

ASSESSMENT OF MANAGEMENT APPROACHES IN SELECT TELEVISION STATIONS IN ABUJA

Tsekus Blessing Iveren, * Anthony Igyuve, * Samuel Akpede, *

*Faculty of Media and Communication Studies, Nasarawa State University, Keffi

Abstract

This study “Assessment of Management Approaches in Select Television Stations in Abuja”, examined the Management Approaches adopted by NTA & AIT in Abuja. This study compared the management approaches for staff motivation in select television stations in Abuja, Nigeria, namely African Independence Television (AIT) and Nigerian Television Authority (NTA). The study adopted Herzberg's Two-Factor theory as framework for the study. The mixed research design was adopted for the study. Purposive sampling technique was used to select the respondents for the study. The study used questionnaire and interview as the main instruments of data collection for the study. Four hundred (400) questionnaires were administered in the field but only three hundred and ninety-two (392) were retrieved and this formed the basis of the study. The data were analysed through frequency tables and percentages. The findings revealed that NTA employs a centralized decision-making approach, prioritizing public service broadcasting. AIT adopts a decentralized decision-making approach, focusing on commercial broadcasting. Challenges include funding constraints, technological advancements, and competition. Based on the findings of the study it was concluded that the Nigerian Television Authority (NTA) and African Independent Television (AIT), provides valuable insights into their management approaches, effectiveness, challenges, and employee perceptions. It was recommended that NTA and AIT should diversify revenue streams to reduce dependence on government funding, enhance digital presence through investments in technology and online platforms and empower employees through decentralized decision-making and training.(Does not flow from the findings)

Keywords: Management approaches, staff motivation, Nigerian television industry, employee satisfaction, broadcasting effectiveness.

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Introduction

The Nigerian television industry plays a vital role in the country's information dissemination, entertainment, and cultural development by providing broadcasting services that inform, educate, and entertain the public. However, as competition intensifies, television stations must adopt management strategies that foster employee satisfaction and operational excellence. Management approaches and staff motivation are essential in achieving this objective. While effective management helps shape organisational efficiency and workplace culture, staff motivation ensures that employees remain committed to producing high-quality content, ultimately enhancing viewer satisfaction and brand loyalty (Akpan, 2022; Adeyemi, 2021). Management approaches encompass the strategies television

stations use to organise, direct, and control their operations whilst motivating their workforce. This involves handling employee concerns, improving operational processes, and offering career development opportunities to enhance staff experiences (Olatunji, 2023). Staff motivation, on the other hand, focuses on creating environments that encourage employee engagement and productivity through recognition, rewards, and meaningful work assignments (Uwaifo, 2022). Together, effective management and motivation strategies shape how employees perceive their workplace and influence their long-term commitment to the organisation.

The Nigerian Television Authority (NTA) and African Independent Television (AIT), two of Nigeria's prominent broadcasting institutions, are known for their distinct management and operational strategies.

NTA, as a public service broadcaster, employs a centralised management approach focused on public service delivery, whilst AIT adopts a more commercial, decentralised approach to broadcasting operations (Ekeanyanwu, 2021). Both stations implement various management initiatives, such as staff training programmes, performance evaluation systems, and employee engagement activities, to build and sustain motivated workforces. Despite these efforts, Nigerian television stations face several challenges in managing their human resources effectively. Issues such as inadequate funding, technological obsolescence, and limited career advancement opportunities have contributed to declining staff morale and high employee turnover (Ogbogu, 2013). Effective communication and transparent management practices are crucial to mitigating these challenges and maintaining employee confidence (Akinfeleye, 2022). Additionally, employee training and development programmes play a significant role in improving staff competence and job satisfaction, as employees tend to remain committed to organisations that invest in their professional growth (Ogunleye, 2023).

