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## Analysis on the Convergence Practice of District level Convergence Media Centre in Yuncheng City

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### Abstract

In China, the construction of district and county-level convergence media centres is currently experiencing an upward stage. The construction of district and county-level convergence media centres began nationwide in 2018, and their primary responsibility is to assist the government to complete its functional transformation as well as to cooperate with the implementation of rural revitalisation plans. According to previous literature, the construction and operation of district and county-level convergence media centres are not perfect, and many common problems have emerged, which are difficult to solve. This study was a mixed study, a total of 79 valid questionnaires were received by sending electronic versions through WeChat. In general, the construction of convergence media centres at the district and county levels is still imperfect at this stage, there are no effective top-level designs, funds, talents or policies, and it is difficult to effectively support convergence media as the internal structure of the centre is fused.

**Keywords:** Convergence Media Centres, Practitioner Perception, Development Strategy, Rural Revitalization, Social Governance.

### Introduction

The era of convergence media is the that of mutual convergence of new media and traditional media of multiple media. Compared with the previous communication effect, the era of convergent media has greatly widened the original communication channels and significantly enhanced the influence of communication. This new media can make full use of mobile internet technology and publish simultaneously through multiple platforms and means, presenting the characteristics of real-time, rapid, multi-directional and interactive, which greatly improves the speed of information dissemination (Zhang, 2021).

With constant competition in the marketisation of new media communication, China's domestic TV companies have also entered the era of convergence media. However, what should be noted prior to this is the distribution of media agencies in China. At the end of 2007, there were 2,587 radio and television broadcasting institutions nationwide, including 1,916 county-level radio and television broadcasting institutions, accounting for about 74.74% of the national radio and television broadcasting institutions 1% (Chen, 2019). According to the most recent data, there are 2,541 broadcasting stations in China, 391 broadcasting stations

above prefecture-level cities, and 2,106 county-level broadcasting stations (National Radio and Television Administration, 2021).

In this stage of promoting the convergence of media, we can see that the top-level design of the government for convergence media centre in 2018 is relatively perfect. At the same time, it also marks the second stage after the government has implemented the "central kitchen" communication process: providing grassroots services to ensure the perfection of the communication matrix for local areas (Zhang, 2020). To sum up, the "central kitchen" is a system that integrates production, information dissemination and post-stage operations. It focuses on content production and dissemination. The "central kitchen" not only serves the media covered by the People's Daily, but also establishes a platform for all media industries to produce high-quality content. Its advantages can be witnessed during the coverage and publicity of the 19th National Congress by the People's Daily (Shen, 2020).

The central kitchen is similar to the traditional Indonesian newspaper Kedaulatan Rakyat. Its newsroom 3.0 is a combination of traditional media and new media editing room to deal with the future of Industry 4.0, mainly to prevent the rapid upgrading of new media technology in the future from leading to inadequate means of producing news. However, coupled with the landscape of journalism of Kedaulatan Rakyat that had not met the criteria of multitasking and inequality and role distribution among media, the new activities also worked optimally (Qholiva, 2021). Regarding the attempts of China and Indonesia to build a convergence media system, the biggest difference is that China regards the construction of a convergence media centre as a political task. Although the media centre is the development direction of the future communication system, it is not perfect for top-level design. Mandatory convergence creates a lot of problems.

The system and mechanism are not flexible and perfect, and the quality of the content cannot be guaranteed. At the same time, it is difficult to mobilise the enthusiasm of the employees on the job, and it is difficult to retain a large number of high-quality employees (Shen, 2020). As for ordinary enterprises, digitalisation and the continuous updating of new technologies forces them to enter the competition in the field of digital media. Under the threat of the digital age, the era of traditional media does not come to the end as the emergency of digital media can bring them to the digital age if traditional media companies take functional approaches during their transition (Yue, 2022).

With the continuous implementation of policies, district and county level convergence media centres have become a controversial area of research. After the proposal of the rural revitalisation plan in October 2017, in the middle of 2018, the relevant policies of district and county level convergence media centres had been published, and all regions and counties from across the country began to construct convergence media centres. It can be imagined that the construction plan of the convergence media centre is closely related to the rural revitalisation plan, which can also be said to be a supporting plan to coordinate the smooth implementation of rural revitalisation. Convenience, efficiency and speed also indicate that China's domestic communication grid has been further strengthened.

