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Management Contingencies Between Privately-Funded and Publically-Funded Broadcasting Organizations

Michael Godson-Amamoo
Walden University

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Walden University

College of Management and Technology

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Michael Godson-Amamoo

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Abstract

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Broadcasting Organizations

by

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Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

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August 2017

Abstract

Organizations, for-profit or not-for-profit, continually assess demands from their internal and external stakeholders and adjust their operations and strategies for long term sustainability. Building on the classical contingency theory of organization, the purpose of this cross-sectional study was to identify the differences of operational values and principles between private and public broadcasting organizations; an additional goal was to examine how these organizations use their operating choices to adapt to their environment. In a comparative study design between for-profit and not-for-profit broadcasting organizations as independent variables, the focus of the study was to compare 3 groups of dependent variables regarding operational values, principles, and the external environment. Using convenience sampling, the survey sample of 70 respondents included males and females over the age 18 selected for each of the research sites at Ghana Television, GH One, and Accra Metropolis. The key variables of operational values and external environments were measured by 6-point Likert scales, which were developed for the study. The measures were examined for their content validity and face validity, and they were empirically tested for their reliability and validity with collected data before testing the proposed claims. A series of *t* tests supported the claims that the 2 organizations operate with different principles and values. For-profit organizations focus on operational efficiency while not-for-profit organizations commit more to human development issues. The results of this study offer insights to broadcasting organizations about how to maximize their resources and bring about positive social change in community development by offering better programming options to stakeholders.

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Dedication

I devote this research to Rhodaline, my wife and study partner; my mother, Julia, and siblings for encouraging me throughout the entire dissertation process, especially times when the zeal to continue seemed meaningless.

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Chapter 1: Introduction to the Study

Introduction

A debate exists regarding all organizations implementing one management style or implementing different styles for different organizations (Viladsen, 2013). The similarities and differences between private and public organizations, in terms of the mode of management, are dependent on a number of factors, such as changes in the market environment, information technology (IT), and social or political influences (Cooper & Stephenson, 2012; Stefanescu, 2013). According to Epstein and Mcfarlan (2011), the similarities and differences between the two entities in a market environment are such that both types of organizations grow, transform, merge, or just stop operations due to loss of profits, lack of financial capital, or inability to cope with competition in the industry.

The evolving market climate continues to affect companies in various ways. Cooper and Stephenson (2012) stated that trends in the market environment have shaped the private, public, and other sectors in business and industries. Additionally, Cooper and Stephenson believed that IT has influenced many facets of daily life in the 21st century. Many business leaders have realized the need to establish network arrangements in a collaborative effort to address changes in technology and how these technological changes have affected market economies (Cooper & Stephenson, 2012). On the social and political fronts, private and public sector organizations adopt measures to make their operations viable because of the demands of the market place. Organizations from the two sectors continue to work in collaborative and similar ways. Neriz, Nunez, and Ramis

(2014) demonstrated how the Activity Based Costing information system maintains and processes data on activities and services to allocate costs and to support management decision making in private and public hospitals. The system enables managers to define prices of products and services, reduce costs while improving processes, and eliminate activities that add little or no value to operations (Neriz et al., 2014). Managers are able to reduce overhead costs because of this costing system. It also improves the bottom-line of the company.

There have been questions about the Activity Based Costing system regarding whether private and public organizations have similarities, or whether differences exist in addressing the challenges facing organizations in the market environment. The challenges prompted researchers to debate the answers to these questions (Neriz et al., 2014). In researching how for-profit private and government-owned public organizations differ, I proposed that researchers should take into account the values and ideologies of the organizations they are evaluating and study the external and internal demands of the environments the organizations operate within.

Researchers should also examine the workplace cultures, including the behaviors and activities of employees within the organizations, and should study the types of services that organizations offer. Researchers should investigate users' perceptions regarding the programs or services offered. Using the contingency theory, which infers that the effectiveness of leadership depends on particular situations (Donaldson, 2001), I explored and investigated the operational differences and similarities between for-profit

private and government-owned public sector organizations in a changing environment by theoretically positing arguments on six constructs:

1. Values and ideologies of the organizations
2. External demands confronting the organizations
3. Internal demands and their effect on the organizations
4. The programming principles of the organizations
5. Behaviors and activities of employees in the organizations
6. Public's opinion on services offered by the organizations

This study has social implications for individuals in leadership roles, scholars and students in management disciplines, individuals with roles in politics and government, and individuals involved in both the private and public sectors who are affected by technological advancements. Organizations that can benefit from the study include those within the health industry, transportation industry, media industry, and public works industries, such as energy and water. Some of these companies include Metro TV, Ghana Water Company, Ghana National Petroleum Corporation, and Ghana Railways. In this chapter, I present the structure of the research by providing the background of the research problem, the problem statement, the purpose of study, the theoretical foundation describing the constructs and variables influencing the research, the research questions and hypotheses, the scope and limitations, the significance of the research, and the summary.

Background of Problem

Private and public organizations face challenges to adapt because of changes in the market environment. Private and public organizations operate on principles dictated by (a) their core values and ideologies; (b) influences of external and internal factors that affect operations; (c) employee behaviors; and (d) programming schedules and public opinions on services, without paying attention to the effect of the changing business environment. Researchers studying private and public organizations often discussed the characteristics of these organizations; however, researchers have not attempted to provide an in-depth account of what factors affect the operating dynamics of these organizations in changing times.

Organizational characteristics are founded on principles. Hvidman and Andersen (2014) concluded that private and public organizations are characterized by three principles:

1. Private persons should own private organizations, and a public community should own public organizations.
2. Financial resources for private organizations are from consumers, while taxpayers sponsor public organizations.
3. Market forces control private organizations, while political stakeholders control public organizations.

I explored whether private and public organizations had similar issues that management had to address in a changing business environment, through either

collaboration or a method for dealing with the issues. I determined whether private or public sectors operated their organizations efficiently with declining resources.

Problem Statement

Changing economic markets, coupled with changes in technology, have caused private and public organizations to use various management strategies to address the changes facing them. Researchers have analyzed the operations of private and public organizations in similar ways. Viladsen (2013) stated that researchers analyzing similarities between private and public organizations have only addressed processes, structures, and strategies of these organizations and not how the organizations handle operational challenges in a changing environment. Jurisch, Ikas, Wolf, and Krcmar (2013) analyzed the characteristics of private and public organizations on business processes change; however, this gap in research remained unexplored.

Throughout this research, I determined if the similarities or differences between private and public organizations existed because of the willpower of management to adapt to environmental changes, such as funding or stakeholders' influence. Using a quantitative methodological approach for this study, I explored similarities and differences between private and public organizations and their management styles, compared to the changes in the market environment. In addition, I expanded on existing literature regarding the characteristics of private and public organizations. A survey conducted at a private broadcasting organization and a public broadcasting organization in Ghana was included in the study. The study centered on the six constructs identified earlier in this chapter.

Purpose of Study

The purpose of this study was to compare six constructs and variables on the differences and similarities between private and public organizations and how the organizations adapted to changes. I used a survey to examine the core missions and how the values and ideologies of the two organizations operated at different levels. I also compared external and internal factors that influence the organizations' operational methods, and how the behaviors and activities of employees affected the two sectors. Included in this study is a discussion of the organizations' programming efforts and how they satisfy the public.

Using a quantitative method to empirically test the management contingency theory on situational changes, I studied two broadcasting organizations in Ghana, one public and the other private. I accomplished this analysis through the following steps.

1. Develop measurements for the two organizations to establish the differences or similarities of operating dynamics between the organizations.
2. Use an instrument to measure the public opinions of the operating styles of the two organizations.
3. Establish the reliability and validity of the six constructs and associating variables identified in the study.
4. Test the variables and how they relate to the constructs associated with the organizations.

Theoretical Base

Many researchers have offered theories on contingency management. Fiedler's contingency leadership theory of the 1960s, Delery and Doly's human resource management theory of the 1990s, and Fredrickson's strategic decision-making theory of the 1980s comprised the foundation for most of the management theories used in existing research. Donaldson (2001) posited that the contingency theory is a theoretical lens to view organizations. Donaldson endorsed earlier works of management contingency theorists, who believed that contingency is any variable that changes the outlook of an organization relative to its operations. Donaldson (2001) affirmed that organizational contingency depends on three characteristics: environmental stability, organizational size, and organizational strategy. Environmental stability is defined by the frequency of technological and market changes; organizational size is affected by the number of employees who create bureaucratic tendencies; and organizational strategy affects divisional structure, where such divisions within the organization focus on one service or product to produce efficiency as a result of specialization (Donaldson, 2001). The theoretical framework I used for this study was Donaldson's organizational contingency theory, with an emphasis on environmental stability.

I conducted this research to encourage the proposition of more management contingency theories, in part because of Van De Ven, Ganco, and Hinings' (2013) belief that the study of organizational contingency theory has declined since the 1980s. Van De Ven, et al. noted that many organizational leaders have realized the need for contingency planning expertise and have incorporated contingency planning into their daily

management operations. Menz and Scheef (2014) added that many Fortune 500 companies, large multibusiness firms, and other large public organizations, in anticipation of contingency management plans, have included chief strategy officers in their top management teams. This inclusion is important to researchers studying current market economies, information-processing requirements, and the readiness to implement changes in a timely fashion. Menz and Scheef concluded that there is a need for support from the management of an organization to have a chief strategy officer, from a contingency planning perspective.

As private and public organizations use various management strategies to address changing business situations, organizations can operate on the six constructs shown in Table 1, and the discussion following it. As no existing instrument was available to adapt, I developed a Likert scale to use for analysis. Chapter 2 provides an extended discussion of research regarding the constructs and associating variables.

Table 1

Comparison of Operating Variables in Private and Public Organizations

Private Organizations	Public Organizations
Values and Ideology	
<ul style="list-style-type: none"> • (Operational Principle) For-Profit Orientation: conscious of generating revenue; reducing operating expense; ensuring accountability and dividends for investors through transparency, reliability, and effectiveness; streamlining the programming process; and creating a culture of market efficiency and productivity. • (Target Audience) Market-Orientation: focus is on the populous areas, appeal to the majority of customers with a wide array of choices (urban), and attraction of advertisers. • (Human Resource Capital) Recruitment and promotion on the basis of merit. • (Financial Resource Management) largely because of private investment financiers and stockholders. Accountability for efficient use of resources. 	<ul style="list-style-type: none"> • (Operational Principle) National and community interest: conscious of national and community values; accountability, reliability, effectiveness, and impartiality through networks of political stakeholders to encourage public scrutiny of how tax payers' monies are used; creating cultural enhancement; and professionalism for development in the public services. • (Target Audience) Community-Orientation: focus is on all communities, wide appeal across the country, and attraction or attention of community leaders. • (Human Resource Capital) fairness, justice, and equality in principle. • (Financial Resource Management) largely because of state and local subvention. Sometimes minimum commercial activities to support government funds.
External Demands	
<ul style="list-style-type: none"> • (Market Challenges) Organizations continue to adopt ways to perfect the existing environment, and how organizations are challenged to adopt new operational techniques in a global environment. • (Legislation) Working within the legal framework. • (Corporate Social Responsibility) Giving back to the community. 	<ul style="list-style-type: none"> • (Market Challenges) Learning environment in a market orientation. Effective management in public service, and how organizations survive in the global culture. • (Legislation) Grappling with legal framework. • (Organizational Responsibility) Service users expect commitment from public agencies.
Internal Demands	
<ul style="list-style-type: none"> • (Information Technology) Continued use of the IT feature to enhance cost-benefit analysis to increase profitability and productivity. • (Public-Private Partnership) Private organizations partnering more with public organizations to save on programming expenses. 	<ul style="list-style-type: none"> • (Information Technology) Improving technology to better serve public. • (Public-Private Partnership) Public organizations encouraging partnership with private organizations to gain social legitimacy.
Programming	
<ul style="list-style-type: none"> • (Purpose) Tailored towards needs of community with emphasis on delivery, commercially motivated focusing on profits, but ensuring outreach needs of community. • (Sponsorship) Sponsored by governments, internal organizations, or private interest groups to obtain access to wider financial resources. 	<ul style="list-style-type: none"> • (Purpose) Done for the community because of legislative instruments or request from interest groups, community based outreach, e.g., health and education. • (Sponsorship) Sponsored by governments or political action groups to obtain wide societal legitimacy.
Employee Behaviors and Activities	
<ul style="list-style-type: none"> • (Commitment) Sense of commitment to performance. A sense of empathy for productivity exists. • (Employee Unity) Work environment is not closely knit. Each person focuses on his or her own development and performance enhancement that sells. 	<ul style="list-style-type: none"> • (Commitment) Commitment for social causes and public duty mission. • (Employee Unity) Closely-knit work environment to support each other for mutual employment-related security. Employees demonstrate their love and orientation for collectiveness.
Public Opinions	
<ul style="list-style-type: none"> • (Connection to Activity) Public connects to organizations because of performance and provision of good entertainment programs. • (Import of Activity) Programs are initiated to suit consumer interests. 	<ul style="list-style-type: none"> • (Connection to Activity) Public connects to organizations because of likability. • (Import of Activity) Programs are initiated to promote public interest.