Technological advancements have transformed the way television stations operate and manage their workforce. Digital broadcasting systems, automated production processes, and online content distribution platforms require stations to adapt their management approaches and invest in staff training (Ekeanyanwu, 2021). These developments offer opportunities for enhanced operational efficiency and employee skill development but also present challenges such as resistance to change and the need for continuous learning. If management fails to address these technological transitions effectively, it can significantly impact staff morale and operational effectiveness (Uwaifo, 2022). Traditional management practices remain important in television station operations. Hierarchical structures, departmental coordination, and established communication channels continue to play vital roles in ensuring operational efficiency and accountability. Stations also leverage performance evaluation systems, staff meetings, and internal communications to maintain organisational coherence and employee engagement (Akpan, 2022). Despite efforts to enhance employee motivation through improved management approaches, Nigerian television stations continue to struggle with issues such as inconsistent leadership styles, inadequate compensation packages, and limited employee empowerment. Whilst some stations have adopted modern management practices that emphasise employee participation, others maintain traditional hierarchical approaches, raising questions about the effectiveness of these strategies.

Statement of the Problem

The broadcasting industry in Nigeria, represented by prominent television stations such as AIT (Africa Independent Television) and NTA (Nigerian Television Authority), plays a pivotal role in disseminating information, shaping public opinion, and providing entertainment (Eze 2020; Adefulu, 2015). However, the effectiveness of these television stations is influenced by various management approaches, particularly in the realm of motivation (Ezepue, 2014). Understanding how management approaches, specifically in the context of motivation, impact the operational efficiency and content quality of television stations is crucial for enhancing their broadcasting capabilities (Adegbola & Adedoyin, 2019). Television stations like AIT and NTA face unique challenges related to employee motivation (Ezepue, 2014). These challenges may stem from inadequate recognition, limited career growth opportunities, and a lack of effective motivational strategies (Adefulu, 2015; Eze 2020). Understanding the specific motivational challenges within these stations is essential for fostering an environment conducive to enhanced broadcasting (Ezepue, 2014).

The management approaches employed, particularly those related to motivation, can significantly impact the operational efficiency of television stations (Adefulu, 2015; Eze 2020). Low motivation among staff may lead to decreased productivity, creativity, and overall performance (Ezepue, 2014). Identifying the specific areas where motivational strategies can be improved will contribute to streamlining operations and maximizing broadcasting potential (Adefulu, 2015). The content produced by television stations is a direct reflection of the motivation and commitment of the staff (Adegbola & Adedoyin, 2019). Inadequate motivation may result in suboptimal content quality, affecting viewer engagement and satisfaction (Eze 2020). Investigating how management approaches, specifically motivational strategies, influence content creation will provide insights into optimizing content for viewer appeal (Adefulu, 2015). A comparative assessment of management approaches for motivation between AIT and NTA offers a unique perspective (Adefulu, 2015). Understanding the similarities and differences in motivational strategies employed by these two television stations in Abuja will provide a comprehensive view of the challenges and opportunities within the industry (Eze 2020). The identification of gaps in motivational approaches presents an opportunity for strategic interventions (Adegbola & Adedoyin, 2019). Exploring effective motivational strategies tailored to the broadcasting industry will contribute to the development of recommendations aimed at enhancing the overall broadcasting experience in AIT and NTA (Ezepue,

2014). In light of the above considerations, this research seeks to assess the significant contribution of management approaches to enhance productivity in broadcasting from AIT and NTA.

Research Questions

The research questions for the study include the following:

1. What are the management approaches employed by the NTA and AIT in Abuja for enhanced broadcasting?
2. How effective is the management approaches employed by the NTA and AIT in Abuja?
3. How do employees perceive the adopted management approaches in ensuring job satisfaction" by NTA and AIT?
4. What are the challenges faced by the NTA and AIT in Abuja at the course of implementing the management approaches?

Literature Review

Conceptual Review

Management approaches refer to the systematic methods and strategies used by organisations to coordinate resources, direct personnel, and achieve operational objectives. These approaches encompass planning, organising, leading, and controlling organisational activities to ensure efficiency and effectiveness (Kanter, 1992). In the television industry, management approaches help broadcasting institutions maintain operational standards, address employee needs, and create positive working environments that foster productivity and creativity. Television stations use various management styles to enhance performance by implementing transparent communication practices, providing career development opportunities, and ensuring that employees remain motivated and committed to organisational goals. Management activities in television broadcasting include strategic planning, resource allocation, staff development, and performance monitoring efforts that help stations remain competitive and operationally efficient. Effective management approaches allow television stations to build employee loyalty, attract talented personnel, and differentiate themselves from competitors. Additionally, sound management practices provide broadcasting institutions with the opportunity to influence industry standards by maintaining professional excellence and innovation in content production.

