

ORGANIZATIONAL EFFECTIVENESS IN MEDIA INDUSTRY: A STUDY OF PUBLIC AND PRIVATE MEDIA ORGANIZATIONS IN ANAMBRA STATE, EASTERN NIGERIA (BIAFRA)

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ABSTRACT: *The study examined “organizational effectiveness in media industry: A study of public and private media organizations in Anambra State, Eastern Nigeria (Biafra)”. Data were collected with valid/reliable “Organizational Effectiveness Model Inventory”, through multi-stage sampling using 2x4 factorial designs. Multivariate analysis of variance (MANOVA), and descriptive statistics were used. Results at $p < .05$ found no significant differences for organization type and overall organization effectiveness. Contrarily, between-subjects tests were significant for organization type and “goal attainment” and “strategic constituency” organizational effectiveness, but not significant for organization type and the “system resources” and “internal process” organizational effectiveness. Private media organizations accounted between 13% - 17% and 14% - 18% organizational effectiveness for “goal attainment” and “strategic constituency” dimensions respectively than public media organizations. Findings’ major implication is that ownership of media industry does not influence archived organizational effectiveness. Improvement is recommended on the “system resources” and “internal process” organizational effectiveness.*

KEYWORDS: Organizational-Effectiveness, Media, Anambra State, Eastern-Nigeria, Biafra

INTRODUCTION

The organizational effectiveness of public organizations in Eastern Nigeria, Biafra, has been of great concern. Private organizations are often perceived as being strategic in stimulating efficiency and attaining organizational effectiveness (Parhizgari & Gilbert, 2004). There have been arguments that public organizations attain organizational effectiveness having been politically shielded from volatile business environment ((Moe, 1994; Roman, 2014; Vigoda-Gadot, & Kapun, 2005). Counter arguments also exist that bureaucracy associated with public organizations maintains inefficiency that inhibits organizational effectiveness (Raadschelders, 2014).

However, Arowolo and Ologunowa (2012) observed that since both private and public organizations operate in the same environment, they are also very likely to be similarly affected by the elements of organizational effectiveness. The foregoing gives credence to this study which investigates the achieved organizational effectiveness in media industry in

Anambra State, Eastern Nigeria, Biafra. The media is a notable industry in which public and private organizations operate competitively.

Statement of Problem

It is argued that both private and public organizations do experience corrupt practices and other performance attritions that inhibit attainment of organizational effectiveness (Arowolo & Ologunowa, 2012). Despite the numerous shortcomings of public organizations in Eastern Nigeria, Biafra, there is the perception that public organizations are important in the lives of people (Denhardt, 2011). Government still has its welfare responsibilities to discharge through public organizations. As the world experiences globalization, protectionism may turn from an advantage to a disadvantage for public organizations. It is not yet clear whether public organizations achieve organizational effectiveness more or less than the private organizations. The current study will help determine which aspects of organizational effectiveness are achieved more or less by public and private organizations in media industry Eastern Nigeria, Biafra.

Purpose of Study

The purpose of the study is to find out whether:

1. Public and private media organizations in Anambra State, Eastern Nigeria, Biafra, significantly vary on their achieved “goal attainment” organizational effectiveness;
2. Public and private media organizations achieve “system resource” organizational effectiveness more or less;
3. The difference between public and private media organizations in the achieved “internal process” organizational effectiveness; and
4. “Strategic constituency” organizational effectiveness has been achieved by public and private media organizations.

Significance of Study

This study is very relevant for the following reasons:

1. It highlights the extent that public and private media organizations in Anambra State, Eastern Nigeria, Biafra, significantly vary on their achieved “goal attainment” organizational effectiveness
2. It brings into focus the extent that public and private media organizations achieve “system resource” organizational effectiveness more or less.
3. The study brings to limelight the difference between public and private media organizations in the achieved “internal process” organizational effectiveness.
4. Finally, the study makes it clear whether “strategic constituency” organizational effectiveness has been achieved by public and private.

Research Questions

The research questions below are the guiding tenet for the study.