### **Definition of District and County Level Convergence Media Centres**

At present, the Chinese academic community has not formed a consensus on the concept of "county-level convergence media centre". As a national standard, the Code 3+3 for the

Construction of county-level convergence media centre provides an operational definition: integrating county-level radio television, newspapers, new media and other resources, and developing a convergence media platform for media services, party building services, political services, public services, value-added services and other businesses (Central Propaganda Department, 2019).

The research site is located in Yuncheng City, Shanxi Province, China. The construction of the convergence media centre in this area has been rapid, since around the end of the 2018. As of December 31, 2018, the first batch of 39 county-level convergence media centres launched in Shanxi Province have all been unveiled. The provincial smart cloud platform jointly built by Shanxi Daily and Shanxi Radio and TV Station will assume the important tasks of building a provincial technical platform and a provincial general control platform for the county-level convergence media centres in Shanxi Province (Shen, 2020).

In general, the convergence media centre is a new information and service dissemination organisation led by local government agencies, which integrates and reorganises the previous communication organisations, and establishes a new information and service dissemination organisation focusing on local services.

Is there a platform that can be guided by social interests, take the responsibility of serving the grassroots by means of organising the masses, and improving the pattern of collaborative governance of grassroots society? As a county-level convergence media centre with the mission of guiding and serving the masses, it undoubtedly responded to this appeal. (Yu, 2019)

#### **Development Process of District and County Level Convergence Media Centres**

Since 2004, when the General Office of the CPC Central Committee and the State Council proposed the principle of "no newspapers at the county level", the number of county-level newspapers in China has declined dramatically. According to the data, as of 2018, there were only 19 county-level newspapers left in China (China Publishing Media Network. The State Press and Publication Administration released "The basic situation of the national press and publication industry in 2018" [EB/OL]. <http://www.cbbr.com.cn/article/130425.html>, 2019-08-27). This, coupled with the reform of TV stations, which divested some of the additional revenue that originally belonged to TV stations, has significantly reduced the revenue capacity of TV stations and traditional media sources such as newspapers.

Some scholars have learned through field research that many county and rural TV stations have suffered a precipitous drop in viewership and a devastating drop in advertising revenue due to the withdrawal of their own channels (Zhang, 2005). During this period of time, except for the major provincial capital TV stations with certain strength, the TV stations in other cities should have declining revenue and influence, and their audience becomes gradually attracted by the Internet sources.

Until 2018, in order to "open the last kilometre" (the last kilometre refers to the lack of credibility and influence of local media in the area under its jurisdiction, which makes the government lack a certain degree of control over the local area), and at the same time, the rural revitalisation proposed in the 17th year, local governments began to build convergence media centres. At the same time, this also means that it is impossible to effectively respond

to public opinion at the grassroots level. In fact, prior to the implementation of the establishment of the convergence media centre, in 2017, due to performance and other issues, Shanxi Daily and Shanxi Radio and Television initiated the establishment of Shanxi Cloud Media Development Co., Ltd. to build the Shanxi Media Intelligent Cloud Platform, with a registered capital of 50 million yuan, Shanxi Radio and Television accounted for 51% of the shares, Shanxi Daily accounted for 49% of the shares.

So, the construction of the convergence media centre can be said to have to some extent opened up the link between the government and the grassroots people in the areas under its jurisdiction, while at the same time the Chinese government's function has changed from being economy to service, which makes the convergence media centre even more significant, shouldering the triple function of government affairs + media + service. The government, wanting to better involve government media in the market and save the cost of maintaining these media organisations, has started the process to integrate local media. In early 18, provincial capitals such as Beijing were chosen for pilot tests, which were subsequently extended to various other locations. After 2018, there is an obvious difference in the construction of the convergence media centre, which is the emphasis the feedback of information dissemination and the provision of local social services (Teng, 2019).

However, the rapid transformation of the communication matrix and the establishment of convergence media centres with big rules have also created a multitude of problems. The introduction and strengthening of the social governance framework has further deepened the functional positioning of county-level convergence media centres, from the previous emphasis on the local media function of guiding public opinion and disseminating information to the dimension of serving the masses and promoting grassroots social governance.