Comparison of Operating Variables in Private and Public Organizations

Values and Ideologies

Four variables relate to values and ideologies:

1. Operational principle that details generating revenue, reduces operating expense, ensures accountability to realize dividends for investors, and ensures reliability by emphasizing effectiveness in both the private and public sectors. Public sectors lay operational emphasis on national interest with the awareness for national and community values.
2. The target audience in the private sector has a market orientation focus, while the public sector focuses on community.
3. Human resource capital is applicable to both organizations where recruitment for private organizations occurs on a merit basis, while public organizations recruit on fairness, justice, and the principle of equality.
4. In financial resource management, private sectors are financed by investors and stock holders, while public sectors are financed through federal, state, and local government subvention.

Private organizations generate and maximize profits for existence. The revenue-generated efforts often enable the private organizations to operate in a continuum.

Private organizations require resources to be used efficiently and uphold investors' interests. Management is conscious of reducing operating expense and ensuring accountability for the organization's fixed and liquid capital. Management also ensures that the company is reliable to produce the goods and services that consumers need.

However, public organizations are primarily held accountable for making use of the grants received from the government and for being loyal to political interest groups to secure funding for the continuation of projects and programs. Gingrich (2015) reclaimed that public institutions create distinct direct political costs to change by encouraging beneficiaries of existing projects to block any future changes. This argument makes it difficult for policy makers to suggest needed changes that could save on costs and offer other alternatives.

Organizations are conscious of creating a unique and identifiable culture. Both private and public entities recognize this challenge. Private organizations are quick to place new visions and missions into effect to redirect efforts of targeting customers. Although public entities are able to accomplish this feat, they take a much longer time to achieve it. This delay may occur because of restrictions, such as red tape, bureaucracy, and a lack of commitment and confidence on the part of management to realign the objectives of the organizations. Efforts are further challenged because of political stakeholders who question the intent of management to embark on new projects (Gingrich, 2015). In addition, stakeholders in private entities appear to implement changes to realign companies' objectives and protect their financial interests.

A transparent corporate governance system is essential to the viability of organizations. Stefanescu (2013) stated that a key issue in ensuring stability to the financial sector, and sustainability to the economy as a whole, is a corporate governance system that provides transparent disclosure information. The economic crisis faced by many countries, including the United States, has driven governments to request

organizations to be more transparent in their operations (Stefanescu, 2013). Private and public entities are required by law to be transparent in their accounting, procurement, and other management practices (Stefanescu, 2013). Organizations have been familiar with organizational transparency since the Enron scandals that led to the enactment of the Sarbanes-Oxley (SOX) Act in the early 2000s. King and Case (2014) indicated that one of the components of this law was the creation of the Public Company Accounting Oversight Board. The Public Company Accounting Oversight Board, for the past 11 years, has adopted 16 auditing standards that have improved the way private companies exhibit their operational transparency. The board has also adopted many ethics, independence, and attestation rules, all aimed at improving the operational transparency of private companies.

In public organizations, the target audience is community-specific. These companies focus on programs and services tailored to communities and people. For example, sponsors of AIDS programs in a community do so for that local group of people who have the disease. Private organizations strive to render services to a broader spectrum of customers, usually in urban areas, and appeal to the majority of customers who have a wide array of choices.

Public organizations are required to manage their resources efficiently. Gomes and Yasin, (2013) argued that leaders in public organizations have been pressured to perform similarly to their private counterparts. Public sector leaders are not under the same market pressures as their private sector counterparts. However, managements of public organizations have come under scrutiny from the public and funding agencies to

embark on organizational changes to trim their sizes and eliminate nonvalue-added activities (Gomes & Yasin, 2013).

Private organizations recruit on merit, while leadership in government and other political interferences affect public entities' recruitment efforts. However, human recruitment efforts by organizations occur using certain principles, including fulfilling diverse organizational policies, sustaining a gender balance, or meeting certain quotas set by government or statutes. Odom (2013) indicated that leaders of organizations sometimes shy away from being definitive about the type of person they want to employ because they do not want to the public to see them as being biased. Odom cautioned that this could be an error in yielding to the side of political correctness. Odom added that talent farming is not a quick solution, but a long-term strategy, considering the economic environment.

Private entities are funded either by individuals, by a group of individuals, or by stockholders. Lapchick (2004) described Robert L. Johnson as the sole owner and financier of the leading African American operated media, Black Entertainment Television, in the United States. Johnson has gained financial success since the company's inception in 1980, with viewership in more than 65 million U.S. homes and more than 90% of all Black households with cable (Lapchick, 2004). Hertzberg (2013) noted that public organizations receive funding from the government to execute social programs. However, some government organizations engage in commercial activities to support declining government funding. For example, the South African Broadcasting Corporation relies on Regulation 17 of South Africa's Broadcasting Act. This act requires

all that television license holders pay fees in advance or enroll in a payment installment agreement plan (Hertzberg, 2013).

External Demands

Three variables relate to external demands: (a) current market challenges that affect both private and public organizations and cause organizations to find ways to exist, (b) globalization that has required private and public organizations to adopt new operational techniques to continue functioning in the changing environment, (c) private and public organizations that work within established legal guidelines, and (c) service users that expect commitment from public agencies. Fiegel and Szromnik (2012) indicated that due to globalization and the need for leaders of organizations to build on their companies' goodwill, many of these leaders focus on their organizations' intangible assets. Corporate reputation and branding, according to Fiegel and Szromnik, are two of the most significant paradoxes of the 21st century business world. Many organizations are paying attention to these new twists in management (Fiegel & Szromnik, 2012). This shift of attention does not mean that private organizations will no longer focus on their tangible assets, but because globalization has given even chances to many competitors, most organizations are focusing more on their intangible assets (Fiegel & Szromnik, 2012).

Public organizations are also faced with challenges in the marketplace, and are using innovative ways, such as collaborating with private organizations, to realize their operating goals. Combined with these organizational efforts, an insistence on effective management practices allows the organizations to provide the goods and services to

demanding clientele. However, Johansen and Zhu (2013) explained that the public sector is constrained by being required to provide certain services, possibly limiting personnel flexibility, financial incentives, and the ability to adapt. Sweeney (2011) stated that the battle against fraud, including white collar crime, and corruption in private companies would be difficult to fight. Sweeney also predicted that combatants would wield an array of controversial weapons from the year 2011 onwards, all in attempts to discredit the Dodd-Frank Wall Street Reform and Consumer Protection Act. Sweeney reiterated that corporations need a balance between corporate responsibility and legislation to address tax avoidance by multinational corporations. According to King (2013), despite governmental efforts to create jobs and attract businesses by granting organizations tax reliefs, governments need to enact laws that appear fair, citing double taxing claims from private companies.

The legal environment affects organizations in various ways. The SOX Act ensures transparency in the accounting operations of corporate organizations. Sweeney, (2011) indicated that the act protects would-be investors in a prospective company by giving the investor the right to know the accounting practices of the company, and the right to verify if the companies are adhering to approved public accounting procedures. Either legislative instruments influence community activism, or political parties' manifestos mandate public organizations to operate within the legal framework. Similar to private organizations, public organizations are required to observe all public accounting procedures and follow guidelines denoted by law. The difference in accountability between private and public organizations is that, in most cases, private

organizations are accountable to a group of customers; but, public organizations are subject to scrutiny by a larger, if not the entire, citizenry because of the nature of their funding.

Corporate social responsibility (CSR) continues to play functionary roles in organizations. Saraf, Singhai, and Payasi (2012) indicated that no one definition exists for CSR. According to Saraf et al., the European Commission described CSR as a continuing commitment by organizations to behave ethically and legally and to contribute to the development of the communities in which their businesses operate. Private companies that seek to present a human face on their profit-making activities practice responsibility. Public organizations fall short of this process because they see themselves as providing services that are already in the interest of the communities they serve.

Central governments play a role in promoting CSR. Lam (2014) noted that in China, there is a relationship between CSR and a harmonious society. To encourage this phenomenon, the Chinese government grants corporate citizen awards to business firms each year and encourages corporations to adopt CSR practices aligned with the country's national priorities (Lam, 2014). Foreign companies are held more accountable to the Chinese consumers and are expected to contribute toward the social and environmental development of China (Lam, 2014). These foreign companies are expected to implement international- and Chinese-stipulated CSR guidelines (Lam, 2014). This practice has created an acceptable business environment where more foreign companies include China in their consumer markets, rather than as a production site, because local Chinese

consumers scrutinize companies and their commitment to CSR principles (Lam, 2014).

Such scrutiny promotes beneficial interactions between companies and society.

Internal Demands

Two variables relate to internal demands: (a) The private sector uses IT to improve profitability and productivity, while public agencies use IT to better serve the public; and (b) Private organizations encourage partnerships with the public sector to save on programming expenses, while public agencies use this association to gain social legitimacy. Private and public sectors use IT to enhance their operations, which improves their bottom lines and public service. Organizations use IT for a variety of business purposes, such as online ordering, postal and delivery tracking, classroom tutorials, court television, security services involving the police, federal investigations, telephone and television transmission, and homeland security. IT has permeated all aspects of organizations' operations, as the absence of this tool would result in the failure of many organizations.

Both online ordering and the use of Internet services by the courts can generate results in both private and public organizations. Private organizations reach their prospective customers—who traditionally are not able to visit the physical stores—via the Internet. Public organizations, including court systems, use the Internet to serve the citizens. The Internet enables citizens to go online to fill out forms, such as name changes and housing claims, thereby eliminating unwarranted legal costs associated with the process.

A public-private partnership (PPP) is a worldwide phenomenon that both private and public sectors engage in. Governments initiate a PPP to ensure efficient use of resources in the public sector. As public sector organizations strive to attain efficiency and hold themselves accountable to taxpayers, they collaborate with the private sector to provide optimum services for their communities. In the same light, private sector organizations reach out to public sector organizations to collaborate in delivering services. This partnership ensures the private sector remains in business and imposes cost management discipline in the public sector. The purpose of a PPP is to enable the two sectors to complement each other in areas they each need assistance.

Da Cruz and Marques (2012) described mixed companies as joint ventures between public sector entities and private investors, where the private partner is solely responsible for producing the services. In a mixed company, the local government creates a public municipal company and then issues shares to a private partner through a public tender process (Da Cruz & Marques, 2012). The partner also holds the responsibility of providing and executing the works (Da Cruz & Marques, 2012). In addition, the partner is not allowed to sell its shares (Da Cruz & Marques, 2012). However, some problems exist with the model (Da Cruz & Marques, 2012). One problem is that mixed companies may suffer from a lack of clear objectives and can put the whole partnership in jeopardy (Da Cruz & Marques, 2012). The other problem exists in achieving and measuring the social goals, which are central to PPPs (Da Cruz & Marques, 2012).