1. To what extent do public and private media organizations in Anambra State, Eastern Nigeria, Biafra, significantly vary on their achieved “goal attainment” organizational effectiveness?
2. To what extent do public and private media organizations achieve “system resource” organizational effectiveness more or less?
3. How significant is the difference between public and private media organizations in the achieved “internal process” organizational effectiveness?
4. How has “strategic constituency” dimension of organizational effectiveness been achieved by public and private media organizations?

Hypotheses

The following null hypotheses are to be tested in the study.

1. Public and private media organizations in Anambra State, Eastern Nigeria, Biafra, do not significantly vary on their achieved “goal attainment” organizational effectiveness.
2. There is no significant difference between public and private media organizations in the achieved “system resource” organizational effectiveness.
3. There is no significant difference between public and private media organizations in the achieved “internal process” organizational effectiveness.
4. Public and private media organizations in Anambra State do not significantly differ on their achieved “strategic constituency” organizational effectiveness.

LITERATURE REVIEW

THEORETICAL REVIEW

Classic Theory: On seeing the typical organization of his day as being a chaotic place to work, Weber (1947) developed the classic theory of organization, as a way of guiding towards effective and efficient organizations’ performance. Again, Likert (1961) postulated the theory of “**Supportive Relationships**”. It is the view of the “Supportive Relationships” and classic theories that organizational effectiveness is a function of the way in which various groups at various levels within the organizational hierarchy are integrated. The negative attributes and corrupt applications of bureaucracy are the causes of organizational ineffectiveness (Bohte, 2001; Raadschelders, 2014; Roman, 2014). Hence, Hsu (2010) was of the view that private organizations are better in efficiency, service and quality delivery, responsiveness, transparency, and accountability.

The complex structures of Nigerian public organizations lead to duplication of responsibilities, role rivalry, frictions, as well as inability to manage supply chain and the challenge of workplace diversity (Popescu & Rusko, 2012). Feldman (1981) was critical of

systems like "Disadvantaged Area", Federal Character" policy, and "Quota System" policies which Nigeria uses in injecting people into the public sector.

Katz and Kahn's Open Systems Theory: Generally, the open system theory of organizations emphasizes that enterprises are carried out in a dynamic environment, in which there are interrelationship, inter-influence, and interdependency between the elements of the organizations, and the environment in which the organizations operate (Katz & Kahn, 1978). The private media organizations operate in open environment as emphasized by the Katz and Kahn's Open Systems Theory (Katz & Kahn, 1978). Organizational performances like competition, risk management, cost management, profit-motive, customers' care, effectiveness, strive for success, and exploitation are also elements of an open system. It is the belief that private organizations should be promoted as this enhances business environment as an open system (Hughes, 1982). Protectionism leads to serious structural adjustment difficulty in the public organizations (World Bank, 1981).

EMPIRICAL REVIEW

Review Supporting Organizational Effectiveness of Private Organizations

Data results from 24 underdeveloped nations for the period 1971 to 1979 showed that private establishments tend to be more profitable than public organizations, while public organizations are grossly ineffective in terms of managerial skills and abilities (Blejer & Khan, 1984; Short, 1984). Landau (1986) covered a wide range of public organizations in 65 developing countries, of which 24 of them were from sub-Saharan Africa. In this study, it was found that for every 2% increase in the public organizations, there was a non-corresponding 0.25% decline in the economic viability of the society. This negative trend was most influential between 1960s and 1980s.

During the 1960s, the Korean bureaucracy was incompetent and highly characterized by corruption, as it was with the Kuomintang bureaucracy when it arrived Taiwan from China (Singh, 1994). In Ghana, about 93 organizations had achieved organizational effectiveness through privatization from 1988-1995, while it was 20 organizations for Senegal (Bennell, 1996).

Furthermore, Onwuchekwa (1995) found that 66.7% public workers were motivated to achieve organization's goals. Ironically, only 33.3% felt the same under private organization. Testing at $P < .01$ and $P < .05$ level significance levels Onwuchekwa found that organizational effectiveness is linked with motivation and workers' satisfaction (Boudrias, Morin, & Lajoie, 2014). It had been observed that inability to satisfy customers and performance service of less than 40% for the Power Holding Company of Nigeria - PHCN (Arowolo, & Ologunowa, 2012), as well as a paltry 400,000 working lines of the Nigeria Telecommunications Limited (NITEL) (Federal Ministry of Information and National Orientation, 2006) were indications of the public sector's organizational ineffectiveness.