As for the target of this study - the development history of district-level convergence media centres in Yuncheng City is mainly 18 years by district-level TV stations (This TV station does not have their own TV channels in Yanhu district-level administrative areas, mainly because of the overlap with the amount of service scope of city stations and insufficient funding) merged with district-level organisations such as newspapers, which also include local cultural communication organisations such as the Pu opera troupe. This has created a significant problem of staff transfer and integration. The rating of the district-level convergence media centre is lower than that of the organisations before the integration, which can cause some personnel with more senior titles to be reluctant to transfer.

According to the construction nature of the technology platform, it is divided into "platform self-built" and "platform sharing"; It can also be divided into "newspaper mode", "radio and television mode", "company mode" and "cooperation mode" according to the type of contractors (Zhang Junchang, 2019). As for the construction of the central kitchen, the mixed use of provincial and municipal level convergence media platform (Both media platforms belong to the branch platforms of the central kitchen system), but the effect is less valuable. The central screen established is only used when there is a leadership inspection, and is normally closed. About the specific problems, the author will also gradually analyse later.

The author collected a random sample of 27 articles about convergence media centres from the literature base, screened and got several important selections about the construction of

convergence media centres, and it can be shown that there are some major problems shared by both provincial capitals and county-level cities. These problems still exist from the construction to the present, and the results of this study's research still have the remnants of these problems.

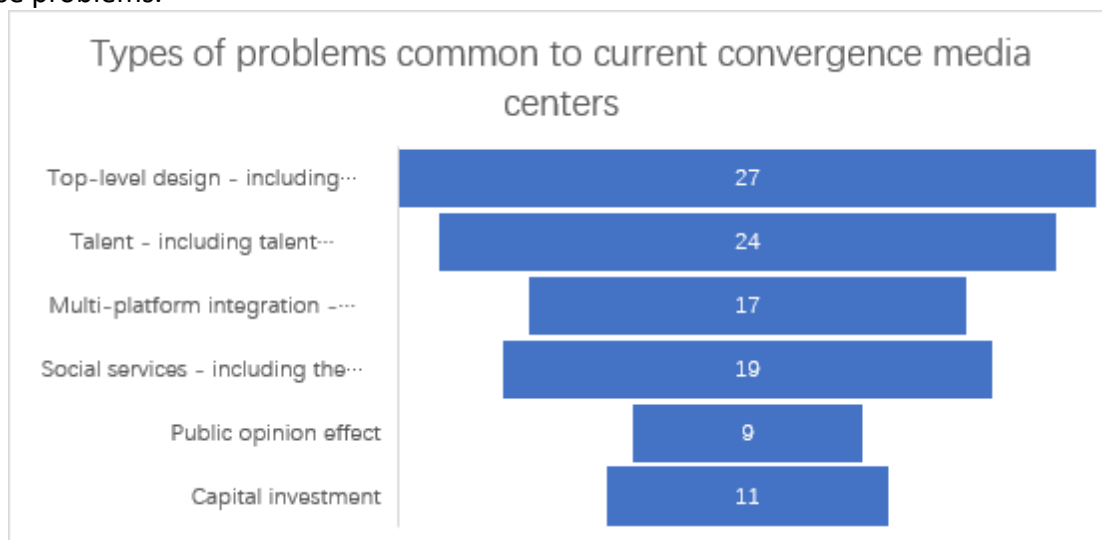


Figure 1 - Types of problems common to current convergence media centres

**Methods**

This study adopts a mixed method. Firstly, it uses qualitative one-on-one interviews with the grassroots employees of the media centre to summarise the current problems faced by the media centre. Secondly, questionnaires were used. Using the formula, we can obtain a sample with a high confidence level of 80, using convergence media center as the sample After passing the pre-test, electronic questionnaires were sent through WeChat, and a total of 79 valid questionnaires were collected.