Mouravieva and Kakabadse (2014) described one reason for partnership as risk allocation: in Russia, the government's approach to a PPP is to allocate risk to the private

sector (Mouravieva & Kakabadse, 2014). When a public agency forms a partnership with the private sector, and the latter provides the service on behalf of the government, risk is transferred from the public to the private sector (Mouravieva & Kakabadse, 2014). This approach ensures that government resources allocated to the service are management efficiently to the benefit of taxpayers.

Programming

Two variables relate to programming: (a) Although private organizations focus on timely delivery, public organizations deliver programs subject to legislative instrument or because of pressure from interest groups—private programming is commercial in nature and has an ultimate aim to make profits, whereas public agencies focus on reaching out to individuals in the community; and (b) Governments and private investors sponsor many programs for private and public organizations, but most public agencies receive sponsorship mainly from the government. The focus of private organizations is to deliver public programs in collaboration with either the public sector or solely mandated to perform a service to discharge the services to make gains, usually monetary. Public organizations also form their programming efforts with the ultimate goal of delivering a service to the benefit of the community, not necessarily to make monetary gains. Sponsorship for programs in both private and public sectors is usually from the government, but private donors sometimes sponsor programs. Programming schedules include disciplines in health, education, social, research, development, science, entertainment, culture, and religion.

Employee Behavior and Activities

Two variables relate to employee behavior and activities: (a) Private organizations are committed to performance and work productivity, while public organizations are committed to social causes; and (b) Although private employees focus on self-development and performance enhancement, public employees collectively support each other to create job security. Ates (2012) believed that in business ethics, organizations put forth a set of rules that stipulate how employees should behave. The perceptions of managers and employees have an effect on the organizations' operations (Ates, 2012). Conway and Briner (2012) discussed that commitment of employees can occur at the unit level, in contrast to the organization as a whole. According to Conway and Briner, organizational commitment explained 8% of the variation in the performance speed indicator of average customer queuing time and 18% of the variation in the performance quality indicator of customer complaints per transaction volume. Office units consisting of employees who, on average, reported higher levels of organizational commitment performed better in terms of performance quantity and quality (Conway & Briner, 2012).

Employees tend to show empathy towards their organizations when employers treat them with respect. For example, high salaries, extensive health benefits, vacation, and general welfare benefits are factors that attract empathy from workers in both private and public sectors. Although public organizations do not have the same flexibility as private organizations to determine salaries and other benefits for their workers without undergoing government scrutiny and approval, some public sector workers are committed to their jobs for other reasons.

Trade union activities influence the culture of collectiveness in the public sector workforce. Many public organizations have collective bargaining structures in the mainstream workforce. Upper management is usually exempt from union bargaining. These unions protect the job security of employees in many ways, including employee discipline and performance appraisals. Unions also influence employee salary determination and promotions, usually conducted on a seniority or length of service basis. Unions also influence educational opportunities and other welfare and social benefits within the public sector. Employees in corporate organizations often experience individual self-advancement within their organizations. In some private institutions, leaders keep the presence of collective union bargaining activities to a minimum. This structure is absent in some organizations; therefore, the structure that addresses job security issues in the public sector are handled and executed by a few individuals in the private sector, who may have subjective views in handling such issues.

Public Opinions

Two variables relate to public opinions: (a) public's connection to the activity being offered and (b) private and public sectors initiate programs that are meaningful to users. The public connects to the private sector because of performance and good entertainment programs. For the public sector, the public connects because of likability. These variables are tied to the research questions because they concern similarities and differences between public and private organizations, particularly in regards to core missions, values, and ideologies. The variables also relate to private and public

organizations' operating styles and how the public reacts to the goods and services of public and private organizations.

The public's perception of services provided by organizations affects the existence of organizations in both private and public sectors. The public considers public organizations helpful and trustworthy, while private organizations are competent because they focus on performance and productivity. Ward et al. (2014) stated that sometimes the public has reasons to trust or distrust public and private organizations. For example, researchers have linked public concerns regarding health care in the United States and the United Kingdom to evidence of an inequitable allocation of resources, as well as high profile medical and safety scandals. The decline in trust is linked to increased uncertainty in science and technology (Ward et al., 2014).

Specific Research Questions and Hypotheses

Research Questions

1. What are the differences and similarities between publically funded and privately funded broadcasting companies in their core missions, values, and ideologies in a changing environment?
2. What are the situational differences and similarities between public and private broadcasting companies in their external and internal environments?
3. What are the situational differences and similarities between public and private broadcasting companies in their operational principles regarding programming practices and employee behaviors?

4. What is the public's perception of services provided by public and private broadcasting companies in a changing business environment?

Hypotheses

1. Values and Ideology

H_{a1}. There is a significant difference between publically funded and privately funded broadcasting companies in their core missions, values, and ideologies.

H₀₁. There is not a significant difference between publically funded and privately funded broadcasting companies in their core missions, values, and ideologies.

2. External and Internal Demands

H_{a2}. There are significant differences between public and private broadcasting companies in their external and internal environments.

H₀₂. There are no significant differences between public and private broadcasting companies in their external and internal environments.

3. Programming, Employee Behaviors, and Activities

H_{a3}. There are significant differences between public and private broadcasting companies in their operational principles regarding programming practices and employee behaviors.

H₀₃. There are no significant differences between public and private broadcasting companies in their operational principles regarding programming practices and employee behaviors.

4. Public Opinions

H_a4. There is a significant difference between perception of services provided by public and private broadcasting companies in a changing business environment.

H₀4. There is no significant difference between perception of services provided by public and private broadcasting companies in a changing business environment.

Definitions

I defined the following terms, words, and expressions used in this research for the purposes of understanding information pertinent to the research.

Cross-organizational study: A study that enables a researcher to examine the differences and similarities between two or more organizations (Kunze, Boehm, & Bruch, 2011).

Ghana Television (GTV): This is the only public broadcasting company in Ghana, and its operations are subsidized in part by the government (Akakpo, 2008).

GH One: This broadcasting company is one of the premier private broadcasting companies in Ghana that was established in early 2011 (Gh One, n.d.).

Privately-funded organizations: Also known as, institutions, entities, or sectors, privately-funded organizations are considered corporate organizations and regarded as for-profit ventures (Cummings & Worley, 2014).

Publically-funded organizations: Also known as, institutions, entities, or sectors, publically-funded organizations are regarded as not-for-profit companies subsidized in part or in whole by the government (Cunningham, O'Reilly, O'Kane, & Mangematin, 2012).

Assumptions

The first assumption of this research was that the samples used for this study were representative of the organizations and the public. The samples taken from public and private television entities were subject to the same dictates, and they were not designed differently to achieve accurate and fair results of the study. I also assumed that the operational dynamics identified for the two research sites were comparatively the same in other organizations.

Scope, Limitations, and Delimitations

The results of this study were intended for students, educators, and leaders in the development and promotion of private and public organizations. The scope of this study, as discussed in the literature review, included variables associated with the private and public sectors and was not limited to any one organization or group of industries. I empirically examined two organizations in the television industry in Ghana. Although much of the significance of this study pertained to organizational operations in the television industry, generalizability the sample to other populations in other sectors of the business environment, and that of the Accra Metropolis, is limited. The respondents in this study included participants recommended by other participants; therefore, the results may, or may not, be extended to the organizations and, largely, the business environment.

The most convenient time for the participants to complete their questionnaires was during work hours. This was a challenge to the data collection process chiefly because it was challenging to take respondents off their work schedules to fill out the surveys. As a result, participants may not have provided thorough responses to the survey

questions. To ensure high reliability and validity of the assessment tool, I posted a minimum of five questions on each of the constructs with the associating dependent and independent variables. My intention for this approach was to improve the validity of the responses, but the number of questions may have created limitations because of the time needed to complete the responses.

The delimitations of the study included a theoretical framework on the constructs and variables identified in the study. All variables had a set of questions in the survey on operating functions of organizations at various levels. I provided research findings regarding various sectors of the business economy, such as the media, health, and entertainment sectors, in the literature review.

Significance of Study

The results of this study add another dimension to the body of literature regarding the operational characteristics of private and public companies in a changing business environment. Understanding these characteristics such as the values and ideology; the external and internal challenges; behaviors of employees; programming principles and public perceptions of organizations and how they operate in a changing environment form an informative document for people of various backgrounds.

It is significant for human resources personnel, managers, politicians and other stakeholders who wish to understand the operating styles of private and public organizations for their professional, managerial and political advancement. The empirical study in the research will also give students, educators in academia and practitioners a broader understanding of the basic tenets of private and public sector operations.

Positive Social Change

As globalization continues to affect the market economy, private and public sectors need to identify the similarities and differences between each other. The study results will enable private and public sectors to identify and exploit their similarities and reduce their differences to benefit themselves and other stakeholders. In this study, I examined a comparative analysis of the operations of public and private organizations. The focus involved an empirical study of the operations of a private and public broadcasting company. The aim was to highlight the importance of understanding how private and public organizations function in changing business situations and to highlight what factors influenced decision patterns. I expected the essence of these decisions to provide positive results to the organizations, and produce a lasting effect on all stakeholders.

Summary

In assessing how organizations function, researchers need to take into account the values and ideologies of the organizations they are evaluating. Researchers should study the external and internal demands of the environments the organizations operate. Researchers should also examine the workplace cultures, which include the behaviors and activities of employees within organizations, and establish the types of programs or services the organizations offer. Finally, researchers should investigate what the users or customers perceive of the programs or services offered by the organizations. The focus of the study was on addressing the research gap regarding how similar or different private and public organizations are, pertaining to the six constructs previously identified.

The research questions were used to show the operational differences and similarities between public and private organizations in a changing environment. Four hypothetical empirical statements supported these questions. To facilitate an easy understanding of this paper, I defined the use of some expressions, statements, or arguments to guide the reader.

A limitation to this study was that I could not extend the results to the rest of the population. The study was significant to a number of stakeholders, including leaders' importance of understanding how private and public organizations function in changing business situations including factors that influence their decision patterns.

Chapter 2 provides a literature review and discussion of the variables identified in the theoretical model by articulating the research questions posited while highlighting the differences and similarities between private and public organizations. In Chapter 3, I describe the research methods selected to examine the research questions and hypotheses formulated to address the problem. In Chapter 4, I present the analysis of the data collected, using the methods described in Chapter 3. In Chapter 5, I summarize the conclusions drawn from the data presented in Chapter 4 and provide recommendations for future study.

Chapter 2: Literature Review

Introduction

Empirical studies on values are predominantly found in the fields of psychology and sociology, rather than in public or business administration, and contribute little to an accumulative body of administrative knowledge on values. The purpose of this study was to present an analysis of existing literature available on the operational differences and similarities between private and public organizations presented in a framework of six constructs and supporting variables. The constructs and associating variables are (a) values and ideology, (b) external demands, (c) internal demands, (d) employee behaviors, (e) programming, and (f) public opinions. These constructs are presented after the literature search strategy section.

Literature Search Strategy

The literature review consists of an in-depth discussion of the constructs and their associated variables. This review includes a mix of studies on various industries in the health, education, entertainment, media, production, and manufacturing environments. I derived the sources, resources, citations, and references used in the literature review from scholarly and peer-reviewed articles from The New York Public Library and Walden Library catalogs. The catalogs feature articles reviewed within the past 5 years, and they were derived from Academic Premier, Business Source Complete, ABNI, ProQuest, PsychInfo, PsychArticles, and other business resources, with an emphasis on peer-reviewed articles only. I used a few books and e-books to address the selected theories and methodology.

