo 08 is disturbing and humiliating at the same time; the photo attempts to show dramatic impact to the audience but fails to follow the ethical provision of NPPA "Treat all subjects with respect and dignity". Give special consideration to vulnerable subjects and compassion to victims of crime or tragedy. Intrude on private moments of grief only when the public has an overriding and justifiable need to see. "It shows a dead man lying on the door of the bus, which shows disrespect to the victim. On the other hand, Photo 09 followed the ethical provision of NPPA of showing respect as they edit or blur the picture to show respect to the victim, though NPPA Code of Ethics provision "Editing should maintain the integrity of the photographic images' content and context. Do not manipulate images or add or alter the sound in any way that can mislead viewers or misrepresent subjects." altering and editing are observed, but it still shows accuracy and actuality.

Table 2. Weighted mean distribution of the responses on the adherence of the selected national broadsheets to the NPPA Code of Ethics.

Statements	Weighted Mean	Descriptive Rating
1. The subjects of the photos are presented accurately.	3.3	Strongly Adhere
2. The photos have a complete and comprehensive details showing the subjects and the incidents.	3.2	Adhere
3. The photos are not staged or manipulated.	3.1	Adhere
4. The photos show the context of the event featured.	3.0	Adhere
5. The photos do not stereotype individuals or groups.	2.9	Adhere
6. The photos presented do not show the bias of the photojournalist.	3.0	Adhere
7. The photos presented the victims with respect and dignity.	2.6	Adhere
8. The photos are not edited or altered in any form in an attempt to influence the readers.	2.9	Adhere
9. The captions present the accurate description of the event in the photos.	3.0	Adhere
10. The captions do not ridicule or stereotype an individual or a group.	3.1	Adhere
General Weighted Mean	3.01	Adhere

Table 2 shows the mean distribution of the respondent's level of agreement on the adherence of the selected national broadsheets to the ethical standard of NPPA. The respondents strongly agreed that the subjects of the photos are presented accurately with a weighted mean of 3.3; they agreed that the photos have complete and comprehensive details showing the subjects and the incidents obtaining a weighted mean of 3.2. With a 3.1 weighted mean, the respondents agreed that the photos were not staged or manipulated. They also agreed that the photos do not show any bias toward a group or individual, show accuracy in presenting the photo through the description, and they also agreed that the photos show the contexts of the events featured with a 3.0 weighted mean. Lastly, they agreed that the photos did not stereotype individuals or groups, obtaining a 2.9 weighted mean. The respondents agreed that the photos respect and pay dignity to the victims obtaining a 2.6 weighted mean. Moreover, the respondents agreed that the photos are not edited or altered in any form in an attempt to influence the readers, and the captions present an accurate description of the event, both having a weighted mean of 2.9. The average weighted mean of 3.01 with a descriptive rating of agreeing signifies that the photos of tragedy, crime, and calamity published by the selected national broadsheets adhere to the code of ethics of NPPA. The results conform with the National Press Photographers Association (2012) statement that the guiding principle of photojournalists is accuracy, and they believe that it is wrong to alter the contents of photographs in any way to deceive the public. The result is also supported by the visual journalism community principle that photojournalists should be accurate and comprehensive in the representation of subjects, should

resist being manipulated by staged photo opportunities, should provide context when photographing or recording subjects and should avoid stereotyping individuals and groups and should treat all subjects with respect and dignity.