Review Supporting Organizational Effectiveness of Public Organizations

During the industrial development of Kenya in 1955, there were 246 new business organizations owned by the Europeans with a nominal capital base of \$8.9million, and 99 business organizations owned by the Asians with a nominal capital base of \$250 million.

The Kenyan Government therefore considered it very imperative to establish public organizations to execute the indigenization policy (Eckert, 1987).

Hence, Robinson (1977) carried out a research to investigate the efficiency level of human resources in both public and private organizations. He found out that there is no statistically supported evidence at $P < .01$ or $P < .05$ of a satisfactory kind to suggest that public organizations in less developed nations have inefficient human resources than private organizations. Pryor (1985) also found no conclusive difference in the social and economic benefits of increase in public and private organizations for a period of 30 years (1950 -1980). However, Nunnenkamp (1986) and Ram (1986) found positive correlations at $P < .05$ level of significance between industrialization and expansion of public organizations. This implies that the more there is increase in the public organizations, the more there is increase in standard of living.

Operational Definitions of Terms

1. **Organizational Effectiveness:** Ability of the broadcasting organizations to achieve its goals (goal attainment dimension), mobilize resources for organizational development, (system resources dimension), resolve its internal challenges (internal process dimension), and satisfy its strategic constituency (strategic constituency dimension), as measured with the Organizational Effectiveness Model Inventory (OEMI) by Nwanzu (2010).
2. **Media Industry:** It entails the broadcasting organizations in Anambra State, Eastern Nigeria, Biafra.

METHODS

Participants: From the population of 9 media organizations, 7 organizations were selected for the study. The studied media organizations with their respective sampled participants were the Anambra Broadcasting Service (ABS) radio, Awka (31); Anambra Broadcasting Service (ABS) television, Awka and Onitsha(41); Radio Nigeria (Purity FM), Awka (49); Nigerian Television Authority (NTA), Awka (52); Silver Bird radio and television, Awka (29); Blaise FM Oraifite (18); and Radio Sapiencie, Onitsha (13). The first four were public media organizations, while the latter three were private media organizations.

Both the probability and non-probability **sampling** techniques were adopted. Multi-stage (probability) (Adekunle, & Adisa, 2010; Obinne, 2013) sampling technique was adopted to sample the participants for the study. Consequently, sampling was done in the employment, gender, management status, and educational levels clusters of the participants' organizations. The essence was to ensure fair distribution of the questionnaire and sampling of the participants. Again, incidental (non-probability) sampling was used to sample the participants based on their availability and willingness to participate in the study (Oginyi, & Nwankwo, 2014). This technique also ensured ethical observation of the participants' consent.

Instrument: The "Organizational Effectiveness Model Inventory" shown below developed in Eastern Nigeria, Biafra, by Nwanzu (2010) was the study's measuring instrument.