Values and Ideologies

Four variables, (a) operational principle, (b) target audience, (c) human resource capital, and (d) financial resource management, are considered to have significant influence on the values and ideologies existing in organizations.

Operational Principle

The primary aim for private organizations is to generate revenue for their continued existence and to reward investors by way of profits accrued. These organizations are required to use their resources efficiently and uphold investors' interests. In private companies, management is conscious of generating revenue while reducing operating expense, ensuring accountability from whomever the organization entrusts its assets. Epstein and McFarlan (2011) stated that the operational principles for private organizations include upholding the mission; analyzing the financial metrics, such as the profit and loss statements; and watching stock market prices and cash flow. The organizations also place an emphasis on short-term goals and keep small governing boards of paid members (Epstein & McFarlan, 2011).

Public organizations are primarily held accountable for the use of government funds. Like private organizations, public organization employees also uphold their organizations' mission. Achieving financial sustainability is different for public organizations because they cannot access the public equity markets and must rely on government funding. Public sectors focus on long-term goals, if funding continues. Public organizations have large governing boards with unpaid membership, including a nonexecutive chair (Epstein & McFarlan, 2011). Cheng and Chang (as cited in Hall,

1987) wrote that public and other nonprofit organizations have several characteristics, including (a) an aim to serve the public, (b) an organizational structure not oriented towards profit, and (c) a management structure that does not allow individuals to profit. Because nonprofit organizations do not engage in profit-making ventures, they must rely on different activities and resource contributors to support their work.

Globalization has forced managements of organizations to re-examine their culture by creating their own unique and identifiable cultures. Both managements of private and public entities recognize the essence of this challenge. Leaders in private organizations implement new visions and initiatives to redirect the company's appeal to customers. Public entities' efforts to adopt new visions and initiatives take a longer time to re-align the objectives of the organizations because of various obstacles, including red tape, political dictates, and bureaucracy. Schoemaker, Krupp, and Howland (2013) insisted that implementing new visions and initiatives are dependent on leadership. Leaders must exhibit strategic leadership to effect the changes they want (Schoemaker et al., 2013). Schoemaker et al. identified six skills that leaders must have (a) ability to anticipate threats and opportunities, (b) challenge the status quo and encourage divergent views, (c) be skillful at interpreting information available to them, (d) have the will to make tough decisions with agility, (e) align the objectives of the organization by taking note of disparate views and agendas, and (f) lead the organization in the learning process by promoting a culture of inquiry to learn from successful and unsuccessful outcomes.

As private and public institutions hold themselves more accountable in the way they use the resources available to them, they both share the principle of transparency to

the customers they serve. The media, politicians, business sector, and public opinion are key components in ensuring transparency in organizations. Transparency became topical in the wake of the Enron Scandals in early 2000, where many people in the United States called for measures to curb white collar crimes and infuse some discipline into the financial sector, especially corporate.

Stefanescu (2013) believed that a good corporate governance system that provides more transparent disclosure information is key to ensure stability to the financial sector and sustainability to the economy as a whole. The recent economic crisis faced by many countries, including the United States, has caused countries to ask for organizations to be more transparent in their operations. Private and public entities are required to be more transparent in their accounting, procurement, and other management practices. Han, Kang, and Yoo (2012) stated that external audits, as a transparency tool, contribute to the enhancement of financial reporting reliability. This occurs by providing an independent assessment of the reliability of financial statements and cash flows in conformity with generally accepted accounting principles (Han et al., 2012). External auditing also plays a stronger governing function in environments with legal frameworks, which are weak in ensuring compliance. Rani, Yadav, and Jain (2012) stated that proper corporate governance eliminates agency costs, such as conflicts between managers and shareholders, or between large shareholders and minority shareholders. Rani et al. added that financial transparency, operational transparency, and information disclosure are all important elements central to corporate governance.

Transparency may have negative consequences for private firms in real economic terms. Although corporations strive to be transparent in their dealings with the public, Gu and Li (2012) noted that under security laws, insiders engaged in stock trading have responsibilities to ensure information transparency to investors. However, Gu and Li indicated that insider stock holding gives managers and insiders an incentive to trade on undisclosed information, leading to potential conflict of interest in the decision of corporate information transparency. Head (2012) stated that for private and public institutions to demonstrate transparency, governments in most countries have initiated, through legislation, “integrity agencies,” such as the Auditors-General Commission, Ombudsmen Commission, Anti-Corruption Commission, Independent Police Agency, and Federal Integrity Agency. These agencies engage in corruption investigation, audit review, and public sector ethics to promote good governance while protecting the financial interests, or taxes, of the citizenry (Head, 2012).

Target Group

Both private and public sector entities in broadcasting have target audiences. According to Jyoti and Sharma (2012), for private firms, competitive advantage is partially related to structural characteristics, such as market power, attention to employees’ needs, and delivering promised services to the customers. Private organizations seek to understand customers’ expressed and latent needs (Jyoti & Sharma, 2012). These organizations have a large client base that usually expands across wide geographic areas (Jyoti & Sharma, 2012). Kumar, Jones, Venkatesan, and Leone (2011) emphasized that market orientation has a positive effect on business performance, in both

the short and long run, and that a sustained business advantage exists for firms early to develop a market orientation.

Public sector entities also strive for a service environment that creates value for their users. Although few researchers have studied market orientation for nonprofits and the public sector, Modi and Mishra (2012) stated that in a few empirical studies on the subject, researchers suggest a positive link between nonprofit market orientation and performance. Market orientation in the public sector is a one-dimensional construct made up of four equally important reflective components: beneficiary orientation, donor orientation, peer orientation, and interfunctional coordination (Modi & Mishra, 2012).

Human Resource Capital

Private and public sector organizations have human resource policies on recruitment and staff development. Both private and public organizations use various means for recruiting, including human resource specialists, outsourced human resources practices, web-based recruiting, and team-based recruiting. Organizations create efficient recruiting systems by using an employment application, conducting detailed interviews, and conducting reference and background checks. Most private and public sector organizations have adopted practices, such as outsourcing part or all of their human resource needs on contract basis to save costs and to ensure timely delivery of human capital needs.

One recruiting process common to both private and public sectors is online recruiting. This type of recruiting produces cost savings and higher applicant yields to the organizations. Companies may report savings in recruiting costs, in direct contrast with

traditional recruiting processes. Suvankulov (2012) concluded that managers use specialized software to screen for qualified applicants and to import applicant data into their databases. The process is said to reduce recruitment and selection cycle time by up to 25%. The U.S. Army typically recruits 50,000–60,000 enlistees for active duty service every year. The Army uses various recruitment resources and programs, such as heavy advertising and the promotion of college benefits for would-be enlistees. Still, some of the most significant progress is incorporating sophisticated multimedia technologies in the Army's Internet recruitment efforts (Suvankulov, 2012).

Many researchers hold the view that private organizations either hire or promote employees based on merit, whereas public organizations hire or promote employees subject to influences from friends, family, or political dictates. Though there is no existing research to document this process, Odom (2013) referred to the latter practice as *protocol* in Africa. Odom indicated that organizations sometimes shy away from being patently definitive about the type of person they want to employ because these organizations do not want to be viewed as being biased. Odom also cautioned that this could be a grave error in yielding to the side of political correctness.

Financial Resource Management

Private and public sector organizations finance their operations in many ways. Much of private organizations' finances are from private sources, such as direct individual investment, floating of shares, bonds, and credit facilities. Farrant, Inkinen, Rutkowska, and Theodoridis (2013) stated that private organizations can finance their operations and investment spending in two ways: (a) organizations can select to use

internally generated funds from existing business activities after general expenses have been met or (b) organizations can elect to secure funding from external sources by borrowing from banks, using capital markets to issue bonds, or by raising equity privately.

Public sector financing occurs through government subvention. Government sources fund structural projects in health care, education, and transportation industries, even when the private sector is involved. Private resources also fund some core government projects. Johns (2011) stated that private financing has typically funded certain public projects, such as the toll sector under the build, own, operate, and transfer arrangement. Johns explained that, in such an arrangement, the private concessionaire enjoys the right to charge road users directly to recover the cost of its capital investment and projected rate of return. The concessionaire has the responsibility for designing, constructing, operating, and maintaining the toll road for the duration of the arrangement (Johns, 2011). Ownership only passes to a government organization after private investors have recovered full investment costs (Johns, 2011).

Some form of revenue generating activity by the organization supplements government funding. For example, Hertzberg, (2013) noted that the South African Broadcasting Corporation relies on Regulation 17 of that country's Broadcasting Act. Although the South African Broadcasting Corporation receives government assistance, the act requires all citizens to pay television licenses in advance in order to receive transmission service from the broadcasting house (Hertzberg, 2013).

External Demands

The variables associated with this construct are market challenges, legislation, and organizational corporate responsibility.

Market Challenges

The competitive market pushes corporations to look for ways to improve their operations. Private companies continue to adopt ways to ensure their continued existence through an image. Fiegel and Szromnik (2012) stated ways that organizations continue to improve their companies' image through reputation and corporate branding. According to Fiegel and Szromnik, companies derive their reputation through communication.

Companies achieve reputation through interactivity, where flow of information and dialogue occur between the cooperating companies, companies and consumers, or companies and all possible stakeholder groups (Fiegel & Szromnik, 2012).

Communication also takes place through integration, which builds systems to facilitate relationships with customers and business partners, efficient customer response systems, and just-in-time deliveries (Fiegel & Szromnik, 2012). A third form of communication is global, which uses Internet tools to bring customers, stakeholders, and other business partners closer to the organization, despite the distances between them (Fiegel & Szromnik, 2012).

Corporate branding is another way that private organizations use to be visible and competitive in the global market; many companies now focus on their intangible assets. In the past, companies focused on their tangible assets, which included the distribution of finished goods, the product, factory, production line, processes, sales, market

participation, successful corporate competition, and company worth. Many private companies now focus on the weight of their company's goodwill. Miller, Merrilees, and Yakimova (2014) posited that managers use goodwill, an intangible asset, to assure stakeholders of continuous growth of shareholder value. This assurance boosts investors' confidence and assures customers of uninterrupted goods and services. Organizations realize how critical branding is for their operations that rebrand their products and services to remain competitive. These organizations continue to use corporate rebranding initiatives to enhance brand relevance and improve operational efficiency. Leaders who view corporate rebranding as an operational strategy encourage key stakeholders to participate actively in brand revision, brand strategy implementation, and developing support for the revised brand (Miller et al., 2014).

Public organizations have used similar tools to that of private organizations, except that the intensity with which private organizations have met these challenges has been swifter and more pronounced. Public organizations have invoked other initiatives to ensure their existence in a market-orientated environment. Public managers sometimes use the implementation of diverse management programs to mitigate the effects of the market in a changing business environment.

The diversity of the U.S. workforce continues to change at a steady pace. More managers have realized the need to put in place systems that enable workers of different ethnic and cultural backgrounds to succeed. Managers can implement programs that allow women, people of color, and immigrants who are becoming the face of the U.S. workforce to showcase their talents and abilities. Burrell (2015) noted that the value of a

diverse workforce entails uncovering all talent within the organization. This involves creating a workplace characterized by inclusion, where employees are valued, respected, and supported (Burrell, 2015). Diversity focuses on the needs of every individual, and it ensures the right conditions are in place for all employees to achieve their full potential (Burrell, 2015). To achieve workforce diversity, a culture of inclusion needs to be established, where the differences and similarities of employees are recognized to balance this natural tension in a cultural setting (Burrell, 2015).

