

THE AIRWAVES: UNDERSTANDING THE ORGANIZATIONAL STRUCTURE OF RADIO AND TELEVISION BROADCASTING IN NIGERIA

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ABSTRACT

The study examined the airwaves with a focus on understanding the organizational structure of Radio and Television Broadcasting in Nigeria. The objectives of the study were to determine how ownership pattern influence the organizational structure of radio and television broadcasting in Nigeria, find out how operational activities influence the organizational structure of radio and television broadcasting in Nigeria, etc. The study employed Diffusion of Innovation and System Management Theories to anchor the work. Survey research design was used for the study. A population of 870,682 was randomly drawn from Port Harcourt City Local Government Area of Rivers State with a sample size of 400 which was determined using Taro Yamene Formula as a guide. Systematic sampling method was used to anchor the study. Questionnaire was the instrument employed in the gathering of relevant data for the study. Data were presented and analyzed in four point likert criterion mean. The finding revealed that Government and private ownership pattern influence organizational structure of Radio and Television Broadcasting in Nigeria because they appoint key management staff based on nepotism, tribalism, political affiliation and personal interest rather than focus on merit, experience and qualifications. The finding further indicated that market size increased the organizational structure of Radio and Television Broadcasting in Nigeria. It also showed that managerial skills helped to harness human and material resources to achieve success in Radio and Television Broadcasting in Nigeria. The study concludes that broadcasting plays a significant role in society and should be structured based on professionalism and creativity to achieve the philosophy for which it was established. The study however recommended that government and private ownership of broadcast stations should employ experienced, competent and qualified management staffs who understand the dynamics of global best practices of organizational structure so as to enhance their productivity and profitability in Nigeria especially Rivers State.

Keywords: Airwaves, understanding, organizational structure, Radio and Television Broadcasting

INTRODUCTION

Broadcasting deals with the transmission of messages from a station to a heterogeneous audience scattered across a reasonable sphere of coverage. Owuamalam (2018) states that the audience receive the messages simultaneously, irrespective of where they are, in time and place period that they are within the effective range of coverage. The messages are transformed from their audio or audio-visual nature into electronic signals in the studio. It mixes the signals with the carrier waves generated in the transmitter at the studio. Ujua (2019) indicates strongly that the blending enables it to produce electromagnetic waves to be moved at great speed through the antenna at the top of a mast and shot into the air.

The air carries the waves as a medium. Agbanu & Nwanmmuo (2009) see broadcasting as the transmission of information news and programmes through electromagnetic waves and meant for the large audience.

Omego & Nwachukwu (2018) stated that radio and television broadcasting has some inherent characteristics such as immediacy, high impact of message, glamorous appeal, combines sight, sound and motion. It also has the ability of ubiquity, large audience, simultaneously of message and transience of message, covers all segments of the society, deals with actualities and daily happenings in the society, cheap, flexible and portable. Bakare (2018) posits that radio and television broadcasting are important mass media institutions that perform significant functions to the society. He stresses further that such roles encompass information, entertainment, mobilization, surveillance, advertising. Others include; correlation of different parts of the society, transmission of cultural heritage from generation to generation. They also advocate for rural development and promotion of issues such as provision of employment opportunities, provision of portable water, electricity, hospital and primary health care services at the grassroots to improve the quality of lives of the people.

Akpan (2021) states that the impact of efficiency as a prime consideration in organizational structure means that the respective skills of the workforce are identified and organized into units. It is on these units that their inputs can be aggregated as a meaningful and substantial contribution to task accomplishment for the station. Owuamalam (2019) reveals that the arrangement of a station into units and departments is therefore, aimed at ensuring that, the skilled and competent persons are organized in units according to their area of specialization to tackle specific assignments, as part of the entire task of the broadcast station. Smaulson (2024) asserts that organizational structure enables broadcast stations to utilize operational opportunities maximally in order to generate profits. Each broadcast station uses the performance of people to achieve its purpose and objective arrangement by putting the people into an administrative hierarchy, which defines lines of authority and assigned responsibilities to persons and units. It means that unit heads, as managers, must understand the systemic relationship that exists between persons and performance so that task analysis, supervision, monitoring and results can become effective and rewarding.