References

- Becker, H. (2002) . “Visual Evidence: A seventh memory, The specified Generalization and the Work of Reader” *Visual Studies* 17.1 (3-11)
- Berger, A. (2000). *Media and Communication Research Methods: An Introduction to Qualitative and Quantitative Approaches*. London: Sage Publication Inc.
- Bhan A (2005). *Should Health Professionals Allow Reporters Inside Hospitals and Clinics at Times of Natural Disasters*. Retrieved from [www://:PLoS Medicine Should HealthProfessionalsAllowReportersInsideHospitalsandClinicsatTimesofNaturalDisasters.htm](http://www://:PLoS%20Medicine%20Should%20HealthProfessionalsAllowReportersInsideHospitalsandClinicsatTimesofNaturalDisasters.htm)
- Borman, E. (1980). *Communication Theory*. New York: Holt: Rineheart and Winston.
- Boyle K. (2005). *Media and Violence*. London: Sage Publication
- Boyle, T. (2001). “Intermedia Agenda Setting in the 1996 Presidential Election” *Journalism and Mass Communication Quarterly*. Vol. 78 No. 1 (Spring 2001) 26-24
- Chapnick, H.(1994). *Truth needs no Ally;*, Inside Photojournalism. Abbeville Press Publishers
- Eco U. (1967). *A Theory of Semiotics*. Indiana, USA: Indiana University Press Bloomington
- Erickson E. (1963). *Childhood and Society*. New York: Norton Publishing.
- Erickson, E. (1959). “Identity and the Life Cycle” *Psychological Issues* Vol.1.1
- Febre, F. (1999). *Introduction to Statistics*. Manila Philippines: Philippine Phoenix Publishing House Inc.
- Garcia R. (2003). *The Police Photography*. Quezon City: Central Print and Demont.
- George J. (2006). *A Practical Guide to Graphics Reporting Introduction to Graphics for Print and Web Broadcast*. Pillions, Burlington: Focal Press Burlington Massachusetts.
- Girbaldi, J. (1995). *Handbook for Writers of Research Papers: 4th Edition*. New York: The Modern Language Association of America.

Gunter, B. (2000). *Media and Research Methods: Measuring Audiences Reactions and Impact*. London: Sage Publications.

Horton B.(1990). *The Associated Press: The News Photographers Bible*. New York: Addison-Wesley Publishing Company Inc.

Innis R. (1968). *Semiotic: An Introductory Anthology*. Chandos Palare, London: Hutchinson and Company Publishing Group.

Jeffrey I. (2008). *How to read a Photograph*. Thomas and Hudson: High Holborn: John Wiley and Sans.

Keith S. Schwalbe C. & Silcock B.(2009). *Images in Ethics Codes in an Era of Violence and Tragedy*. Arizona, USA: Lawrence Erlbaum Associates, Publishers.

Landicho O. (2005). *Ethics and Journalism*. Sta. Cruz, Manila: Bookstore Publishing Corporation.

Laoup L. (February, 2007). *Photojournalism and Today's News: Creating Visual Reality*. Sage Publication.

Lester P. (1999). *Photojournalism: An Ethical Approach*. Hillsdale, New Jersey: Lawrence Erlbaum Associates, Publishers.

Lewis G. (1991). *Photojournalism: Content and Technique*. Kerper Boulevard, Dubuque. WM C. Brown Publishers.

Littlejohn S. (1999). *Theories of Human Communication 6th ed.* United States of America: Wodsworth Publishing Company.

Lovell R. (2002). *Pictures and Words*. Toronto, Canada: Canada-Thomson Delmar Learning.

Lucy N. (2001). *Beyond Semiotics: Text Culture and Technology*. United States of America Continuum Publishing.

Malinao A. (2004). *Journalism For Filipinos (3rd ed.)*. Mandaluyong City 1550: Corporation. National Bookstore.

Manuel A., Robin G. & Tana W. (1987). *Learning the Media: An Introduction to Media Teaching*. London: Macmillan Education LTD.

Mc Quail, D. (1987). *Mass Communication Theory: An Introduction* 2nd Edition. London: Missouri, USA: University of Missouri Press.

Mounin G. (1985). *Semiotic-Praxis: Studies in Pertinence and in the Means of Expression and Communication*. New York, New York: A Division of Plenum Publishing.

Racelis, M. & Aguirre A. (2005). *Making Philippines Cities Child Friendly: Voices of Children in Poor Communities*. Quezon City: Institute of Philippine Culture.

Ramirez J. (1989). *Philippines Journalism Handbook*. (3rd ed.). Manila Philippines: National Bookstore Inc.