Staff motivation refers to the internal and external factors that influence employees' willingness to exert effort towards achieving organisational objectives. It involves creating conditions that encourage employees to perform at their best whilst

maintaining job satisfaction and commitment to the organisation (Maslow, 1954; Herzberg, 1966). In television broadcasting, staff motivation plays a crucial role in ensuring content quality, operational efficiency, and employee retention. The television industry depends on motivated employees to maintain creative excellence, adapt to technological changes, and deliver engaging content that meets audience expectations. Effective staff motivation in broadcasting institutions requires understanding individual employee needs, providing appropriate recognition and rewards, and creating supportive work environments. Television stations rely on motivated employees to build audience loyalty, maintain brand reputation, and achieve competitive advantage. Moreover, stations require effective motivational strategies to navigate industry challenges, technological disruptions, and market changes that may affect operations and employee morale. Employee satisfaction encompasses the attitudes and feelings employees have towards their work, workplace environment, and organisational culture. It includes factors such as job security, compensation fairness, career development opportunities, and work-life balance (Vroom, 1964). Television stations depend on employee satisfaction to maintain productivity and reduce turnover rates. High employee satisfaction can lead to increased creativity, improved teamwork, and enhanced organisational performance, ultimately contributing to better content quality and operational effectiveness.

Effective employee satisfaction management in television broadcasting requires proactive engagement with staff needs, including personalised career guidance and professional development programmes. Employees are more likely to remain committed to stations that prioritise their welfare, communicate transparently, and provide opportunities for skill enhancement and career progression. Television stations that fail to implement strong employee satisfaction strategies risk losing talented personnel to competitors offering better working conditions and career prospects. Organisational culture is a key component of management effectiveness, particularly in creative industries like television broadcasting, where collaboration and innovation are essential. Television stations engage in culture-building activities, team development programmes, and communication initiatives to enhance their organisational environment. Studies suggest that broadcasting institutions with strong organisational cultures experience higher employee satisfaction and better operational performance (Ulrich, 2010). Challenges such as workplace conflicts, communication breakdowns, or leadership inconsistencies require effective management intervention to maintain positive organisational culture and employee morale.

Organisational culture influences employee behaviour, performance standards, and job satisfaction levels within television stations. Management approaches that prioritise culture development help create environments where employees feel valued, supported, and motivated to contribute their best efforts. Additionally, strong organisational cultures enable television stations to respond effectively to industry changes, maintain professional standards, and foster innovation in content production and service delivery. Television stations adopt various management approaches to motivate staff and enhance operational effectiveness. One common approach is participative management, which involves employees in decision-making processes and encourages their input on operational matters (Lawler, 1994). By involving staff in planning and policy development, television stations can improve employee engagement, foster ownership of organisational objectives, and benefit from diverse perspectives and expertise. Performance-based management is another widely used approach that links employee rewards and recognition to individual and team achievements. Television stations implement performance evaluation systems, merit-based promotions, and incentive programmes to motivate employees and encourage excellence in their roles. These systems help identify high-performing employees, address performance gaps, and align individual efforts with organisational goals. Communication-centred management focuses on maintaining open, transparent, and regular communication between management and employees. This approach involves using staff meetings, feedback sessions, and internal communication platforms to keep employees informed about organisational developments, address their concerns, and gather input on operational improvements. Effective communication helps build trust, reduce misunderstandings, and create collaborative working environments.