The organization structure in the radio and television broadcasting delegates the function and defined positions of personnel to avoid conflict of interest. This issue must be well understood by government and investors in the broadcasting sector to prioritize attention to structure based on professionalism knowledge, expertise and experience. The management of radio and television broadcasting is expected to ensure that codes, rules of decency, standard performance approaches are adhered strictly if they must achieve set goals and objectives in the competitive business environment. It is based on the foregoing, therefore, that this study seeks to ascertain the Airwaves: Understanding the organizational structure of radio and television broadcasting in Nigeria.

Statement of the Problem

Broadcasting is an establishment. It is made up of people and materials pooled together in a special manner in order to achieve a specific purpose. The extent of efficiency as well as profitability in broadcasting is predicated on a well-defined organizational structure. Some broadcast stations achieve their set objectives and goals while others do not. This may be due to inherent prevailing factors such as bureaucratic bottlenecks, ownership pattern, nature of operations, size of the market and management policy. If these issues are not

handled carefully, they may hamper on the effective performance of the broadcasting industry in Nigeria. Streamlining organizational structure gives clear-cut responsibilities and positions assigned to people based on experience, qualification, competence and good policy which may assist immensely in promoting quality radio and television broadcasting in Nigeria. But if government and proprietors fail to understand the peculiarities and intricacies inherent in organizational structure in a bid to enhance productivity it may make the task of broadcast media counterproductive and produce low output in the long run. It is against this backdrop that his study seeks to find out the Airwaves: understanding the organizational structure of radio and television broadcasting in Nigeria.

Aim and Objectives of the Study

The aim of the study is to find out the Airwaves: understanding the organizational structure of radio and television broadcasting in Nigeria. The specific objectives of the study were to;

- i. determine how ownership pattern influence the organizational structure of radio and television broadcasting in Nigeria;
- ii. find out how operational activities influence the organizational structure of radio and television broadcasting in Nigeria;
- iii. ascertain how the market size influence the organizational structure of radio and television broadcasting in Nigeria; and
- iv. investigate how managerial skills influence the organizational structure of radio and television broadcasting in Nigeria.

Research Questions

From the foregoing, therefore, the following pertinent questions were raised to guide the study;

- i. How does ownership pattern influence the organizational structure of radio and television broadcasting in Nigeria?
- ii. How does operational activities influence the organizational structure of radio and television broadcasting in Nigeria?
- iii. How does market size influence the organizational structure of radio and television broadcasting in Nigeria?
- iv. How does managerial skill influence the organizational structure of radio and television broadcasting in Nigeria?

Literature Review

Conceptual Review

Structure, Regulation and Funding

Broadcasting in Nigeria is regulated at Federal and State levels through government broadcast policies. FRCN is administered by the government through a Board of Directors which is responsible to the Minister of Information. Both the Board and the Chief Executive are appointed by the Minister of Information. Being administered by the government, the funding of FRCN is the responsibility of the Government and National Broadcasting Commission controls both government and private broadcasting in Nigeria.

Organisational Setup

The organisational structures of institutions are designed in accordance with their objectives and functions. This holds true of radio and television networks stations as well. There are

several broadcasting networks in the world, some are public service broadcasting organisations, and others are commercial networks. Besides, there are individual radio and television stations, mostly of a commercial nature. The policy objectives of radio and television networks stations differ widely depending on the policy of those who own them. The organisational structure of a broadcasting organisation also varies widely in relation to the size of the network, its policy objectives and capital investments.

Types of Organisational Setup

Traditionally, there are three types of organisations, these are:

- Line organisation; In a line organisation, the line of authority is direct with no advisory or auxiliary activities attached. This form is simple and a clear-cut, suitable for small firms.
- Line and staff organisation; In a line and staff organisation, there is a provision for staff position to discharge a variety of auxiliary and advisory functions. For example, in a sale organisation, the sale is the primary activity while accounting, legal, public relations, etc., are auxiliary activities.
- Functional organisation. A functional organisation consists of a number of branches or divisions each of which has specialists accountable to their senior counterparts in their central office or headquarters. A multi-disciplinary organisation such as a broadcasting network with a large number of radio stations, generally adopts the functional type of organisation.

Principles of an Organisational Setup

For smooth functioning of the organisation, certain universal principles are generally followed by management. Some of these are: Unity of command; Span of control; Exception principle; and Scalar principle.

The Unity of command principle means that no member of an organisation should report to more than one superior. According to the Span of control principle, there must be an optimum limit to the maximum number one can supervise. The Exception principle emphasises the need for delegation of not only functions, but authority down the line while the Scalar principle deals with hierarchy in each set-up.