$$n = [z^2 * p * (1 - p) / e^2] / [1 + (z^2 * p * (1 - p) / (e^2 * N))]$$

Margin of Error vs. Sample Size

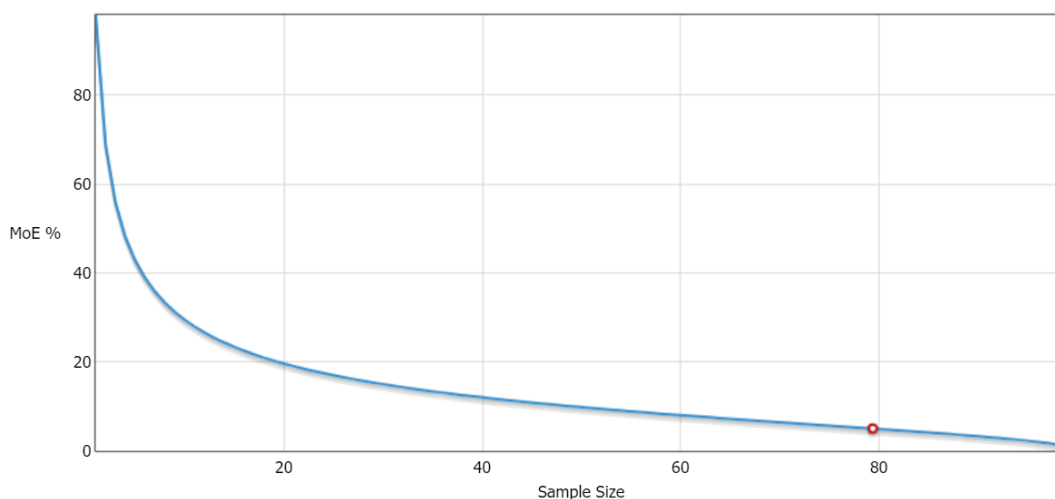


Figure 2. Margin of Error vs. Sample Size

In this study, Yuncheng City includes a total of 6 convergence media centres, all built around 2018 years ago, including Wenxi County, Wanrong County, Linyi County, Xinjiang County, Jiang County, Xia County, and Yanhu District. All convergence media centres including

Yuncheng City were visited, and through random sampling, the convergence media centre in the Yanhu District was selected as the research sample for this study. At the same time, Yanhu District Convergence Media Centre is the largest convergence media centre with the largest amount of capital investment within Yuncheng City. It has certain representativeness within the scope of Yuncheng City.

In order to ensure the validity and anonymity of the interview, the content of the interview was not influenced by the management. The interviews in this study will not be audio or video-recorded, but only completed in the form of notes and grassroots staff's understanding of the media centre. Due to some political factors, it is difficult to interview personnel. The main reason for this is that as a government-affiliated media organisation, it will not unreservedly show the flaws and problems of the top-level design, which caused this interview. Some of the interviewees had to refuse the interview. Therefore, the analysis results of this study are mainly based on the information analysis of the questionnaire.

Field research was conducted on the facilities, staff distribution, and operation distribution of Yanhu District Convergence Media Center from November 1, 2022 to November 25, 2020. Currently, there are about 103 staff members in the centre, and 79 questionnaires were received during the field research by distributing online questionnaires and using random sampling methods. Since the questionnaires were sent to front-line personnel, it is unclear what percentage of personnel in each department filled in the questionnaires, but excluding the 20 questionnaires in the pre-test, 60% of the questionnaires were filled in, which can better understand the cognitive situation of the integration of the media centre.

## Results

The data shows that the questions reflected by the respondents through the questionnaire are consistent compared to other similar studies. The main issues in the construction of convergence media centre include the following aspects

### 1. Top-level Design System

The main purpose of the district and county-level convergence media centres at the beginning of the founding is to help the government to transform its identity from an economic government to a service-oriented government, so that the top-level design of the convergence media centre is very important for the positioning of the convergence media centre at this stage. The institutional mechanism is the key to media integration, especially for county-level media centres, the difficulty lies in the institutional construction (Shen, 2020). The top-level design can be said to cover all aspects of the operation, including internal integration mechanism, working system, personnel performance mechanism, etc.

It can be said to be the design chart of the ship of the convergence media centre and this design chart is controlled by the local government, so it is said that the implementation process of the top-level design needs specific analysis in order to continuously improve the top-level design and achieve the purpose of designing this ship. A number of scholars have reflected on the positioning of the "media" front, arguing that we should "look beyond the media" and position county-level convergence media centres as a "new platform for governance" at the grassroots level (Guo, 2019).

In general, the internal issue is still mainly the integration problem. Before the internal integration problem is solved, the external problem or the purpose of designing the convergence media centre will fall apart with the inconsistent cognition of the internal personnel. For example, the internal structure and personnel cognition are not coordinated, the departmental communication is not smooth, and the personnel still have the previous traditional media cognitive way of thinking after integration, all these problems can be derived from the results of the questionnaire. This is the problem of personnel integration design, after having the establishment, the personnel will lose some of the original possessed motivation and innovation.