Many external variables are outside the control of public managers. Some of these variables include resources allocated by higher levels of government, the political ideology of national and local governments, and the level of support provided by political participants. Tabbaa, Leach, and March (2014) affirmed that public organizations use strategic management to counteract some of these constraints. In strategic management, it is widely asserted that context, content, and process elements determine a strategy's outcome. For example, the context element refers to the surrounding environment that serves as the catalyst for the strategy, even though the content element concerns the substance of a strategy an organization intends to apply. Process element relates to the issue of how the organization introduces, implements, and manages the selected strategy (Tabbaa et al., 2014)

Strategy means different things in the private and public sectors. In the private sector, strategy is regarded as a way of defeating other competitors in the market; whereas in the public sector, strategy is seen as a means by which organizations improve their performance. According to Johnsen (2015), the use of strategic management in

public administration is more limited than it is in private administration. One such constraint is that public organizations cannot easily switch into new markets without dealing with obstacles, such as red tape and maneuverings by political interest groups. Johnsen (2015) added that public organizations use strategic planning because the organizations tend to experience professional bureaucracies and environmental unstableness. Moreover, these organizations vary in many aspects to contexts, tasks, technologies.

International technology transfers because of globalization are widely seen as an important contributor to economic development. Foreign Direct Investment enables the sharing of technology in mergers, acquisitions, and joint ventures between multinational and local companies. Foreign Direct Investment also allows domestic firms to upgrade quality and launch new products. This process increases competition in the domestic market with the entry of foreign companies (Zhang & Roelfsema, 2014).

Leung (2010) stated that new challenges in global economics have emerged. These challenges demand new ways of operating, such as manage the increasingly complex globalized partnership operations and work team diversity (Leung, 2010). Other ways of operating include intellectual property management with multiple partners, as well as changing research and development (R&D) roles and competences (Leung, 2010). Leung reiterated that many experts and scholars believe that the global environment will affect both public and private sector entities in a number of ways: (a) hyper connectivity and changing R&D tenets in the millennial era; (b) accelerating discoveries in human health using open access PPPs; (c) role of government in countries

bridging the innovation gap; (d) managing R&D in the aerospace sector; (e) building sustainability and innovation in a traditional resource sector; (f) and leveraging diversity to build a culture of innovation. The following paragraph details two ways regarding (c) and (f).

Think-tanks have stated that a PPP is a recurrent theme for the success of future research endeavors. The partnership also includes environmentally friendly biomaterials for automotive aerospace; innovation in the construction and plastic industries; nanotechnology research in environment; clean energy; and communication technologies. With globalization of the R&D workforce, diversity becomes a central function in the cultures of organizations, and this resource must be managed effectively to improve the overall innovation initiatives of organizations. To create such a culture, leadership could set a compelling vision for innovation, commitment to achieving goals, and creating high-performance discovery networks.

Political risks have serious consequences for private companies and government bilateral agreements in global trade. Ugwu (2011) wrote that political risk is primarily seen as violent periods. Some of the risks are coups, civil unrest, and moments of major political changes, such as nationalization of foreign companies by governments. Such risks highlight the business attitudes of governments, ruling parties, and the influence of government bureaucracy. Many multinational companies are wary of this existing phenomenon especially in developing economies where the transition to democracy is relatively in its infant stages.

For example, national security has become an issue for the Nigerian Government in dealing with terrorist insurgencies by Muslim extremists, such as Boko Haram (Ugwu, 2011). This has prompted the Nigerian government to allocate a huge portion of the national budget to security. The federal government in Nigeria passed the Anti-terrorism Act. According to Robert-Okah & Wali, (2014) this Act has prompted the installation of computer-based closed circuit television cameras in some parts of the country to ensure surveillance as well as investigation of criminal-related offences. The government has improved physical security measures around the country in an effort to determine or disrupt potential attacks. Security agencies have improved their efficiencies through the provision of security facilities and the development and broadcast of security tips in mass media (Robert-Okah & Wali, 2014).

Legislation

Legal instrumentation guides private and public entities to ensure they operate in ways that will not be detrimental to investors, financiers, and the citizenry as a whole. One law is the SOX Act, which ensures transparency in the accounting operations of corporate organizations in the United States. The act also protects would-be investors in a prospective company by giving the investor the right to know in detail the accounting practices of the said company, and to verify if the companies are keeping with approved public accounting procedures. Preceding the SOX is the Whistleblower Protection Act of 1989. The act protects any federal whistleblower, or government employee, who reports any misconduct, such as violation of law, rule, or regulation; gross misuse of funds or authority; or reasonable threat to the public by government or public agencies.

Corruption and corporate fraud have adverse effects on organizations' operations. Sweeney (2011) affirmed that the never-ending battle against fraud, including white collar crime and corruption in private companies, might be hard to fight. Sweeney predicted combatants would be wielding an array of controversial weapons from the year 2011 onwards, in attempts to discredit the Dodd-Frank Wall Street Reform and Consumer Protection Act. This law strengthens the arm of government investigators with a display of new rules and penalties, including the empowerment of whistleblowers. A balance between corporate responsibility and legislation is needed to address tax avoidance by multinational corporations (Sweeney, 2011).

The law encourages employees to come forward with information without fear of retribution by their employer. The Law offers financial incentives than the SOX, where whistleblowers under Dodd-Frank can recover double back pay (Leifer, 2014). The Dodd-Frank also provides a 6-year maximum for claimants to file claims after the violation, or 3 years after discovering the violation. According to Leifer, (2014) all claims must occur in a time-span of 10 years. An important feature of the act enables whistleblowers to file complaints directly in district courts without first filing a complaint with the Department of Labor. In the past, a whistleblower had to wait for a ruling before taking it to the district court (Leifer, 2014). While the federal government continues to improve accountability, transparency, and creation of jobs by offering tax incentives to companies, King (2013) noted that some companies still look for ways to avoid taxes by exploiting the loopholes in the law. Gray and Ehoff (2015) also maintained that the two acts have not provided sufficient sanctions for the lack of ethical behavior.

Despite efforts by the South African government to improve public sector efficiency, Ngoepe and Ngulube (2014) noted that the public sector in that country has been plagued with audit challenges and a perilous financial state. One of the reasons for this financial state is the lack of proper record-keeping, which causes monumental embarrassment to the affected governmental bodies. The media often report that, when external auditors of the Auditor-General's Department of South Africa and governmental audit bodies embark on audit exercises, a chief constraint is that records are either not available or cannot be retrieved.

Longest (2012) stated that hospitals in the United States are heavily influenced by public policies that affect them. Most of these policies are external in nature, chiefly as public policies imposed by the government. These policies combined with the turbulent and often unpredictable environment in which public policies are established create major challenges to strategic decision making. Managers of public hospitals should have thorough knowledge about the content of these environments to succeed.

Organizational Corporate Responsibility

As pressure mounts from stakeholders to businesses to invest more in the socioeconomic lives of the communities they serve, many private sector entities have initiated broader-based strategic CSR programs (Williams, 2014). Many companies have moved this function from just a human resource one to more of a marketing concern to serve a dual purpose. This involves serving the community while improving the company's bottom-line. Williams (2014) stated that by aligning the social responsibility activities to the marketing function, companies are able to enhance their brands' story and

increase visibility while having a lasting effect on the community. More companies are making this initiative part of their business model by connecting CSR to organizational business goals. The companies are making CSR more than a brand campaign by designing programs that are mutually beneficial to the organizations and communities. Saraf et al. (2012) added that CSR mandates a firm's obligation to protect and improve the welfare of the society and the organization in the present and the future through coordinated business and social activities that bring about mutual benefits. Such a move ensures customer loyalty, thereby giving the company a good competitive advantage instead of other companies.

Sekerka and Stimel (2012) noted that management decisions are self-directed, but external influences, such as social pressure, can influence choices they make in respect to their commitment to CSR. Managers view their decision-making practices as influenced by their organizations' identity that they believe are central and distinctive to their organizations' values (Sekerka & Stimel, 2012). The two approaches depict how organizations maximize value, either through a shareholder or stakeholder perspective. The shareholder view characterized by private entities, focuses on the return to investors and how organizations can maximize profit. The stakeholder view, usually demonstrated by public entities and other nonprofit organizations, considers value maximization not only for shareholders, but also for other entities affected by the activities of businesses.

Internal Demands

Private and public entities experience internal challenges that are critical to their operations. Some of the challenges are Information Technology (IT), and Public-Private-Partnership (PPP).

Information Technology

Private and public organizations use IT in various ways to enhance their operations. Private companies use IT for customer relationship management (CRM). Ponduri and Bala (2014) maintained that CRM technology enables managers to respond to environmental changes. This style of management also enables managers to uncover information that could generate profitability and highlight information that would never have been extrapolated with pre-analysis business practices (Ponduri & Bala, 2014). The use of IT tools and devices in CRM, according to Ponduri and Bala, has not only provided remarkable outputs, but also has led to business values. The CRM tools provide customer service online and can take many forms, such as answering customers' inquiries and allowing customers to place online orders. Private organizations in the past have been accused of using IT to downsize their organization, but Wolff (2012) noted that IT rather reduces economies of scale at the establishment level.

Government agencies extensively use IT, such as through the US military, immigration, health care, education, and customs prevention. Cooper and Stephenson (2012) indicated that the ongoing effects of the growing complexity of many public concerns, rapid globalization, new technologies, and widespread adoption of new-liberal tenets of governance are changing how governments function. Since many public

organizations are unlikely to possess the knowledge and wherewithal to address these concerns alone, many public entities are partnering with private and other public institutions to confront these concerns.

Public-Private Partnership

As private and public organizations strive for success, they realize the need to collaborate with each other for several reasons. One such reason is to ensure the continuity of business to offer efficient use of financial resources, either from government coffers or from credit facilities. Siemiatycki and Farooqi (2012) stated that large-scale public infrastructure projects, such as hospitals, prisons, and schools, are designed, financed, and built through PPPs to provide public services at a lower lifecycle cost, which ensures value for money invested.

Public agencies contract private organizations to utilize the expertise of the private sector to provide quality goods and services for the consumption of the citizenry. Well-structured PPPs can introduce clear lines of accountability, transparency of outcomes, and performance. Several principles shape the PPP concept. Tuncikene, Grencikova, and Skakauskiene (2014) deduced three of the principles. First, the principle of righteousness and clarity, dignity, quality and effectiveness, professionalism, and punctuality to be exhibited by both parties. Second, the principle of nondiscrimination, equality, mutual recognition, and proportionality to be upheld by all parties. Third, the principle of flexibility that covers creativity and open-mindedness towards new ideas, which could ensure the maximum fulfilment of interests for both parties (Tuncikene et al., 2014).

Programming

Programs in the private and public sectors have a purpose for existing. In some instances, commercial reasons support the implementation of such programs.

Sponsorship for these programs is sometimes complicated, so stakeholders have created different ways to secure continued sponsorship.

Purpose

Organizations engage in various programs to either fulfill a commercial goal, such as introducing a new product to the market, or to perform an educational activity.

Paukštė, Liutkutė, Štelemėkas, Goštautaitė Midttun, and Veryga (2014) argued advertising is critical to marketing and television companies. The writers maintained that any restrictive measure to curb advertising of products for companies means a reduction in revenues for both the advertising and television companies. Lithuania has come under heavy pressure from the European Union to enforce measures to curb alcohol consumption in that country. Lawmakers in Lithuania passed legislation to significantly reduce the advertising of alcohol on local television. The alcohol and television companies found this action too drastic a measure as they realized their bottom lines began to erode. Since 2011, alcohol traders and the television companies have been lobbying and campaigning for a reversal of the legislation (Paukštė et al., 2014).

Sponsorship

Private and public organizations get sponsorship for programs in similar and different ways. While private organizations derive sponsorship from private interest groups, investors, and revenue from advertising, public organizations receive their

funding mainly from government. In some instances, public organizations receive funding from the government because of loans contracted by the government. Word (2012) wrote that collaboration between private and public organizations has been on the rise in the 21st century because of declining sponsorship of programs. Many nonprofit organizations use the interagency collaboration to deliver efficient and effective services. This strategy is also a means to persuade private donor foundations and government to fund projects considered useful for the community (Word, 2012).