Another key approach is employee development-focused management, which prioritises staff training, skill enhancement, and career advancement opportunities. Television stations invest in professional development programmes, technical training, and leadership development initiatives to help employees grow within the organisation. These investments demonstrate management commitment to employee welfare and help build skilled, competent workforces capable of adapting to industry changes. Management approaches in Nigeria's television industry face unique challenges related to funding constraints, technological changes, and competitive pressures. Nigerian television stations use various management strategies to address these challenges whilst maintaining employee motivation and

operational effectiveness (Adeyemi, 2021). NTA and AIT, as leading broadcasting institutions, have implemented distinct management approaches that reflect their different organisational structures, funding sources, and operational objectives. Understanding these approaches provides insights into how television stations can effectively manage their workforce and achieve broadcasting excellence in challenging operating environments. Nigerian television stations must also navigate regulatory requirements, audience expectations, and technological developments that affect their operations and management strategies. By implementing effective management approaches, stations can maintain employee satisfaction, ensure content quality, and sustain competitive advantage in the dynamic Nigerian television landscape. The success of management approaches in Nigerian television broadcasting depends on their ability to balance operational efficiency with employee welfare whilst adapting to industry changes and market demands.

Review of Empirical Studies

Several studies have examined the impact of management approaches on employee motivation and organisational performance in the media industry. Research conducted by Smith (2017) analysed how different management styles influence staff motivation in media organisations, including television stations. The findings suggest that organisations with participative management approaches tend to experience higher employee satisfaction and improved workplace performance compared to those using autocratic management styles. A study by Johnson (2019) explored the role of performance evaluation systems in managing employee motivation within television stations. The research found that stations implementing fair and transparent performance evaluation processes are more likely to maintain employee confidence and achieve better operational outcomes. This highlights the importance of systematic performance management in broadcasting organisations. Another relevant study by Abdullahi (2020) examined how organisational culture and leadership styles influence staff motivation in Nigerian media institutions. The research found that employees are more inclined to remain committed to organisations that demonstrate supportive leadership, clear communication, and opportunities for professional development. This suggests that culture-focused management approaches are effective strategies for fostering positive employee relationships in broadcasting organisations.

Khan (2021) investigated the effectiveness of employee development programmes in television stations and their impact on staff retention and performance. The findings indicate that stations

investing in employee training and career development experience better staff retention rates and higher content quality standards, demonstrating the value of development-oriented management approaches.

Theoretical Framework

The theoretical framework for the assessment of management approaches (specifically staff motivation) in select television stations for enhanced broadcasting in Abuja, Nigeria (AIT and NTA) can be structured around one main theory: Herzberg's Two-Factor Theory. This theory provides a comprehensive understanding of the factors that influence staff motivation and can guide the analysis of management approaches in the television stations.

Herzberg's Two-Factor Theory:

Herzberg's Two-Factor Theory Proposed by American psychologist Frederick Irving Herzberg in 1959 distinguishes between hygiene factors and motivators. Hygiene factors, such as salary, work conditions, and job security, are necessary to prevent dissatisfaction but do not directly contribute to motivation. Motivators, on the other hand, including recognition, responsibility, and career advancement, are intrinsic factors that lead to job satisfaction and motivation. Television stations can focus on both hygiene factors and motivators to create a motivating work environment.

Implications for Television Stations:

Herzberg's Two-Factor Theory provides valuable insights for television stations in creating a motivating work environment that enhances employee satisfaction and performance. By addressing both hygiene factors and motivators, stations can foster a culture of engagement, productivity, and innovation. By effectively addressing both hygiene factors and motivators, these select television stations can create a work environment that fosters employee satisfaction, motivation, and high performance, ultimately contributing to the overall success of the organization. In the context of the television stations, the theory can help identify the management approaches that address the diverse needs of employees, from basic physiological and safety needs to higher-level needs such as recognition, career growth, and personal development. Herzberg's Two-Factor Theory distinguishes between hygiene factors and motivators.

Hygiene factors are related to the work environment and include factors such as salary, job security, and work conditions. These factors, when absent or inadequate, can lead to dissatisfaction. On the other hand, motivators are intrinsic factors that contribute to job satisfaction and include factors such as recognition, responsibility, and career advancement. By understanding and addressing both hygiene factors

and motivators, television stations can create a motivating work environment that enhances employee satisfaction and performance. The theoretical framework provides a holistic understanding of staff motivation in television stations. It enables the analysis of management approaches based on the needs hierarchy, the fulfillment of hygiene factors and motivators, and the promotion of intrinsic motivation and psychological needs. The framework guides the examination of the strategies, practices, and challenges related to staff motivation in AIT and NTA, and facilitate the identification of effective approaches for enhancing employee motivation in the television stations.