Organisational Structure of Nigeria Broadcast Media

The type of organisation and the principles of management adopted by a broadcasting station will depend on its size, range of operations and ownership. In Nigeria, radio and television broadcasting had been the responsibility of government and private individuals. Organisational pattern differs depending on their size, financial outlay and activities to be undertaken.

Policy, Management Styles and Practice in Nigeria Broadcast Media

The relevance of these changes to broadcasting is that pluralist politics is now linked to the existence of pluralist and diverse media systems as opposed to government and state monopolies. Freedoms of expression and the media especially with regards to editorial and programming independence have become central issues linked to the provision of alternative sources of information. New buzzwords of deregulation, commercialization and privatization of broadcasting and telecommunications became popular and in some people's minds immediate policy choices that would create a new broadcasting landscape.

Demands for democratic reforms include demands that state broadcasters be transformed into public service broadcasters that enjoy editorial and programming independence, as well as the licensing of private broadcasters to exist in their own right and as alternatives and competitors to the public broadcasters. Technologically, the 1990s also witnessed the rapid development of satellite broadcasting and the convergence between broadcasting and telecommunications, which meant the presence in national broadcasting systems of foreign broadcasters not necessarily subject to local regulation. The rapid development of digital technologies also meant the promise of more channel availability, which could in technical terms mean an end to the problem of limited spectrum availability.

It is important to note that the advocates of liberalization of the airwaves have not often thought through the full implications of liberalizing the airwaves. Many if not most thought that the entry of private broadcasters was sufficient and would result in competition, editorial and programming independence and choices for audiences. In short, private ownership is equated to editorial and programming independence. Pluralism of stations equated to diversity of programme choices for audiences. While these equations are understandable in the light of a history of monopoly of state- controlled broadcasting being contrary to editorial and programming independence and to choice for audiences, it is a simplification that is not borne out by the practice. They did not realize that the existence of many broadcasters does not necessarily mean more choices in programmes for audiences. Private ownership does not exclude editorial controls for political and commercial reasons. They also did not realize that private broadcasters also entered the broadcasting arena as legitimate commercial activity and would operate them according to how they could make money even if it meant just playing popular music or showing popular television programmes imported from abroad with very little news or locally made programmes, if any.

They also did not realize that without transparent regulatory mechanisms licenses could and would be easily awarded to either the rich or powerful, or to those linked to powerful politicians or even to politicians who doubled up as private business people. Finally, they did not realize that building democratic societies characterized by pluralist politics and respect for human rights including freedom of expression, required not only a pluralistic media system, but media diversity as well.

Achieving both media pluralism (many media owners and operators including genuine public service media) and diversity (different media owners and operators offering the widest possible range of content relevant to needs and wants of audiences as citizens in a democratic dispensation) required deliberate policy development.