Employee Behavior and Activities

Baarspul and Wilderom (2011) noted that in many studies emerging from various disciplines, researchers have emphasized fundamental differences between public and private sector organizations. While many authors on the subject seem to either agree or disagree on variables pertaining to employees' behaviors, the differences or similarities vary from one organization to the other (Baarspul & Wilderom, 2011). Both public and private organizations exhibit behaviors central to the existence of their organizations. Baarspul and Wilderom stated that there seems to be overlapping agreements among researchers regarding employees' behaviors. For example, private sector employees may be more motivated than public sector employees, or both public and private sector employees fundamentally have the same needs, such as job-security and good benefits.

Wang, Yang, and Wang (2012) also noted that researchers comparing the job satisfaction of public versus private employees have found mixed outcomes. A number of studies have established that public employees are less satisfied with their jobs than private employees are, while some researchers have discovered that public employees are

more satisfied than private employees are with certain aspects of their jobs (Wang et al., 2012). Other researchers have recorded no differences in their findings regarding job satisfaction of public and private employees. Two variables to support this argument are (a) employee commitment and (b) unity.

Employee Commitment

Ates (2012) asserted that in business ethics organizations put forth a set of rules that stipulate how employees ought to behave. Managers' perceptions of their employees affect how they manage their businesses (Ates, 2012). Both private and public organizations engage their employees to show commitment to their organizations. In discussing employee engagement, Kapoor and Meachem (2012) indicated that most organizations realize that a satisfied employee is not necessarily the best employee in terms of loyalty and productivity. The best employee is the engaged employee who is intellectually and emotionally aligned with the goals of the organization. The committed employee does the right things for the business to prosper and understands the business concepts in the organization (Kapoor & Meachem, 2012).

One factor that explains commitment by employees in the public sector is how employees perceive the political environment. Another factor is what administrative reforms elected officials promise the employees. Suk Bong, Thi Bich, and Byung (2015) outlined ways for managers to promote commitment from employees in organizations. The researchers indicated that to enhance employee work engagement, managers should raise supervisor awareness of the positive effects of inclusive leadership on employee work engagement (Suk Bong et al., 2015). This inclusive leadership will encourage

employees to be more committed to the objectives of the organization. Managers should also provide training opportunities, performance assessment tools, and a reward system regarding the practices of inclusive leadership (Suk Bong et al., 2015). Such a process will increase managers' accessibility to their employees.

Stinglhamber et al. (2015) described organizational commitment from employees as the way a group of people perceive oneness or belongingness to an organization in that individuals identify themselves in terms of the organization in which they are members. Organizational commitment has three dimensions: (a) affective commitment, which refers to the emotional attachment, identification with, and involvement in the organization; (b) normative commitment, which is a feeling of obligation to stay in the employ of the organization; and (c) the opportunity costs for employees leaving the organization.

A successful organization needs commitment from its employees. Yadav (2013) charged both private and public organizations to commit to engaging best human resource practices to ensure commitment from employees. Sound remuneration, promotion, good environment, proactive human resource policies, empowerment of employees, organizational justice, and training opportunities are what an organization provides to seek commitment from its employees. Employees empathize with their organizations when management treats them with reasonable consideration. (Yadav, 2013). Examples of reasonable consideration are good salaries, good health benefits, and vacation and general welfare benefits. Although management in public organizations do not have the same flexibility as private management to determine salaries and other

benefits for their workers, some conditions in the public sector show evidence of employee empathy (Yadav, 2013).

Expanding on the concept of best practices, Leahy et al. (2014) discussed business models and their uses in organizations. An outcomes-focused model involves adopting organizational innovations and harnessing advances in information and communication technologies (Leahy et al., 2014). Another model focuses on expectations and establishing specific goals and plans for achieving the expectations (Leahy et al., 2014). One model addresses the deployment of resources where needed, and establishes specific steps to hold employees accountable (Leahy et al., 2014). A reward system also rewards high-performing employees. A collective responsibility model holds all levels of staff accountable for achieving the overall objectives of the organization (Leahy et al., 2014).

Employee Unity

Trade unions usually influence the collective nature of the public sector workforce. Many public organizations have collective bargaining structures in the mainstream workforce. Upper management and certain positions are usually exempt from union bargaining. Hagedorn, Paras, Greenwich, and Hagopian (2016) noted that labor unions improve conditions for workers in ways that promote individual, family, and community well-being. According to them, these unions protect the job security of employees in many ways. This protection may include employee discipline, performance appraisals, salary determination, promotion on seniority basis, educational opportunities, and other welfare and social benefits within the public sector (Hagedorn et al., 2016).

Public Opinion

Organizations that consider customers' views as part of their operating principles may have a better chance to succeed. The public is usually interested in how they can connect with a product or service, and what that product could mean to them. Two factors influencing public opinion are connectivity and importance of the organizations' programs.

Connection to Activity

The public's view of private firms' dealings in the health industry has been favorable. Getz (2013) revealed that a 2013 Center for Information and Study on Clinical Research Participation showed that only 19% of Americans trusted companies to offer reliable information while 28% said that they did not think companies are quick to warn the public of safety concerns. A much higher percentage of the public, about 36% as opposed to 14% in 2006, now consider clinical trials relatively safe (Getz, 2013).

Importance of Activity

Users' preferences for types of services influence providers to give desired services. Maceli, Wiedenbeck, and Abels (2011) researched users' perceptions of digital libraries and revealed that since 2005, users, both adult and children, seeking information through electronic means have increased. Users feel the need to be unrestricted to get information in a virtual mode if they chose to. This evolving trend has pushed academic, public, and school libraries to invest heavily in digital libraries (Maceli et al., 2011).

Public perceptions of labor unions continue to plummet. Boris (2012) indicated that favorable views dropped from 72% in 1936 to 48% in 2009. The continued decline is

attributed to the high costs for maintaining the unions (Boris, 2012). Examples include the public and news commentators who have blamed the high wages and Cadillac benefit packages of the United Auto Workers Union for the problems facing the industry in recent years.

Researchers in Ontario, Canada found that no significant differences existed between Catholic schools and secular public schools in teaching sexual health education (Mckay, Byers, Voyer, Humphreys, & Markham, 2014). Researchers often assume that because Catholic schools have an explicitly religious orientation, they take a more conservative stance on the teaching of sexual health education compared to secular public schools (Mckay et al., 2014). In addition, parental attitudes might differ in the way they support sexual health education. Parents of catholic school students are expected to show resistance because of their Christian beliefs, while parents of public school students are more open and receptive (Mckay et al., 2014). The research findings in Canada showed that no significant differences existed between parents on either side. Both sides felt it was appropriate to have some form of sexual health education as part of the curriculum (Mckay et al., 2014).

Summary

Using a contingency theory, the purpose of this study was to present an analysis of existing literature available on the differences and similarities of private and public organizations presented in a framework of six constructs and associating variables identified in this research. The constructs were (a) values and ideology, (b) external

demands, (c) internal demands, (d) employee behaviors, (e) programming, and (f) public opinions.

Management of private organizations aim to generate revenue for their continued existence and to reward investors by means of profits accrued. These organizations are expected to use their resources efficiently and uphold investors' interests at all times. Leaders in public organizations are primarily held accountable for the use of government funds. The leaders show loyalty to political interest groups in a bid to maintain funding for the continuation of projects. Like their private counterparts, public organizations also have certain operational principles, which include attaching significant importance to their mission and measuring performance against the mission.

In an ever-changing economic climate, corporations look for ways to improve on their operating styles to remain competitive in the market. Private companies continue to adopt ways to ensure their continued existence through image. Public organizations use diversity management to perk up their workforce and ultimately improve the services they provide. Public organizations, similar to their private counterparts, use similar tools; however, private organizations have challenges swifter and more pronounced than public organizations. Public organizations have invoked other initiatives to ensure their existence in a market-orientated environment. One approach by public managers to mitigate the effects of the market in a rapid changing business environment is the implementation of diversity management programs. In the changing global climate, organizations are conscious of creating a unique and identifiable culture. Both private and public entities recognize the essence of this challenge. For private organizations, it is not

too difficult a task to effect new visions and missions to redirect a company's appeal to target customers. Public entities, although able to accomplish this feat, undoubtedly take a much longer time to achieve it mostly because of bottlenecks, such as red tape, bureaucracy, and lack of commitment and confidence on the part of management to realign the objectives of the organizations. Efforts are further challenged because of political stakeholders who might query the managements' intent to embark on any new initiatives.

People believe that employees in the private sector show more commitment to their organizations than employees in the public sector. Although empirical evidence points to workplace behaviors, one cannot emphatically say private employees show more commitment to their jobs than public employees do. Because private organization, and for that matter corporate management, attach more commitment to efficient use of a company's resources, most private employees have no option but to comply with the dictates of management

The purpose of public programs is to deliver service to a community usually sanctioned by legislative instruments. As discussed earlier in this paper, the focus of private organizations in delivering public programs in collaboration with either the public sector or solely mandated to perform a service, is to efficiently discharge the services to make some gains out of it, usually monetary.

Public opinion about services provided by organizations influences the survival of both private and public organizations. People believe that programs and services provided by public sectors are somehow inferior to that of private companies. Public organizations

are also seen as warm in that they are helpful and trustworthy, whereas private organizations are competent, meaning they are effective and confident in their actions.

Methodology

The ultimate objective of this study was to compare and contrast the differences and similarities between private and public organizations. The quantitative study involved a private organization and a public organization in the broadcasting industry. The methodology chosen for this dissertation was a survey to address the research questions based on the theoretical framework identified in Chapter 1. Chapter 3 presents the specific research design used in this dissertation. The chapter also outlines the selection of the population and the sample used for the study.

Chapter 3: Research Method

Introduction

The purpose of this study was to examine the similarities and differences of operations between private and public organizations in a changing environment. Specifically, I examined six constructs to show the similarities and differences. This approach allowed for an examination of the two types of organizations and how they relate to the Ghanaian citizenry through the lens of the identified constructs. The analysis provided a basis for empirically testing the similarities and differences between private and public entities on the theoretical model identified in Chapter 1. The method for collecting data included a survey where participants were secured through convenient, nonprobability sampling. Data gathered using this survey were used to test the hypotheses related to the constructs of values and ideology, external demands, internal demands, programming, employee behaviors and activities, and public opinions.

In this chapter, I present the research design, used to address the research questions and which allowed for testing the hypotheses. In addition, I detail a discussion of the rationale and information underlying the research method selected to frame the study. I present a description of the sample characteristics, size, and sampling method. Last, I provide the data collection and types of analysis used in this paper.

Research Design

The aim of this study was to glean a better understanding of the operations of public and private broadcasting companies in Ghana. The approach to investigate the similarities and differences between their operations in a changing environment included

a comparative analysis by surveying participants who were 18 years and older, able to read and write, and who lived within the city of Accra. A survey instrument assessing the operating styles of the two broadcasting companies was used to gather data related to the research questions guiding this study. Survey designs were useful because they provided a snapshot of the target population by examining the attitudes from participants at particular points in time. The closed-ended questions were used to collect responses based on a pre-established hypothesis.

Convenience sampling was the selected sampling method because of the nature of the survey and the willingness of respondents to take part. According to Trochim and Donnelly (2007), television stations and newspaper companies wanting to tap into public opinion regarding issues frequently use this sampling technique. This technique may have to be conducted by using the traditional person-on-the-street interviews with commuters, shoppers, store clerks, and others. A challenge to this type of sampling was finding employees who were willing to participate in the survey within the two test organizations. This challenge was less pronounced in the public entity because respondents were considered as having no any ties with any of the two organizations.

Setting and Sample

Population

The population presented in this study consisted of males and females who were above the age of 18 and who could read and write. The population for the organizational surveys was characterized as full-time employees at the research sites. Respondents

included managers, supervisors, and other employees of various ranks. The population for the public surveys included residents of the Accra Metropolis in the capital of Ghana.