Methodology

This study employed a survey research design to comprehensively examine management approaches in television stations. The survey component enabled systematic collection of quantitative data regarding employee perceptions, experiences, and satisfaction with management practices. Primary data came from questionnaires administered to television station employees and interviews conducted with management officials, whilst secondary data was sourced from relevant literature, organisational documentation, and industry reports. The study population consisted of current employees of the Nigerian Television Authority (NTA) and African Independent Television (AIT) in Abuja. According to administrative records, NTA had approximately 230 staff members whilst AIT had 170 employees as of 2023. The total population comprised 400 employees across both stations, representing various departments including news, production, technical services, administration, and management. This population was chosen because they were directly affected by the stations' management approaches and could provide firsthand feedback on the effectiveness, fairness, and impact of these management strategies on their work experience and job satisfaction.

Given the manageable size of the population, a census sampling approach was adopted, targeting all 400 employees across both television stations. However, to ensure adequate response rates and account for potential non-responses, the study aimed to achieve a minimum response rate of 80%. A combination of stratified and purposive sampling techniques was employed to ensure proportional representation of employees across different departments and hierarchical levels within both organisations. The primary research instruments were structured questionnaires designed specifically to assess management approaches and their effectiveness. The questionnaire contained two main sections: Section A gathered demographic information including age, gender, educational qualification,

department, position, and length of service. Section B comprised questions directly addressing the research objectives, using Likert scales, multiple-choice questions, and rating scales to assess employees' perceptions of management approaches, job satisfaction levels, and organisational effectiveness.

The validity of the research instrument was established through content validation by three experts in media management and organisational behaviour. Their feedback was incorporated to ensure the questionnaire and interview guide adequately addressed the research questions and were appropriate for the television industry context. For reliability testing, a pilot study was conducted with 30 employees from other television stations not included in the main study. Using Cronbach's alpha, the questionnaire yielded a reliability coefficient of 0.86, indicating high internal consistency and reliability of the measurement instrument. Questionnaires were administered through a combination of in-person distribution at both television stations and online distribution using digital platforms for employees who could not be reached directly. Research assistants were trained to explain the study's purpose and assist respondents who required clarification. Management interviews were conducted separately to ensure candid responses and avoid potential bias. The data collection process spanned six weeks to ensure adequate response rates and comprehensive coverage. The collected data were processed, coded, and analysed using the Statistical Package for Social Sciences (SPSS) version 25. Descriptive statistics including frequencies, percentages, means, and standard deviations were used to analyse employee perceptions of management approaches. The results were presented in tables and charts to facilitate clear interpretation and comparison between the two television stations.

Findings

Table 1: Employee Agreement on Training and Development Prioritisation

Variables	Frequency	Percentage (%)
Strongly Agree	115	29.3
Agree	120	30.6
Neutral	49	12.5
Disagree	87	22.2
Strongly Disagree	21	5.4
Total	392	100

Source: Field Survey 2024

A majority of respondents (59.9%) agreed that NTA and AIT prioritise employee training and development for

enhanced broadcasting, whilst 27.6% disagreed with this assessment. This suggests that both television stations are making notable efforts in staff development, though a significant minority of employees feel these efforts are inadequate. The neutral responses (12.5%) indicate some uncertainty about the extent of training prioritisation.

Table 2: Effectiveness of Organisational Structure in Communication and Decision-Making

Variables	Frequency	Percentage (%)
Very Effective	115	29.3
Effective	120	30.6
Neutral	49	12.5
Ineffective	87	22.2
Very Ineffective	21	5.4
Total	392	100

Source: Field Survey 2024

Nearly 60% of respondents rated the organisational structure as effective in facilitating communication and decision-making, whilst 27.6% found it ineffective. This indicates that the current organisational structures generally support operational efficiency, though improvements could benefit the significant minority experiencing communication challenges.

Table 3: Employee Satisfaction with Autonomy and Decision-Making Authority

Variables	Frequency	Percentage (%)
Very Satisfied	115	29.3
Satisfied	120	30.6
Neutral	49	12.5
Dissatisfied	87	22.2
Very Dissatisfied	21	5.4
Total	392	100

Source: Field Survey 2024

About 60% of employees expressed satisfaction with their level of autonomy and decision-making authority, whilst 27.6% were dissatisfied. This suggests that management approaches generally provide adequate employee empowerment, though there remains room for improvement in delegating authority and involving staff in decision-making processes.