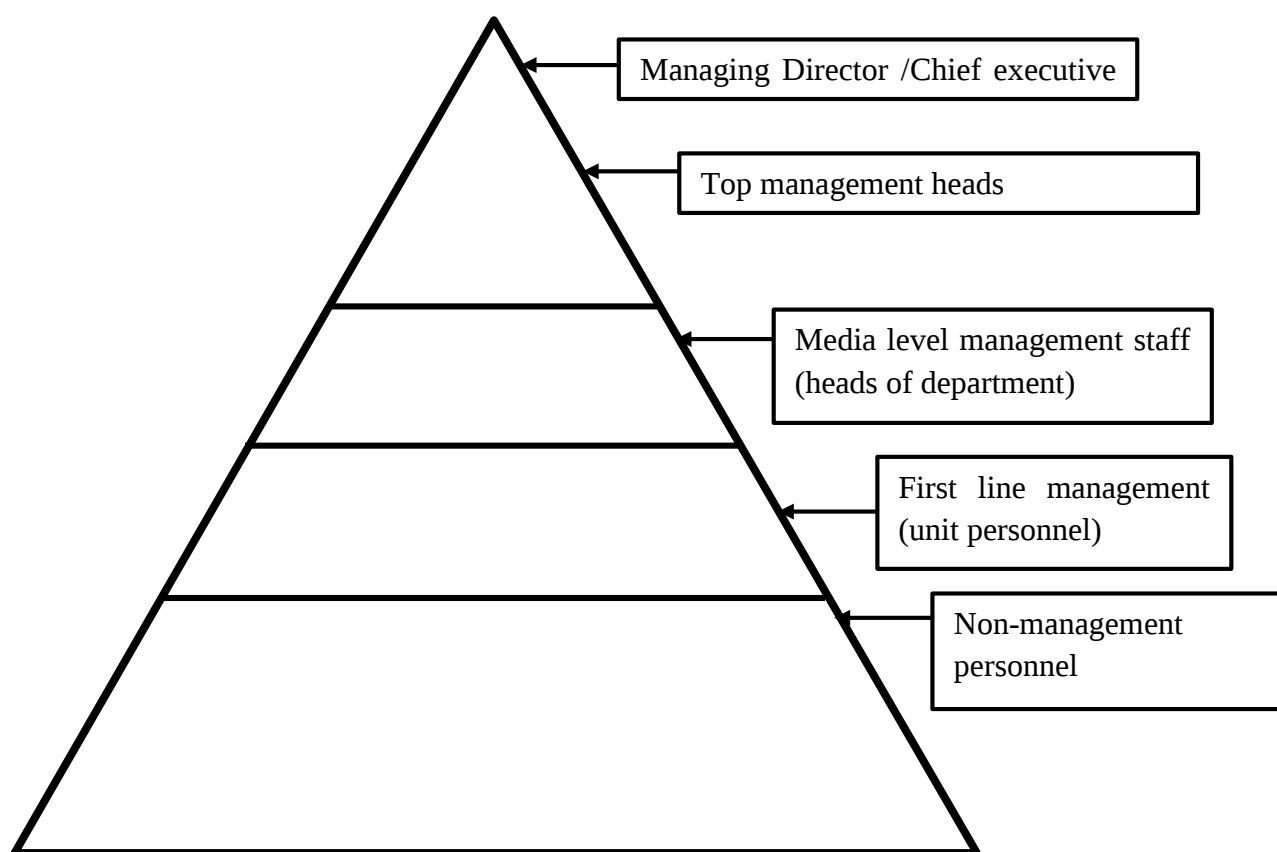
Broadcasting policy and regulation is no longer going to be 'simple'. What is actually needed is a different policy regime from that which existed in the immediate post-independence period in the 1960s and up to late 1980s.

Liberalization requires broadcasting policies which favour diversity and pluralism. Government can no longer define the role of broadcasting as just nation building and development. In line with political changes, broadcasting has to play democratic roles as well. Democratic roles come with the imperatives of respecting and upholding freedom of expression and a free flow of information and ideas. State control and regulation has to give way to independent regulation.

Independent regulation requires new institutional arrangements, which are inclusive and transparent. It is important also to point out that the economics of broadcasting is much at the fore than in earlier decades.

Broadcasting institutions are no longer just political and cultural institutions but also economic institutions. In this respect, the challenge of policy and regulation is to ensure that they do not become purely economic institutions to the neglect of their democratic and cultural roles. Therefore, policy and regulatory frameworks have to cover a whole range of issues.

Flow Chart of Management in both Private and Government Media Organization



Strategies for Implementing Policies of Private and Government Television and Radio Stations

Mass communication policies in Nigeria have been inhibited by the constitutional and political instability that have existed in Nigeria since independence in 1960. The constitution of Nigeria restraints press freedom in the country and discuss the political structure and how the frequent changes of political leadership of the nation affect the country's mass media of communication and the constraints brought about by the pattern of media ownership which is tied to the politics of Nigeria.

Political instability which has existed in Nigeria since independence had placed constraints on the nation's mass media of communication. There have been seven military coups in Nigeria since independence — two in 1966, one in 1975, another in 1976, one in 1983, one

in 1985 and one in 1993. Nigeria, which has been a military government since 1966, returned to a civilian government in 1979. But after four years the civilian regime was toppled in December 1983. After which the civilian regime returns from 1999 till date. The military government also promulgated a decree to restrain the press. It came up with Decree No. 4 of 1984. The decree empowered the federal military government to prohibit the circulation of erring newspapers or revoke the licence of offending television or radio stations. It also stipulated a two—year jail term without the option of fine for any person found guilty under its provisions. The decree was promulgated to protect public officers from false accusation.

Another attempt to restrain the press was made in 1982 by the national assembly with the passage of the electoral act in 1982. The act was designed to control government—owned media houses three months before and one month after the 1983 general election. Although the federal government has not established any clear-cut policy for the Nigerian mass media, some of the unfriendly attitudes of most political leaders in Nigeria have toward the nation's press have inhibited the freedom of the press.