Sampling Method and Frame

Trochim and Donnelly (2007) described a sampling frame as a listing of the accessible population from which the sample is drawn. The sampling frame for this study consisted of people who resided in the city of Accra and who were business professionals from private and public organizations. This population included people who were employees in supervisory or managerial positions, such as reporters, editors, executives, and technicians. The frame also included nonbusiness professional residents in Accra.

I used convenience sampling at the two test organizations, GH ONE and GTV. After gaining management approval from the test organizations, I advertised the purpose of the study and invited interested employees to take part in the survey. I obtained consent from the participants and informed them of the survey procedure before collecting data.

A similar plan was in place for the public opinion poll, where I surveyed residents in four separate zones identified in the south, west, east, and north of the Accra metropolis at stipulated times. Participants who were not business professionals were asked if they would like to participate in the survey. Those who volunteered were requested to sign consent forms before participating in the study.

Sample

The sample characteristics for the survey were males and females 18 years and above with the ability to read and write. Upper and lower confidence levels for this study

were set at 95%. Using the power analysis tool, G*Power 3.1.8 (Faul, Erdfelder, Buchner, & Lang, 2009), a sample size was estimated for the two broadcast company groups, GH One and GTV, and the public sample. The population sizes for the two organizations were 141 and 325, respectively. I used the same sample size determined for the organizations as the public sample size out of a population of 2.7 million inhabitants. I calculated the sample size based on the ANOVA analyses I conducted for each research question. With an effect size (Cramer's V; Cramer, 1998) of .06, an alpha (α) level of .05, a standard power level of .80, a total of three groups, and five response variables, 67 participants were needed for each group. To have an equal distribution of the sample size within the three research sites, I adjusted the sample size for each group to 70.

Instrumentation

I developed two different surveys, one for the two organizations and the other for the public. The organizational surveys addressed all six constructs of the theoretical framework, which included the values and ideologies, external and internal demands, programming strategies of the organizations, behaviors and activities of employees in the organizations, and the public opinions as perceived by respondents. I used extracts from the sixth construct as a public opinion survey. I asked respondents to match either one organization, or both, to a particular question. This enabled me to assess and compare responses with the organizational survey portion on public opinions.

I developed this instrument using a 6-point Likert scale ranging from 1 (*strongly disagree*) to 6 (*strongly agree*). I represented each of the six constructs on the survey with different variables. Each variable had statements rated by the participant on the Likert

scale. The questionnaire consisted of 70 questions, in the form of statements, organized under the six constructs.

Values and Ideology

This construct consisted of five variables: profits orientation, community orientation, target groups, human resource, and financial resource management. The construct conceptualized that an organization had to maintain certain values it upholds, and articulate its ideologies to target groups that identify with, and approve of the organization's operations. Each variable included five different statements that measured employees' views of that variable and how their company upheld it. For example, a statement that participants would rate regarding profit orientation was "Always considers revenue and cost in the final determination of program selection." Statements that represented community orientation included "Provides needed services to the community rather than having a goal to make profits" and "Is concerned about providing more programs for the community despite the costs." Target groups was represented by statements, such as "Focuses on designing programs for specific viewers" and "Allots more program hours to specific viewers than the general community." Human resources were represented by statements, including "Recruits and promotes employees based on fairness and principle of seniority and equality" and "Encourages both walk-ins and online job application processing." Statements for financial resource management included are "Are from private financiers and investors" and "Are mainly from government sources."

I conducted Cronbach's alpha reliability testing on the survey subscales and deleted subscales that had unacceptable reliability in order to improve reliability. Once I found good reliability for all subscales, I completed the summation of the survey subscales to create the subscales scores. I also conducted Cronbach's alpha tests of reliability and internal consistency on each of the survey subscales.

External Demands

This construct consisted of two variables: market challenges and corporate responsibility. A basic tenet of this construct is that external forces influence organizations. Each variable included five different questions, or statements, that measured employees' views of that variable and how their company upheld it. For example, some statement measures for market challenges included "Continues to change how it operates to adjust to changes in the broadcasting industry" and "Communicates regularly to viewers about changes that may affect programming." Corporate responsibility was represented by statements, such as "Has included in its human resource policy a CSR function aimed at giving back to the community it operates in" and "Becomes more visible and establishes a presence in the community as a result of the social activities it engages in the community." I conducted Cronbach's alpha tests of reliability and internal consistency on each of the survey subscales.

Internal Demands

This construct consisted of five questions, in the form of statements, on two characteristics: IT and private partnership. The statements helped to empirically test the concept that internal demands of organizations dictated how organizational leaders

operate their organizations. Respondents indicated whether the use of IT in their organizations had improved operations while reducing human errors and had increased profits while improving productivity. For example, respondents were required to provide answers to statements such as, “To use the Internet to interact with viewers by making its programs available online” and “To use IT to improve operations while reducing human errors.”

Regarding PPPs, respondents were to show how collaboration among organizations had enabled their organizations to provide quality programs for viewers and how standing contracts with other organizations had saved on the costs associated with delays in traditional procurement and contracting. For example, respondents were to answer statements, such as “To improve programming content by partnering with other private and public organizations” and “To partner other organizations for the purpose of drawing on their expertise to provide quality programs for viewers.” For this construct, I determined reliability following the same format for the other constructs identified earlier.

Programming

This construct consisted of two variables—service delivery and sponsorship—with five questions each. These variables represented how businesses ensured appropriate but timely delivery of services to viewers; therefore, respondents were to answer statements, such as “Offers programs that are sanctioned by government and other political groups, and individuals” and “Uses public-private partnership arrangements to broadcast quality programs to viewers.” Respondents were also asked how their company

addressed sponsorship, including “Is compelled to offer programs that are sponsored by private companies, groups and individuals” and “Offers varied and balanced programs that are sponsored by all including government, private groups and individuals.” In order to assess reliability, Cronbach’s alpha and tests of internal consistency were run on each of the survey subscales.

Employee Behaviors

This construct consisted of two variables—commitment and unity—with five questions each. For organizations to meet operational goals by improving performance, productivity and making profits were only attainable if employees were committed to their organizations. Respondents were required to answer statements, such as “To meet operational goals by improving performance, productivity and making profit” and “To achieve the aims set for satisfying the viewing pleasure for viewers.” To determine whether employee welfare and growth were encouraged on an individual or collective effort, respondents answered statements, such as “Assumes the responsibility for developing the skills, knowledge and individual growth of employees in the company” and “Does not endorse labor union representation as part of its organizational structure.” I conducted Cronbach’s alpha tests of reliability and internal consistency on each of the survey subscales.

Public Opinions

This construct consisted of one variable, entertainment and informational programs, with six questions. The variable showed that ratings of television programs were paramount to the success of television companies in the media industry. To maintain and

increase viewing ratings among viewers, respondents were required to answer statements, such as “Offers more programs that have entertainment as the main focus” and “Offers more civic and public informational programs than entertainment programs.” Reliability testing for this construct had similar processes as previous analyses.

A second survey instrument, called the General Public Opinion Poll, was based on the public opinion construct in the organizational survey that required respondents to indicate which of the research sites (GH One or GTV) was associated with the six statements presented. Therefore, respondents were asked to indicate GH One, GTV, or both by the statements if the respondents viewed their responses as such.

Data Analysis

I entered and analyzed all data collected from the respondents by using the Statistical Package for Social Sciences (SPSS) version 22 (IBM, 2012). Cronbach’s alpha analysis scale was used to ensure internal consistency among the factors and the variables. I conducted a series of *t* test analyses for each of the hypotheses pertaining to the research questions.

I used descriptive statistics to explore the demographic outcomes of the study by analyzing the means and standard deviations. There were six constructs—respondents’ perceptions of organizational values and ideology, external and internal challenges, employee behaviors, programming efforts, and public views about the organization that determined whether notable differences or similarities existed between private and public entities. Variables represented the constructs, measured by the mean score for each respective item in the questionnaire. The questionnaire measured the respondents’

knowledge of the six constructs and how they applied to the operation of their organizations.

Research Questions

1. What are the differences and similarities between publically-funded and privately-funded broadcasting companies in their core missions, values, and ideologies in a changing environment?
2. What are the situational differences and similarities between public and private broadcasting companies in their external and internal environments?
3. What are the situational differences and similarities between public and private broadcasting companies in their operational principles regarding programming practices and employee behaviors?
4. What is the public's perception of services provided by public and private broadcasting companies in a changing business environment?

The research questions and hypotheses, presented in Chapter 1, were set to identify the differences and similarities between private and public organizations in managing operational challenges in a changing business environment. The questions were used to determine how the core missions, values, and ideologies operated at different levels in the two organizations. Other questions were on whether the external and internal demands played any instrumental roles in the organizations' operating styles, and whether employee behaviors and activities were similar or different in the two sectors. Finally, I wanted to discover the public's perceptions of the services provided by the organizations.

The hypotheses posited that the core missions and ideologies of these organizations remain the same, and that no fundamental differences existed. I assumed that external and internal challenges in the public sector had different characteristics than the private sector. Programming activities in the public sector were not commercially inclined, and public sector organizations displayed similar employee activities like their private counterparts. Finally, public opinions of operations existing in public organizations were expected to be higher than for private organizations.

The hypotheses for all of the research questions were assessed through a series of *t* tests because all the dependent variables were univariates. The *t* test is the appropriate statistical analysis when the purpose of the researcher is to evaluate if mean differences exist on one continuous dependent variable between two discrete groups, or independent variables (Howell, 2010). To control for familywise error, which inflates the risk of Type I error (i.e., finding a significant result due to chance), a Bonferroni correction was made for all analyses (Tabachnick & Fidell, 2013).

Reliability of Constructs

Cronbach's alpha and inter-item correlations were used to determine reliability and internal consistency of each of the survey subscales. Also known as the coefficient alpha, the Cronbach's alpha provides the mean correlation between each pair of items and the number of items in a scale (Brace, Kemp, & Snelgar, 2006). Cronbach's alpha coefficients was evaluated using the guidelines suggested by George and Mallery (2016), where $> .9$ Excellent, $> .8$ Good, $> .7$ Acceptable, $> .6$ Questionable, $> .5$ Poor, and $< .5$ Unacceptable. Validity was not tested through a factor analysis, which is admittedly a

limitation. Factor analysis was not conducted due to a small sample size. As such, the results should be treated with caution.

Rites of Participants to Participate

All respondents were assured of complete anonymity of the survey, and that their participation would in no way affect them. I read a standard statement to every respondent. I filled out and presented Walden University's Institutional Review Board (IRB) consent form for approval before conducting the study.

Summary

The chapter presented a description of the research design used to answer the research questions and to test the hypothesis outlined in Chapter 1. The study involved a survey instrument to show the operating styles of the two companies with direct reference to the research questions and hypotheses posited in Chapter 1. I used convenience sampling at the organizational levels because of the nature of the survey and the willingness of respondents to take part. Potential viewers were drawn from various parts within the city of Accra, the capital of Ghana.

The sample consisted of employees in the public and private sectors. In the case of the public, potential respondents included individuals who ordinarily reside in the Accra Metropolis. The sample characteristics for the survey were males and females 18 years of age and above. The confidence level anticipated for this study was 95%. The estimated sample size defined for each of the research sites was 67 individuals. The sample size for each group was adjusted to 70 to have an equal distribution for the research sites.

I developed two different surveys, one for the two organizations and the other for the general public. The organizational surveys addressed the six constructs and their associating variables from the theoretical framework, which includes the values and ideologies, external and internal demands, programming strategies of the organizations, and behaviors and activities of employees within the organizations. The sixth construct on public opinions was used as the public opinion survey. I conducted the surveys myself. I also adequately addressed all the adverse and legal effects in conducting this research to assure respondents that none of them would be adversely affected in any way. I assured respondents of complete anonymity of the survey.