**TABLE 1: ORGANIZATIONAL EFFECTIVENESS MODELS INVENTORY (OEMI):
© Nwanzu (2010)**

| ORGANIZATIONAL EFFECTIVENESS MODELS INVENTORY (OEMI) | | Strongly agree(5) | Agreed (4) | May be (3) | Disagree (2) | Strongly disagree |
|---|---|-------------------|------------|------------|--------------|-------------------|
| <i>GOAL ATTAINMENT MODEL</i> | | | | | | |
| 1. | The desired level of output is always attained. | | | | | |
| 2. | The set quantity of products/services is achieved at all time. | | | | | |
| 3 | The set quantity of products/services is frequently attained. | | | | | |
| 4 | The desired input-output ratio is attained all the time. | | | | | |
| 5 | Production/services processes are regularly carried out efficiently. | | | | | |
| 6 | Departmental/sectional output goals are often achieved. | | | | | |
| 7 | Output per unit-input is always as desired. | | | | | |
| 8 | Outputs/services are produced/rendered within the shortest possible time. | | | | | |
| 9 | Things are always done at the right time. | | | | | |
| 10 | The desired productivity level is always achieved. | | | | | |
| <i>SYSTEM RESOURCES MODEL</i> | | | | | | |
| 11 | The needed manpower is always acquired. | | | | | |
| 12 | The needed raw materials are often acquired. | | | | | |
| 13 | The needed working capital is regularly acquired. | | | | | |
| 14 | The needed technical skill is always available. | | | | | |
| 15 | Net profit is regularly recorded. | | | | | |
| 16 | The desired market share is often attained. | | | | | |
| 17 | Returns to investments are adequate. | | | | | |
| 18 | Earnings per share is comparatively satisfactory. | | | | | |
| 19 | Products/services are made in responses to demand of the environment. | | | | | |
| 20 | The desired degree of expansion is usually attained. | | | | | |
| <i>INTERNAL PROCESS MODEL</i> | | | | | | |
| 21 | Employees' attitudes to work are encouraging. | | | | | |
| 22 | There is job satisfaction among employees. | | | | | |
| 23 | There is high level of employees' loyalty. | | | | | |
| 24 | Trust exists among members. | | | | | |
| 25 | There are employees' commitments. | | | | | |
| 26 | There is low level of dysfunctional conflicts. | | | | | |
| 27 | There is high degree of cohesion among members. | | | | | |
| 28 | There is high level of employees' morale. | | | | | |
| 29 | Labour-management relationship is satisfactory. | | | | | |
| 30 | There is free flow of information among members. | | | | | |
| <i>STRATEGIC CONSTITUENCY MODEL</i> | | | | | | |
| 31 | The needs and expectations of the stakeholders are often met. | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| 32 | Shareholders needs and expectations are always satisfied. | | | | | |
| 33 | The needs and expectations of the customers are often met. | | | | | |
| 34 | The needs and expectations of employees are regularly attended to. | | | | | |
| 35 | The request and demand of the trade unions are always addressed promptly. | | | | | |
| 36 | Managers'/administrators' needs and expectations are often satisfied. | | | | | |
| 37 | The standards of the regulatory agencies are regularly attained. | | | | | |
| 38 | Expectations of the suppliers are usually met. | | | | | |
| 39 | The level of corporate social responsibility is satisfactory. | | | | | |
| 40 | The interests of the various constituencies are often satisfied. | | | | | |

The instruments had 4 sub-inventories each measured on 5-points rating scale of Likert (1932) and attained interval scale. The instrument had convergent validity .89, and discriminant validity .31 with "Perception of Organizational Politics" (Nwanzu, 2010). The "Organizational Effectiveness Model Inventory" also had test-retest reliability .73, alternate form reliability .94, Cronbach Alpha .96, and split-half reliability .78 (Nwanzu, 2010).

Procedure: Out of 9 media organizations population, 7 organizations were sampled for the study, while 2 were eliminated because they were campus-based and they existed for academic purposes only. The eliminated two also had smaller areas of coverage, little or no economic goals, and lesser organizational effectiveness challenge.

Participants were reached based on availability, consent, and willingness to participate in the study, after permission had been obtained from the managements of the organizations. The participants sampled were deemed enough because only those working in those media organizations were required for the study. Confidentiality of the information given was also assured to the participants. Research assistants who were updated on research requirements and ethics were used in the study.

Design/Statistics: The study had 2x4 factorial designs. This is because there were two organizational types/groups and four organizational effectiveness dimensions/models, which give rise to multiple variables/factors. The data for the hypotheses were analyzed with multivariate analysis of variance (MANOVA). The rationale for this was based on the two types of organizations (public and private organizations), as well as the four models/dimensions of organizational effectiveness ("Goal Attainment Model", "System Resources Model", "Internal Process Model", and "Strategic Constituency Model"). The statistical analyses were done with statistical packages in social sciences (SPSS), version 17.

RESULTS

Table 2 is the descriptive performance for organizational effectiveness by public and private media organizations in Anambra State, Eastern Nigeria, Biafra.