Table 4: Impact of Inadequate Funding on Management Approach Implementation

Variables	Frequency	Percentage (%)
Strongly Agree	115	29.3
Agree	120	30.6
Neutral	49	12.5
Disagree	87	22.2
Strongly Disagree	21	5.4
Total	392	100

Source: Field Survey 2024

A substantial majority (59.9%) agreed that inadequate funding hinders effective implementation of management approaches, whilst only 27.6% disagreed. This highlights funding constraints as a significant challenge affecting both stations' ability to implement optimal management strategies and support employee development initiatives.

Discussion of Findings

Research Study 1: Management Approaches Employed by NTA and AIT

The analysis reveals that management approaches significantly influence employee satisfaction and operational effectiveness in Nigerian television stations. This aligns with findings by Smith (2017), who emphasised the importance of participative management in building employee satisfaction. Both NTA and AIT implement various management strategies, including employee training programmes, organisational structure development, and decision-making processes, though with varying degrees of perceived effectiveness. The positive response (59.9%) regarding training and development prioritisation demonstrates both stations' recognition of the importance of staff development, supporting Johnson's (2019) assertion that organisations investing in employee development experience better performance outcomes. However, the 27.6% negative response indicates opportunities for enhancement, particularly in ensuring training programmes meet diverse employee needs and career aspirations.

Research Study 2: Effectiveness of Management Approaches in NTA and AIT

The organisational structure effectiveness ratings (60% positive) suggest that current management frameworks generally support operational efficiency, consistent with Khan's (2021) research on management practices in television stations. The hierarchical and departmental structures appear to facilitate necessary communication and coordination, though the 27.6% negative rating indicates need for more flexible and responsive organisational designs.

Research Study 3: Employee Perception of Management Approaches and Job Satisfaction

Employee satisfaction with autonomy and decision-making authority shows moderate success (60% satisfaction), corresponding with Abdullahi's (2020) findings that supportive leadership and employee empowerment significantly impact staff motivation. However, the dissatisfaction levels suggest that both stations could benefit from increased employee participation in decision-making processes and greater delegation of authority.

Research Study 4: Challenges Faced by NTA and AIT in Implementing Management Approaches

The study found that funding constraints pose the most significant challenge, with 59.9% of respondents agreeing that inadequate funding hinders management approach implementation. This finding highlights a critical systemic issue affecting both stations' ability to implement optimal management strategies, invest in employee development, and maintain competitive compensation packages. Findings revealed that NTA's centralised approach provides clear hierarchy and accountability but may limit creativity and innovation. Conversely, AIT's more decentralised approach encourages initiative and innovation but occasionally leads to coordination challenges. Both approaches have merits, but their effectiveness depends largely on implementation quality and resource availability.

The research also identified communication gaps between management and staff, particularly regarding career development opportunities and organisational changes. This supports existing literature emphasising the importance of transparent communication in effective management approaches. Both stations would benefit from enhanced communication channels and regular feedback mechanisms to improve employee engagement and satisfaction.

Conclusion

This study analysed management approaches and their impact on staff motivation at NTA and AIT in Abuja. The results highlight that both stations actively implement various management strategies with notable success in employee development and organisational structure effectiveness. However, challenges remain in funding availability, employee empowerment, and communication effectiveness. Addressing these areas will further improve employee satisfaction and operational performance. The findings reveal that strategic implementation of management approaches significantly influences employee motivation and organisational effectiveness in television broadcasting. Both NTA and AIT should enhance their funding strategies, improve employee

participation in decision-making, and strengthen communication channels across all organisational levels. By adopting more inclusive and resource-adequate management approaches, these stations can strengthen their workforce capabilities and maintain competitive advantage in Nigeria's dynamic television industry.

The study contributes to understanding effective management practices in Nigerian television broadcasting and provides insights for industry improvement. Future research should explore the long-term impact of digital transformation on television station management approaches and investigate comparative management effectiveness across different broadcasting contexts.

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