Roger W. & Dominick J. (2000). *Mass Media Research: An Introduction*. Washington District of Columbia: Woodsworth Publishing Company.

Rosenblum, N. (1997). *A World History of Photography*. United States of America: Route Ledge Publishing.

Roxas-Lim, A. (2001) . “Philippine Media: Risking the Future” *Philippine Humanities Review* 5: 99-113

Ryan, J. & Wenthworth W. (1999). *Media and Society: The Production of Culture in the Mass Media*. United States of America :Allyn& Bacon..

Santos V. (2005). *Worse Than Free*. Pasig City Philippines: Anvil Publishing Inc.

Tan, A. (1985) *Mass Communication Theories and Research* (2nd ed.). New York: United Kingdom: Blackwell Publishing.

Weeld L. (2000) *Photography: A Critical Introduction* (2nd ed.). Nevada, USA: Sage Publication

Wheeler, T. & Erlbourn, L. (October, 2003). *Phototruth or Photofiction: Ethics and Media Imagery in the Digital Age*. Mahwah New Jersey: Association Publishers,

Wilson T (2009). *Understanding Media Users: From Theory to Practice*. A John and Sons Wiley Ltd. Publication.

Appendices

NPPA Preamble

The National Press Photographers Association, a professional society that promotes the highest standards in visual journalism, acknowledges concern for every person's need both to be fully informed about public events and to be recognized as part of the world in which we live. Visual journalists operate as trustees of the public. Our primary role is to report visually on the significant events and varied viewpoints in our common world. Our primary goal is the faithful and comprehensive depiction of the subject at hand. As visual journalists, we have the responsibility to document society and to preserve its history through images.

Photographic and video images can reveal great truths, expose wrongdoing and neglect, inspire hope and understanding and connect people around the globe through the language of visual understanding. Photographs can also cause great harm if they are callously intrusive or are manipulated. This code is intended to promote the highest quality in all forms of visual journalism and to strengthen public confidence in the profession. It is also meant to serve as an educational tool both for those who practice and for those who appreciate photojournalism.

To that end, The National Press Photographers Association sets forth the following.

Code of Ethics

Visual journalists and those who manage visual news productions are accountable for upholding the following standards in their daily work:

1. Be accurate and comprehensive in the representation of subjects.
2. Resist being manipulated by staged photo opportunities.
3. Be complete and provide context when photographing or recording subjects. Avoid stereotyping individuals and groups. Recognize and work to avoid presenting one's own biases in the work.
4. Treat all subjects with respect and dignity. Give special consideration to vulnerable subjects and compassion to victims of crime or tragedy. Intrude on private moments of grief only when the public has an overriding and justifiable need to see.
5. While photographing subjects do not intentionally contribute to, alter, or seek to alter or influence events.
6. Editing should maintain the integrity of the photographic images' content and context. Do not manipulate images or add or alter sound in any way that can mislead viewers or misrepresent subjects.
7. Do not pay sources or subjects or reward them materially for information or participation.

8. Do not accept gifts, favors, or compensation from those who might seek to influence coverage.
9. Do not intentionally sabotage the efforts of other journalists.
10. Do not engage in harassing behavior of colleagues, subordinates or subjects and maintain the highest standards of behavior in all professional interactions.

Photos published in Broadsheet A about calamity, crime and tragedy



Photo 01-Water Shortage in the Philippines



Photo 02-Hostage Taking in Quirino Grandstand



Photo 03-Plane Crash in Cotabato City

Photos published in Broadsheet B about calamity, crime and tragedy



Photo 04-Water Shortage in the Philippines



Photo 05-Hostage Taking in Quirino Grandstand



Photo 06-Plane Crash in Cotabato City

Photos published in Broadsheet C about calamity, crime and tragedy



Photo 07-Water Shortage in the Philippines



Photo 08-Hostage Taking in Quirino Grandstand



Photo 09-Plane Crash in Cotabato City