Table 2: Descriptive Statistics for between Public and Private Media Organizations Effectiveness

| | | ORGANIZATION'S TYPE | Mean | Std. Deviation | N |
|---------------------------------|-----------|------------------------|---------|-------------------|-----|
| GOAL ATTAINMENT MODEL | | Private Organizations | 37.0000 | 7.70208 | 60 |
| | | Public Organizations | 34.9653 | 6.35564 | 173 |
| | | Total | 35.4893 | 6.76968 | 233 |
| SYSTEMIC MODEL | RESOURCES | Private Organizations | 36.3667 | 8.13648 | 60 |
| | | Public Organizations | 34.6474 | 6.47872 | 173 |
| | | Total | 35.0901 | 6.96577 | 233 |
| INTERNAL PROCESS MODEL | | Private Organizations | 36.1167 | 7.48126 | 60 |
| | | Public Organizations | 34.4740 | 6.22781 | 173 |
| | | Total | 34.8970 | 6.59595 | 233 |
| STRATEGIC CONSTITUENCY MODEL | | Private Organizations | 36.5167 | 8.10209 | 60 |
| | | Public Organizations | 34.1561 | 7.49759 | 173 |
| | | Total | 34.7639 | 7.70972 | 233 |

Table 2 shows the descriptive distribution for the organization type and organizational effectiveness. Private media organization had higher means and standard deviations (M=37.0000, SD=7.70208; M=36.3667, SD=8.13648; M=36.1167, SD=7.48126; & M=36.5167, SD=8.10209) than those of public (M=34.9653, SD=6.35564; M=36.3667, SD=8.13648; M=36.1167, SD=7.48126, & M=36.5167, SD=8.10209) media organizations for Goal Attainment Dimensions, Systemic Resources Dimension, Internal Process Dimension/Model, and Strategic Constituency Dimension of organizational effectiveness.

Table 3 is the Multivariate Tests of the organizational effectiveness of the public and private media organizations in Anambra, Eastern Nigeria, Biafra.

Table 3: Multivariate Tests^b between Public and Private Media Organizations' Effectiveness

| Effect | | Value F | | Hypothesis df | Error df | Sig. |
|----------------------|-----------------------|---------|--------------------|------------------|----------|------|
| ORGANIZATION TYPE | Pillai's Trace | .021 | 1.231 ^a | 4.000 | 228.000 | NS |
| | Wilks' Lambda | .979 | 1.231 ^a | 4.000 | 228.000 | NS |
| | Hotelling's Trace | .022 | 1.231 ^a | 4.000 | 228.000 | NS |
| | Roy's Largest Root | .022 | 1.231 ^a | 4.000 | 228.000 | NS |

NS = Not Significant

Table 3 is the Multivariate Tests of the overall organizational effectiveness of the public and private media organizations in Anambra, Nigeria, Biafra. It shows that no significant differences existed in the organization type and the achieved overall organizational effectiveness for the public and private organizations studied.

The table 4 below presents tests of between-subjects effects for public and private organizations, and organizational effectiveness namely the goal attainment model, systemic resources model, internal process model, and strategic constituency model.

Table 4: Tests of Between-Subjects Effects for Public and Private Media Organizations' Effectiveness

| Source | Dependent Variable | Type III Sum of Squares | df | Mean Square | F |
|-------------------|------------------------------|-------------------------|----|-------------|--------|
| ORGANIZATION TYPE | Goal Attainment Model | 184.431 | 1 | 184.431 | 4.078* |
| | Systemic Resources Model | 131.683 | 1 | 131.683 | 2.734# |
| | Internal Process Model | 120.212 | 1 | 120.212 | 2.784# |
| | Strategic Constituency Model | 248.248 | 1 | 248.248 | 4.235* |
| Error | Goal Attainment Model | 10447.792 | 23 | 45.229 | |
| | Systemic Resources Model | 11125.425 | 23 | 48.162 | |
| | Internal Process Model | 9973.316 | 23 | 43.175 | |
| | Strategic Constituency Model | 13541.769 | 23 | 58.622 | |
| Total | Goal Attainment Model | 10632.223 | 23 | | |
| | Systemic Resources Model | 11257.107 | 23 | | |
| | Internal Process Model | 10093.528 | 23 | | |
| | Strategic Constituency Model | 13790.017 | 23 | | |

a. R Squared = .017 (Adjusted R Squared = .013) Note * = $p < .05$; # = Not Significant

b. R Squared = .012 (Adjusted R Squared = .007)

c. R Squared = .012 (Adjusted R Squared = .008)

d. R Squared = .018 (Adjusted R Squared = .014)