Staff A: The Convergence Media Center has tried to carry out internal reforms, but it has not been implemented. The specific reason may be that the interests of the management and ordinary employees are not consistent with one another.

Staff B: The management of the convergence Media Center cares more about the political future than economic development in the true sense. Because the convergence media centre is now in its infancy, management is reluctant to experiment and prefers to maintain the status quo unless external factors force them to reform.

In addition, according to the interview, the convergence media centre internal is there in the reform but currently unsuccessful. The internal staff with the establishment is currently not in the scope of the performance incentive mechanism, and the leadership only in the staff with the establishment of the statistics, voting whether to change the system, the purpose of the district and county level media centre to include the income of the performance system of wages, (the integration of the media centre of the first class career to the second class career, this measure will reduce the basic salary of the staff with the establishment, but with the performance of the integration of the media centre bound. (According to their own efforts is possible to obtain better wages.)

This will create an unstable income, which is opposed by the staff with the establishment. The main reason is that the unit before the integration was a civil servant, but after the integration, it became a public institution, which led to lower benefits and retirement package. All these reasons can show that there are problems in the integration mechanism of Yanhu district convergence media centre, and there is a lack of unity in the coordination of various departments.

The last issue is the extent of government decentralisation and supporting policies. Since the top-level design has given great expectations to district and county-level convergence media centres from the beginning, this inevitably requires policy support in order to carry out reforms, and there are certain problems with the current status of convergence media centres and coordination with various government departments. Previous studies show that embedding in large platforms and forming extensive social connections are important directions for county-level convergence media centres to gain resources and grow in the future (Zhu, 2018). However, in terms of the results of current personnel awareness, frontline personnel are not even sure which cloud platform they are currently using, not to mention technical issues such as linking cloud platforms afterwards. Another point is that locational disadvantage and business scope overlap is a very important factor, unlike the county level,



which has independent TV stations, newspapers, and direct leadership by the county government before integration, the district-level convergence media centre has absolute control in this piece of locality.

The district-level convergence media centre is within the jurisdiction of the city convergence media centre, and at the administrative level, the city TV station has greater power and priority than the district level with interviewing each unit. This leads to the fact that after some news events, the news that should be the responsibility of the district-level convergence media centre is taken over by the city-level TV station, and sometimes even the interviewees have the right not to be interviewed by the district-level convergence media centre because the administrative level is not high enough, and these problems are great policy flaws for the district-level convergence media centre. These would directly lead to the pressure of the convergence media centre in interviewing government units facing the city TV stations as well as the pressure of being ignored by the interviewed units, and the worst possible result would be to lead to the loss of the business module of government news and to get news material only through the central kitchen.

Although the district government will give the district convergence media centre a lot of support, from the citizens' point of view, that is, consumers, they can get more comprehensive and authoritative news by focusing on the local TV station.

## **2. Lack of Incentive and Attraction Mechanism for Talents**

In terms of the age and education ratio of the staff, within the jurisdiction of Yuncheng City, Yanhu District convergence media centre has a very good staff line-up, with three masters and 89 undergraduates, all under 30 years old, which will provide support for the problems that the centre may encounter after integration, because the new ideas of the staff can help the media centre to carry out rapid reforms. However, in the context of having a good proportion of staff, reform is still a major problem for the following reasons: staffing issues, performance issues, quality of talent, imperfect system of attracting talent, and the distribution of staff positions after integration.

First of all, China has two distinct systems for government employees: the civil service and the career system. The basic differences between the career and civil service have been introduced earlier, but once hired both are unable to be dismissed unless there is a major mistake, which is similar to the employment system of Japanese companies. The biggest difference between the two systems is the salary, different policies and treatment after retirement, followed by different promotion paths and administrative level designations. This brings with it a certain temptation to the employed staff, those who want to have the establishment, waiting for the open recruitment of the career quota from the convergence media centre to the society and get it through the examination. This system will give employees a stable livelihood support, so as to better serve the convergence media centre, but the quantitative salary coupled with the difficulty of attaining promotion leads to low levels of motivation for employees, coupled with the fact that Yanhu convergence media centre does not currently apply the performance incentive system to the establishment staff, leading to a renewed reduction in motivation.