Before the federal government took over the ownership of New Nigerian newspaper, acquired 60 per cent shares of the Daily Times newspaper and became the sole owner of the nation's radio and television stations, each state government was using the press as a political weapon. The states were once very autonomous. The state political leaders saw the press as a tool for stabilizing their power and also exercising almost equally strong powers as the federal government.

Media policies have also been inhibited by the pattern of media ownership. As a young nation with a multi-ethnic structure, Nigeria has experienced sporadic changes in political leadership. As a result, several laws have been made to directly or indirectly censor the Nigerian broadcast media. The foundation of Nigeria's economy was laid by the British colonial administration. The active participation of the government in the economy of Nigeria is traceable to colonial rule and economic policy. After World War II, it became necessary for the state to control Nigeria's economy in order to ensure an even distribution of development throughout the nation (Carney, 1961). The British government centralized Nigeria's economy largely by putting government in charge of all sectors of the country's development.

After independence, Nigeria continued to pursue this kind of economic system). Although Nigeria is a major world producer of petroleum, the country is still poor. Her leaders have publicly acknowledged these facts.

Since Nigerian leaders are aware of their country's poverty; they do not attach much priority to the development of the nation's mass media. This is why programming for the broadcast media, especially television, has depended heavily on foreign materials and equipment when private ownership of a nation's media is not possible because of cost, as in Nigeria, the government is bound to see itself as the sole disseminator of information. And when the government becomes actively involved in the ownership and operation of the media, the public becomes the target of political brainwashing; because the media are supposed to check the excesses of the government, truth becomes hidden. As a result, the media become mere political tools used only to advance the wishes of the government.

The international constraints on mass communication policies in Nigeria are related to Nigeria's technical dependence on foreign equipment and assistance. Built-in economic and ideological biases almost inevitably infect even the most well-intentioned forms of bilateral aid (Head, 1974). Most of the aid is tied. The attitudes of donor nations limit options open

to recipient countries. As a result, they become unwillingly loyal to their donors. It is also not farfetched to conclude that the donor countries will tend to dictate the method that their aid should be used.

Dominating Nigeria's television programmes are foreign shows, especially those of the United States.

Economic reasons have led to the extensive programming of foreign shows which are by far cheaper than local productions. Lack of capital to produce local programmes also explains why Nigeria is not on the list of the countries which produce films. Thus, Nigeria's media will continue to be foreign dominated unless her economy improves and her leaders give some priority to mass media as an aid to national development.

Ethnicity and mass illiteracy are a part of the major problems facing Nigeria today. The cause of the Nigerian Civil War of 1967-70 was partly attributed to ethnocentrism. In the past, Nigerians were known to be overly concerned with maintaining their ethnic loyalty to the detriment of nationalism (Post & Vickers, 1973). With well over 250 linguistic groups, Nigeria also faces the problem of mass illiteracy. Even if Nigerians were literate in their local languages, communicating with other linguistic groups would yet be another problem.

Theoretical Framework

The Diffusion of Innovation and System theories are used to anchor the study. The diffusion of Innovation theory was propounded by Everett Rogers in 1962. It was later propounded by Shoemakers in 1971. They explained clearly that the theory states that ideas are spread to members of a social system through interpersonal relationships. These ideas or messages are aimed at transforming their lives, policies, skills, programmes, environment and organizational structures. Ojobor (2016) reiterates that Diffusion of Innovation theory presupposes that new ideas, experiences as well as messages creates room for an informed decisions about issues of public interest and promotes effective task performance in any business enterprise especially on organizational structure of radio and television broadcasting in Nigeria. They stress further that social change emanates as a result of innovation and diffusion into the behaviours and attitudes of people to act responsibly to the change thereby improving on their wellbeing and productivity. The hallmark of diffusion of innovation theory is predicated on the ground that it enhances development, specialization, integration of skills by different people pooled together to achieve predetermined goals and objectives of the broadcast stations.

The Diffusion of Innovation theory finds expression here because it awakens the consciousness and awareness of government owned and private owned broadcast stations in Nigeria to monitor the Airwaves and understand the trends and global best practices prevalent in the organizational structure of radio and television broadcasting in order to promote effective news, information, performances, documentations, short stories, commentaries and interviews owing to the fact that they employ sound and proactive management principles and philosophers aimed at enhancing organizational structure in radio and television broadcasting in Nigeria.