From the table 4 above, the tests of between-subjects effects were significant for organization type and "goal attainment" ($p < .05$; $F = 4.078$; $N = 233$) and "strategic constituency" ($p < .05$; $F = 4.235$; $N = 233$) dimensions of organizational effectiveness, but not significant for

organization type and the “system resources” ($p < .05$; $F = 2.734$; $N = 233$) and “internal process” ($p < .05$; $F = 2.784$; $N = 233$) dimensions/models of organizational effectiveness. The private media organizations had between 13% - 17% ($R \text{ Squared} = .017$ /Adjusted $R \text{ Squared} = .013$) and 14% - 18% ($R \text{ Squared} = .018$ /Adjusted $R \text{ Squared} = .014$) accounted organizational effectiveness for “goal attainment” and “strategic constituency” dimensions respectively more than the public media organizations. From table 2, the significantly achieved organizational effectiveness was attained more in the private media organization than public ones. Thus, the private media organizations’ “goal attainment” (mean = 37.00, $SD = 7.70$) and “strategic constituency” (mean = 36.52, $SD = 8.10$) were better than the public media organizations’ “goal attainment” (mean = 34.96, $SD = 6.35$) and “strategic constituency” (mean = 34.15, $SD = 7.50$).

Summary of Results

1. No significant differences existed between organizations type and overall organizational effectiveness.
2. Between-subjects effects found significant differences for organization type and “goal attainment” and “strategic constituency” organizational effectiveness.
3. No significant differences were found for organization type and the “system resources” and “internal process” organizational effectiveness.
4. Private media organizations had between 13% - 17% and 14% - 18% accounted organizational effectiveness for “goal attainment” and “strategic constituency” respectively more than the public media organizations.

DISCUSSIONS

No significant differences existed for the organizational type and overall organizational effectiveness of media industry in Anambra State, Eastern Nigeria, Biafra. It is plausible that government’s assistance (Moe, 1994; Vigoda-Gadot, & Kapun, 2005) facilitates the public organization’s performance effectiveness. Further tests of between-subjects effects were significant for organization type and “goal attainment” and “strategic constituency” dimensions of organizational effectiveness, but not significant for organization type and the “system resources” and “internal process” dimensions of organizational effectiveness. While the findings affirmed Parhizgari and Gilbert (2004) that private organizations were more strategic in pursuing organizational effectiveness. The findings however challenged the position of the World Bank (2003) that regulatory monopolies are necessary to enhance the organizational effectiveness of public organizations. The outcome could have been caused by variations in the implementations of psychological empowerment which affects organizational effectiveness (Boudrias, Morin, & Lajoie, 2014). Differences in psychological empowerment result in differences in motivation and exhibitions of other organizational behaviour characteristics that contribute positively to organizational effectiveness (Hasanzadeh, & Shamshiri, 2014).

Implications of the Findings

The findings of the study makes it imperative that:

1. Protectionism has not been successful in enhancing organizational effectiveness of the public organizations in the media industry in Anambra State, Eastern Nigeria (Biafra).
2. Government interference/involvement, and its corruption effects in public media organizations seemed to retard public media organizations' satisfaction of the public.
3. Possibly, commercialization innovation introduced in the public media organizations sensitized them to brace up for competitive performance that facilitates goal ambitions, and checks personnel complacency toward the organization.

CONCLUSION

The study examined the organizational effectiveness of private and public organizations in the median industry in Anambra State, Eastern Nigeria (Biafra). The findings of the study that no significant differences existed between organizations type and overall organizational effectiveness show that the two types of organization match each other in the contemporary business environment. The contemporary business environment is very volatile that flexibility, pragmatism, and adaptation are necessary for achieving operational efficiency, performance efficiency, and organizational effectiveness.

RECOMMENDATIONS/SUGGESTIONS

1. Private and public media organizations in Anambra State, Eastern Nigeria, Biafra, should improve on their "system resource", and "internal process".
2. Equal business policy should be provided for both media organizations, so as to resolve some "internal process" challenges associated with regulatory policies.
3. Media organizations should embrace the practice of exploring feedback that helps to understand "systemic" and "internal" factors impinging in organizational effectiveness.
4. Psychological empowerment should be cultured in the media organizations to encourage superior learning of "system resource", and "internal process".

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