Another problem is the motivation of the non-staffed employees, i.e. contract workers, which is exposed by this system. Although contract employees enjoy the benefits of the performance system, they are tied to the performance of the media centre and require greater levels of effort to obtain them. The media centre does not pay detailed attention to training employees' professionalism and ability, and cannot give them a better space to improve their ability. In terms of the research results, most people still feel that their ability is enough to cope with the work and their ability is enough to match the current position, but 43% still feel that talent training is not guaranteed.

At present, the operation capability of the media centre is not strong, and it is in the initial stage, so the performance rewards brought by the contract staff are not obvious, they also need to work harder than the staff in the establishment, and the salary and welfare subsidies after retirement are not equal. At present, the percentage of non-staffed staff in the convergence media centre is about 70 percent, and the questionnaire shows that the practitioners are more concerned about the salary and performance, while the previous literature shows that most practitioners in other convergence media centres are more concerned about the lack of funds invested in convergence media and technical problems.

This leads to the question of bringing in and attracting talent and the quality of talent - active and passive. Based on the above situation, the salary offered by the Media Center is not high, and the workload is higher than it was previously. As long as they are related to communication, management, IT, etc., and have certain professional qualities, they can be considered to be contract workers. For high quality media personnel who have been working for many years, they do not have an advantage, because the salary is not as good as the enterprise, the technology upgrade is slow, the political factors have a greater impact, and the future treatment after retirement, all affect the joining of high-quality media talents.

Of course, there are some people who will take the preparation test as soon as they graduate, relying on the government's priority policy for graduates to get the preparation. Such talent has not experienced social market competition, relying only on the expertise in school and to meet the political requirements to enter, for the integration of the media have good and bad points. The good point is that college students, as the fresh blood and innovative power of the country, can continuously support the development of the country. After all, college students who have just graduated now have been using the internet since they were children, and they have the professionalism that is expected in the era of convergence media. Another point is that after the examination, the establishment staff is more clear about the current positioning of the convergence media centre than the contract staff, thus better assisting the leadership in the construction of the convergence media centre.

However, this is not compatible with the sustainable development of the convergence media. Because they have not experienced market-based competition, their professional quality cannot be effectively improved, plus they do not have to worry about being dismissed, and the absence of competitive pressure can lead to a staff whose work efficiency is inferior to that of contract workers after the convergence media centre is put into market-based competition. Although now there is also literature proposed a new check-up system of the civil servants in convergence media centre, as well as for the introduction of talent and training system, but for the time being, Shanghai, Beijing, Zhejiang and other first-tier cities

are still in the context of reform, for Yanhu district convergence media centre such third-tier cities may need a period of adjustment before the status quo will change.

### 3. Operational Issues

In response to the operation issue, the convergence media centre itself is an institution and does not have the standard of an independent operating company, but the policy gives the centre some help by allowing the centre to start a subsidiary company with the management as the core for market-oriented operation. The subsidies to the media centre will be appropriately reduced after the operation gets good feedback, thus making the development of the media centre rely mainly on market-oriented operation rather than the government.

For the time being, the self-operation of the media centre is still a problem, and government subsidies still account for a large proportion of basic expenses for operation of media center. As mentioned earlier, the operating amount of Yanhu Media Center is still not enough to support its basic expenses, and most of the profitable projects received are from government units that were originally open to the community. This makes the convergence media centre reliant on the projects given by the government to a certain extent instead of relying on competitiveness as the core. The construction and development of county-level convergence media centres should not only rely on convergence support, but also play the role of market mechanism under the support system, enhance the function of self-blood generation, have economic support ability, and establish market competition awareness and enhance market competition ability in a series of aspects of county-level convergence media centre operation. (Chen, 2022)

Staff C: At present, the sub-media companies established by the management of the Convergence Media Centre are engaged in market-oriented competition, but the projects undertaken are still resources provided by the government. For example, if a certain government department needs to publicise certain policies, a few years ago, the department would choose from local media companies, but now it is directly promoted by the convergence media centre.