The system theory was propounded by Luding and Bertalanffy in 1950. The proponents of the system management theory viewed organisations as machines or entities or parts or networks of people, procedures and activities. They posit that the theory is a product of the collective effort by many individuals who were interested in understanding how an organization can function effectively and efficiently while also testifying individual needs. The system management theory looks at an organization as a series of interrelated parts

that function as a whole. In this regard, in business, a system refers to a collective resources, activities and information. The theory also states that any organisation is a single, unified system of sub-parts, each part of the overall system is dependent on the others and cannot function optimally without them. The organisation interacts with people to share theirs, opinions, issues, tasks, and programmes to one another. This gives brief to the establishment of units or departments with heads and people working together to achieve its goals and objectives. The system management theory depicts a clear-cut sharing of ideas, experience, information, task, and feedbacks with one another. Tasks and performance are evaluated in the long run to ascertain whether there are deviations or setbacks and devise appropriate strategies or tactics to remedy the challenges or problems affecting the success of the business organization. Babatunde (2024) states clearly that the system management theory considers all the department or present the structure of organisation in hierarchical order to define task, responsibilities and authorities to employees and ensure strict optimal job performance in the organisation.

The system management theory falls within the preview of this study because it draws the attention of government owned and private broadcast stations to give priority attention by delineating the organizational structure, employ experienced, credible and skilled personnel, give adequate funds, provide enabling environment built on good policies, training, re-training and motivating employees to promote optimum performance which will eventually lead to a higher profitability in the radio and television broadcasting in Nigeria.

Empirical Review

A study carried out by Nwanze (2011) on the "Influence of Government Policy on Broadcasting Management and Operations in Nigeria" with a focus on Imo State was appropriate. The study employed three cardinal objectives and questions to guide the work. The authoritarian and social responsibility theories were used to anchor the study. Survey research design was used for the study. A total population of 1,200, 400 with a sample size of 400 using Taro Yamene's formula was used. Simple random sampling technique was used for the study. Questionnaire and interview were the instrument used to gather relevant data for the study. Data were presented and tabulated in simple percentage and mean deviation. The findings of the study revealed that government employed several measures and draconian as well as repressive policies to control and regulate the activities of broadcasting in Nigeria. Such policies include; censorship, special orders and directives, official secret Act and other related laws. These adversely affected the effective and effective performance of the activities of broadcasting in Nigeria in such a way that they tend to promote government's interest and programmes at the detriment of public interest. The findings also indicated that any broadcast station that contravenes these laws are shutdown, their materials seized and confiscated, sometimes the broadcasters and their proprietors are unlawfully arrested and detained.

Also, the findings showed that the broadcasters because of fear, intimidation and suppression by law enforcements carry out their tasks within the ambit of the law. The study revealed that the Imo State government muzzle and cage the private broadcast stations by controlling their activities through strict monitoring and regulation of their contents and programmes devoid of criticism and incrimination information. This negates the philosophy of press freedom. The study indicated that the activities of the state government determines the organizational structure of state owned broadcast stations in terms of funding and appointment of key management staff. The study recommended that

state government should make provision for press freedom by influencing the state assembly to enact and enforce laws that will protect the rights of broadcast journalists in Imo State so as to produce quality unbiased, up-to-date and reliable information to the people for informed decisions and for the promotion of socio-economic development.

Furthermore, Oso & Nwabueze (2018) undertook a study on "Influence of Ownership Pattern on Broadcast Management and Operations in Nigeria: A Study of Aba Residents". The study used four relevant research questions to guide the work. It used social responsibility and development media theories to give it a theoretical base. The study employed interview and questionnaire to gather important information for the work. Survey research design was used for the study. The study employed 1,500, 000 as the population of the study with 400 as the sample size. The data were computed and analyzed using the four point likert scale. The findings of the study showed that government owned broadcast media are mere megaphones who champion and promote the activities of the government and the organizational structure were based on party interest and tribalism at the expense of merit, professionalism and experience. While private owned broadcast stations although constructively criticize government policies, programmes and activities tend to protect the interest of the proprietors and not public interest. This is because it aims at maximizing profits for the owners. The study further indicated that the selection, appointment, promotion and training of government owned broadcast media personnel and structure are determined by the statutory laws of the state while in the private owned broadcast stations it is done by the properties at their convenience and financial capability.

The study recommended that state government and broadcast media proprietors should give open door policy, find, train and re-train staff as well as make quality equipment available to them and make them understand the workability of organizational structure and how to cope with it so as to enhance their job performance in terms of news, programmes, documentaries, agenda-setting, mass mobilization, political education and enlightenment of the citizenry in the state.