The implementation of this policy is well-intentioned to support the transformation and development of the convergence media centre. In addition to the support in convergence support, the projects previously publicly tendered by various government departments for the society will also be given to the convergence media centre. This will help the convergence media centre to accumulate wealth in a very short period of time, thus helping the convergence media centre to transform quickly. The initial effect is remarkable, but in terms of personnel perception, diversification and providing localised services are not very important factors for the convergence media centre

Deep ploughing in the niche media market is the way for county-level convergence media centres to settle down (Ding, 2022). Some scholars believe that deeper cultivation in the area under the jurisdiction of the convergence media centre is the main development direction for the future. For instance, during the pandemic, city TV stations have more accurate information and authority, but in the face of subdivided areas, targeted service providers have more advantages.

During the epidemic, most residents selectively checked Yanhu District Media Center rather than the city TV station when faced with the news of blocked communities. This is because Yanhu District Media Center was solely responsible for communicating the news within its jurisdiction when it was implemented. Because the city TV station has too many jurisdictions, it is unable to provide timely and detailed services to the residents of each district, so the district and county level media centres have certain advantages in providing local services. Only when it appears as the representative of advanced productive forces and the builder of advanced production relations, it is the real mainstream media in the sense of representing the development direction of the times (Yu, 2021). In terms of the results obtained, the cognitive situation of the personnel has not reached the expectation as it should be, so it may take some time to do as the representative of advanced productive forces with the current development trend of the convergence media centre

#### **4. Rural Revitalisation**

The last issue is the rural revitalisation plan. According to previous policy announcements and literature studies, the construction of convergence media centres is intended to complement the government's functional transformation and to localise the "last mile" to provide services to citizens. Therefore, another layer of meaning is to support the implementation of the rural revitalisation plan. At present, major mainstream media entities have started to turn their attention to rural development in order to cooperate with the policy, such as posting videos about the countryside on third-party platforms like TIKTOK and WeChat public number. But these are just to attract the public's curiosity about the countryside, as well as to attract citizens' yearning for the countryside, so that citizens, especially the middle class, can invest in and consume in the countryside.

Wen Tiejun has said: China has the largest middle class in the world. Due to the economic downturn, the consumption power of the middle class has no direction, and there is a lack of investment in rural areas. If the middle class is properly guided, it can be of great help to the revitalisation of the countryside. However, the attraction of rural areas by platforms such as Shake Shack is only superficial in the end, and it actually depends on the construction of each place. That's why a strong institution is needed that can coordinate the response of various government departments to the people, as well as regulate the impact caused by the lack of previous positions and improve the credibility of the government. And this is another layer of the meaning of the establishment of the convergence media centre, to provide localised services and get feedback of residents' opinions and suggestions to government departments.

The second is the personnel awareness situation. Although the personnel's awareness of the convergence media centre is relatively confusing and it is not clear which platform is used by the convergence media centre. However, there is a relatively unanimous view on the strategic planning of rural revitalisation in the convergence media centre, and it is believed that the centre will effectively help to the rural revitalisation strategy, but the development at the current stage does not fit well because the main purpose of the rural revitalisation strategy is still to service nature, while the convergence media centre is not service-oriented now, no matter in terms of positioning of convergence media centre or personnel cognition.

District-county level convergence media centre is like leaving part of the right to express their opinions to the local area in the process of rural revitalisation. But how to change from

economic government to governance government and how to reform or serve to retain talents, still depends on the policy, focus and execution of local government and leadership.

### Conclusion

In general, the current problems of district-level convergence media centres in Yanhu District are roughly similar to those raised in previous literature: top-level design, talent, localisation services, technology, etc. These aspects reveal that the current construction and development of convergence media centres around China has similar problems, indicating that the top-level design still needs to be improved.

However, this study adds a new question of personnel on rural revitalisation, which makes the practitioners' perception of the current positioning of the construction and development of convergence media centres more accurate. However, this study did not fill in the names of the respondents and divide them more carefully, so it is impossible to obtain the current views and opinions of each age group and each working age on the construction of human convergence media centres. There are not many surveys on media centres in prefecture-level cities, mainly because they lag behind provincial capitals in all aspects, and research on provincial capitals is a more fitting guide.

The construction of local media centres is far different from that of provincial capitals, and their operation system may not be suitable for local media centre operation, and the number of media centres with construction advantages is still relatively small.

Based on previous literature, this study further discusses the issue of personnel cognition and conducts a comprehensive analysis of personnel cognition and the development of convergence media centres, filling the gap of limited literature in this field. At the same time, the findings of this study allow for a detailed analysis and planning of staff perceptions for convergence media centres in the context of China's rural revitalisation programme.

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