METHODOLOGY

The survey research design was employed for this study. Survey method as Bronia (2022) puts it as the commonest method of gathering primary data in which the research elicits information on attitudes, opinions or motivations by questioning respondents on the Airwaves: Understanding the organizational structure of radio and television broadcasting in Nigeria. The justification for using this design rests on the apt fact that it has the propensity to elicit reliable facts for the study. The population focused on Port Harcourt City Local Government Area Residents in Rivers State which was 870,682. A sample of 400 subjects were drawn from the population using Taro Yamene's Formula as a guide;

$$N = \frac{N}{1 + N(e)^2}$$

Where n = sample size
 N = population size
 e = Tolerable error
 I = Constant

The computation in the light of the foregoing is presented as:

$$n = \frac{870,682}{870,683 \times 0.025}$$

n = 399.9
n = 400

while the systematic sampling technique was used to carry out the study within the population of study. Questionnaire was the instrument used for collecting relevant information from respondents. Data were presented and analyzed using Weighted Mean Score and four point likert criterion mean given below;

Strongly agree = 4
Agree = 3
Disagree = 2
Strongly disagree = 1

The benchmark for decision rule is 2.5. That is, any value equal to 2.5 and above the response is accepted or agreed while less than the value is rejected or disagreed.

Data Presentation and Analysis

Out of the four hundred (400) questionnaire distributed to the respondents within Port Harcourt City local government area, Rivers State, only three hundred and thirty (330) were retrieved. This figure was used for the data computation and analysis using four point likert scale (Weighted Mean Score).

Research Question 1: How does ownership pattern influence the organizational structure of Radio and Television Broadcasting in Nigeria?

Table 4.1: The Influence of Ownership Pattern on Organizational structure of Radio and Television Broadcasting in Nigeria

S/No	Statement	SA	A	D	SD	Total	WMS	Decision
i.	Government ownership influence organizational structure of Radio and Television Broadcasting in Nigeria adversely	190	110	27	23	2267	3.3	Agreed
ii.	Private ownership pattern influence organizational structure of Radio and Television broadcasting adversely	150	180	8	12	1168	3.2	Agreed
iii.	Partnership ownership influenced organizational structure adversely	4	6	142	198	576	1.6	Disagreed
iv.	Public ownership pattern influenced organizational structure adversely	3	5	115	230	487	1.4	Disagreed

It is obvious that table 1 above showed that government and private ownership pattern influence organizational structure of radio and television broadcasting in Nigeria because they appoint staff especially management personnel based in nepotism, tribalism, political affiliation, personal interest at the expense of merit, qualification, competence and experience. This makes the structure lopsided and ineffective in the task description, position and performance.

Research Question 2: How does operational activities influence organizational structure of Radio and Television broadcasting in Nigeria?

Table 4.2: The influence of operational activities on organizational structure of Radio and Television broadcasting in Nigeria

S/No	Statement	SA	A	D	SD	Total	WMS	Decision
i.	Bureaucratic bottlenecks influenced organizational structure of Radio and Television Broadcasting in Nigeria	180	100	20	50	1110	3.2	Agreed
ii.	Management policy influence organizational structure	160	140	15	35	1125	3,3	Agreed
iii.	Nature of activities influenced organizational structure	200	120	10	20	1200	3.4	Agreed
iv.	Culture and tradition influenced organizational structure	3	5	115	230	487	1.4	Disagreed
v.	Foreign control influenced organizational structure	4	6	442	198	516	1.6	Disagreed

Table 4.2 indicated that the operational activities that influenced the organizational structure of radio and television broadcasting in Nigeria were bureaucratic bottlenecks, management policy and nature of activities. This inhibits optimal task performance among broadcast staff.

Research Question 3: How does market size influence the organizational structure of Radio and Television Broadcasting in Nigeria?

Table 4.3: The influence of market size on organizational structure of radio and television broadcasting in Nigeria

S/No	Statement	SA	A	D	SD	Total	WMS	Decision
i.	The market size increases the organizational structure of Radio and Television Broadcasting in Nigeria	170	100	30	50	1090	3.1	Agreed
ii.	The market size reduces the organizational structure of Radio and Television in Broadcasting in Nigeria	3	2	145	200	508	1.5	Disagreed
iii.	The market size retards the organizational structure	3	5	115	230	487	1.4	Disagreed
iv.	The market size makes organizational structure remains the same	4	6	442	198	515	1.6	Disagreed

It is apparent that table 4.3 reveals that the market size really increased the organizational structure of radio and television broadcasting in Nigeria as more viewers and listeners including patronage from government agencies, politicians and companies astronomically increased.

Research Question 4: How does managerial skill influence the organizational structure of Radio and Television Broadcasting in Nigeria?

Table 4.4: The influence of Managerial skill influenced the organizational structure of Radio and Television Broadcasting in Nigeria

S/No	Statement	SA	A	D	SD	Total	WMS	Decision
i.	Managerial skill enhanced the efficiency of organizational structure of Radio and Television Broadcasting in Nigeria	180	100	20	50	1110	3.2	Agreed
ii.	Managerial hardly enhance efficiency of organizational structure	3	5	115	230	487	1.4	Disagreed
iii.	Managerial did not completely enhance the efficiency of organizational structure	4	6	442	198	516	1.6	Disagreed
iv.	Managerial skill seldom enhance efficiency	3	2	145	200	508	1.5	Disagreed

The table 4.4 above indicated strongly that managerial skill enhanced the efficiency of organizational structure of radio and television broadcasting in Nigeria because it coordinates the activities of all the subordinates and ensure that they conform to set standards to achieve high level of productivity and profitability.

Discussion of Findings

The findings revealed that government and private ownership pattern influence organizational structure of Radio and Television in Nigeria in such a way that they appoint of management personnel is based on nepotism, tribalism, political affiliation, personal interest at the expense of work, qualification, competence and experience. This adversely makes the structure lopsided and marks effective task performance. This corroborates the idea of Dike (2018) that broadcasting organizational structure in Nigeria is greatly determined by political interest, ethnicity and personal interest at the expense of merit, competence, professionalism and experience which makes the structure counterproductive. The study also indicated that the operational activities that influenced organizational structure of Radio and Television broadcasting in Nigeria were dependent on key variables such as bureaucratic bottlenecks, management policy and nature of activities. This is in tandem with Okon & Ihejirika (2014) that broadcasting in Nigeria is grossly affected by incessant bottlenecks, strict management policy and complex nature of activities that are conflicting which adversely affect their performance in terms of news, programming and production.

The findings also showed that the market size increase phenomenally increases the organizational structure of Radio and Television Broadcasting in Nigeria as more viewers and listeners including patronage from government agencies, politicians and companies increased astronomically. This justifies the assertion of Gatadima (2021) that the larger the size of the market, the larger the organizational structure while the smaller the size of the market, the smaller the organizational structure of the Radio and Television Broadcasting in Nigeria which triggered patronage from the public.

The findings revealed that the managerial skill enhanced the efficiency of organizational structure of Radio and Television broadcasting in Nigeria because it co-ordinates the entire activities of all the subordinates and ensure that they conform to set standards to achieve high level of productivity and profitability. This agrees with Anene (2019) that managerial skill can either enhance or hamper on organizational structure. When the manager utilizes his/her skills to maximize the human and material resources in the broadcast stations, they tend to promote higher level of input and ultimately enhance profitability.

CONCLUSION

Broadcasting plays a significant role in the society especially Nigeria. From inception, broadcasting has remained a veritable tool in the hands of government to promote its ideologies and policies, programmes and gain support from the people. Also, broadcasting serves as a vital medium of disseminating vital news, information, programmes, stories, drama, documentary and interview as well as presenting commentaries to the people. But to achieve this vital goal, its organizational structure must be well delineated, communicated to the staff, competent, experienced and qualified management staff must be appointed to bring to bear high level of professionalism and creativity into broadcasting so as to achieve the philosophy for which it was established in the Airwaves, hence its efforts and visions will be defeated.

RECOMMENDATIONS

1. Government and private owners of broadcast stations should employ experienced, competent and qualified management staff based on merit of who understands the dynamics of global best practices of organizational structure so as to promote efficiency of task and profitability.
2. Broadcast stations owners should train and re-train staff so as to understand the trends and major developments in the Airwaves with respect to digital broadcasting for effective implementation to generate quality news and programmes.
3. Management should always communicate to members of staff the organogram of a Radio and Television Broadcast station so as to understand them clearly and work effectively with ease.
4. Broadcast staff must carry out task assigned to them and report to their heads as quickly as possible to avoid any issue that might rise whether presently or in the future.

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