Chapter 4: Results and Analysis

Introduction

Market trends shape private and public sectors in businesses and industries (Cooper & Stephenson, 2012). To meet market demands and adjust to shifting market trends, both private and public sector organizations assess and change their practices. Accordingly, research is needed to ascertain how exactly these private and public sectors compare. The purpose of this study was to compare the differences and similarities between private and public organizations, and how the organizations adapt to changes.

In this chapter, I present the results of the analyses that were performed to assess these hypotheses. First, the steps for data collection are presented. The study results are then presented, including a discussion of the preliminary data cleaning, composite scoring, descriptive statistics, and main analyses, organized by research question. A brief summary of the results is provided, followed by a chapter summary.

Population and Sample

The original dataset consisted of 215 participants, representing 75 respondents for Ghana Television, 70 respondents for GH One, and 70 respondents for the public respectively. The data were assessed for missing values and outliers. Cases missing more than 50% of data were considered problematic, and thereby eliminated from the set. Two cases had considerable missing data, and were subsequently removed. Five cases had extreme low outliers, which were removed. This resulted in a final sample of 208 participants, with 73 participants from Ghana Television, down from 75 individuals; 65

participants from GH One, down from 70 individuals; and the public at 70 participants.

Table 2 presents the frequencies and percentages of this sample.

Table 2

Frequencies and Percentages of Sample

Group	<i>n</i>	%
Ghana Television	73	35.1
GH One	65	31.3
City of Accra	70	33.7

Note. *N* = 208.

According to study site data, the sample size of the original 75 Ghana Television participants was drawn from a staff size of 325 at Ghana Television that is part of the main organization, Ghana Broadcasting Corporation. Participants were born between 1955 and 1992, and the ratio of male to female participants was 2:1. At GH One, the sample size of 70 was taken from a staff size of 141 that is part of the main organization, EIB Network. Participants' year of birth ranged from 1960 to 1994. The ratio of male to female participants at this organization was 3:1.

I drew the public sample from an estimated population of 2.7 million residents. Specifically, 17 participants were drawn from the northern and western parts of Accra, respectively, while 18 participants were drawn from the eastern and southern parts, respectively. The age group for public residents was between 18 to 65 years. About 65% of respondents were males.

Measures

I created surveys that asked participants about TV companies' values and practices. To use information from the surveys as variables in the analyses, I created composite scores. These scores were created using mean scale scores taken from the relevant items (see Table 3). Reliability for these scales were calculated using Cronbach's alpha. Most scales showed acceptable reliability. Means and standard deviations were calculated for each scale. The scores ranged from 0 to 6, with means ranging from 3.68 (financial resource management) to 4.51 (human resources). Scores between 3.00 and 4.00 indicate responses between *somewhat disagree* and *somewhat agree*, indicating that on average, participants were mostly neutral on this scale. Scores between 4.00 and 5.00 indicate responses between *somewhat agree* and *agree*, indicating that, on average, participants were mostly positive on this scale. In the following sections, I individually discuss each scale.

Profit Orientation

The scale of profit orientation was created from Survey Items 2–6. This scale did not show acceptable reliability (Cronbach's $\alpha = .66$). The mean response for this scale was 3.75 ($SD = 1.00$). Correlation between the scales of profit orientation and financial management resources was $r = .16$, indicating low validity for the profit orientation variable.

Community Orientation

The scale of community orientation was created from Survey Items 7–11. This scale did not show acceptable reliability (Cronbach's $\alpha = .68$). The mean response for this

scale was 4.08 ($SD = 0.91$). Correlation between the scales of community orientation and financial management was $r = .24$, indicating low validity for the community orientation variable.

Target Groups

The scale of target groups was created from Survey Items 12–16. This scale did not show acceptable reliability (Cronbach's $\alpha = .63$). The mean response to this scale was 4.29 ($SD = 0.86$). Correlations between scales of target group and community orientation was $r = .21$, indicating low validity for the target groups variable.

Human Resources

The scale of human resources was created from Survey Items 17–21. This scale showed acceptable reliability (Cronbach's $\alpha = .71$). The mean response to this scale was 4.12 ($SD = 0.96$). Correlation between the scales of human resources and market challenges was high at $r = .60$, possibly showing proof of validity for the human resource variable.

Financial Resource Management

The scale of financial resource management was created from Survey Items 24–27. This scale did not show acceptable reliability (Cronbach's $\alpha = .62$). The mean response to this scale 3.68 ($SD = 0.81$). Correlation between the scales of financial management and community orientation was $r = .24$, possibly indicating the presence of low validity for the financial resource management variable.

Market Challenges

The scale of market challenges was created from Survey Items 28–32. This scale showed acceptable reliability (Cronbach's $\alpha = .73$). The mean response to this scale was 4.51 ($SD = 0.90$). Correlations between the scales of market challenges and human resources was $r = .60$, showing signs of validity for the market challenges variable.

Corporate Responsibility

The scale of corporate responsibility was created from Survey Items 33–37. This scale showed acceptable reliability (Cronbach's $\alpha = .80$). The mean response to this scale was 4.13 ($SD = 1.04$). Correlations between scales of corporate responsibility and market challenges was at $r = .61$, indicating signs of validity for the corporate responsibility variable.

Informational Technology

The scale of IT was created from Survey Items 38–42. This scale showed acceptable reliability (Cronbach's $\alpha = .88$). The mean response for this scale was 4.12 ($SD = 1.22$). Correlations between the scales of information technology and human resources was at $r = .65$, indicating signs of validity for the IT variable.

Public Private Partnership

The scale of PPP was created from Survey Items 44–48. This scale showed acceptable reliability (Cronbach's $\alpha = .75$). The mean response to this scale was 4.02 ($SD = 0.97$). Correlations between the scales of PPP and information technology was at $r = .61$, indicating some validity for the PPP variable.

Service Delivery

The scale of service delivery was created from Survey Items 49-53. This scale did not show acceptable reliability (Cronbach's $\alpha = .56$). The mean response to this scale was 4.08 ($SD = 0.90$). Correlation between service delivery and corporate responsibility was $r = .50$, probably showing low validity for the service delivery variable.

Sponsorship

The scale of sponsorship was created from Survey Items 54–58. This scale did not show acceptable reliability (Cronbach's $\alpha = .54$). The mean response to this scale was 4.06 ($SD = 0.83$). Correlation between sponsorship and market challenges was $r = .44$, possibly indicating low validity for the sponsorship variable.

Commitment

The scale of commitment was created from Survey Items 59–63 and showed acceptable reliability (Cronbach's $\alpha = .85$). The mean response to this scale was 4.05 ($SD = 1.12$). Correlation between the scales of commitment and target groups was $r = .63$, possibly indicating good validity for the commitment variable.

Unity

The scale of unity was created from Survey Items 65–69, and did not show acceptable reliability (Cronbach's $\alpha = .53$). The mean response to this scale was 3.82 ($SD = 0.86$). Correlation between unity and sponsorship was $r = .44$, possibly showing low validity for the unity variable

Entertainment vs. Informational Programs

The scale of entertainment vs. informational programs was created from Survey Items 70–75, and it did not show acceptable reliability (Cronbach's $\alpha = .60$). The mean response to this scale was 3.90 ($SD = 0.78$). Correlation between entertainment vs. informational programs and PPP was $r = .44$, possibly showing low validity for the entertainment variable.

To summarize, the scales of human resources, market challenges, corporate responsibility, IT, public private partnership, and commitment all showed acceptable reliability. The remaining scales did not show acceptable reliability. As such, results involving these scales should be viewed with caution. Table 3 presents the reliability of each scale. Table 3 presents all ranges, means, standard deviations, and reliability coefficients.

Table 3

Scale and Item Descriptive Statistics and Reliability

Scale	Item	Cronbach's α	Min.	Max.	<i>M</i>	<i>SD</i>
Pro Ori		0.66	1.00	6.00	3.75	1.00
	C02		1.00	6.00	2.98	1.82
	C03		1.00	6.00	4.25	1.31
	C04		1.00	6.00	3.80	1.42
	C05		1.00	6.00	3.62	1.62
	C06		1.00	6.00	4.09	1.42
Com Or		0.68	1.60	6.00	4.08	0.91
	C07		1.00	6.00	4.09	1.40
	C08		1.00	6.00	3.96	1.27
	C09		1.00	6.00	4.31	1.34
	C10		1.00	6.00	4.07	1.38
	C11		1.00	6.00	3.96	1.49
Targ Grp		0.63	1.80	6.00	4.29	0.86
	C12		1.00	6.00	4.25	1.43
	C13		1.00	6.00	4.71	1.15
	C14		1.00	6.00	3.38	1.40
	C15		1.00	6.00	4.61	1.34
	C16		1.00	6.00	4.52	1.40
Human Res		0.71	2.00	6.00	4.12	0.96
	C17		1.00	6.00	4.01	1.60
	C18		1.00	6.00	3.83	1.43
	C19		1.00	6.00	3.57	1.57
	C20		1.00	6.00	4.27	1.24
	C21		1.00	6.00	4.92	1.15
Fin Res Mgt		0.62	1.00	5.00	3.68	0.81
	C24		1.00	6.00	4.25	1.30
	C25		1.00	6.00	2.93	1.61
	C26		1.00	6.00	3.74	1.40
	C27		1.00	6.00	3.64	1.80
Mkt Challenges		0.73	1.60	6.00	4.51	0.90
	C28		1.00	6.00	4.01	1.62

Table 3 Continued

Scale	Item	Cronbach's α	Min.	Max.	<i>M</i>	<i>SD</i>
Mkt Challenges	C29		1.00	6.00	5.05	1.11
	C30		1.00	6.00	4.26	1.36
	C31		1.00	6.00	4.75	1.17
	C32		1.00	6.00	4.47	1.15
Corp Res		0.80	1.00	6.00	4.13	1.04
	C33		1.00	6.00	4.11	1.47
	C34		1.00	6.00	4.15	1.38
	C35		1.00	6.00	4.17	1.32
	C36		1.00	6.00	4.03	1.40
InfoTech	C37		1.00	6.00	4.21	1.42
		0.88	1.00	6.00	4.12	1.22
	C38		1.00	6.00	4.32	1.49
	C39		1.00	6.00	4.17	1.59
	C40		1.00	6.00	4.26	1.55
Pub Prv Part	C41		1.00	6.00	4.01	1.38
	C42		1.00	6.00	3.85	1.39
		0.75	1.00	5.60	4.02	0.97
	C44		1.00	6.00	4.22	1.34
	C45		1.00	6.00	4.30	1.34
Serv Del	C46		1.00	6.00	3.70	1.32
	C47		1.00	6.00	4.17	1.32
	C48		0.00	6.00	3.73	1.54
		0.56	1.00	6.00	4.08	0.90
	C49		1.00	6.00	4.70	1.24
Sponsorship	C50		0.00	6.00	3.82	1.67
	C51		0.00	6.00	4.36	1.20
	C52		0.00	6.00	4.04	1.60
	C53		0.00	6.00	3.51	1.66
		0.54	1.00	5.67	4.06	0.83
	C54		0.00	6.00	4.27	1.37
	C55		1.00	6.00	3.49	1.62
	C56		1.00	6.00	4.61	1.17
C57		1.00	6.00	3.64	1.39	
			1.00	6.00	4.28	1.36

Table 3 Continued

Scale	Item	Cronbach's α	Min.	Max.	<i>M</i>	<i>SD</i>
Commitment		0.85	1.00	6.00	4.05	1.12
	C59		1.00	6.00	4.35	1.39
	C60		1.00	6.00	4.22	1.30
	C61		1.00	6.00	3.92	1.50
	C62		1.00	6.00	3.72	1.51
Unity	C63		1.00	6.00	3.92	1.45
		0.53	1.20	6.00	3.82	0.86
	C65		1.00	6.00	4.41	1.39
	C66		1.00	6.00	3.89	1.40
	C67		1.00	6.00	3.47	1.43
Ent vs. Inf Prog	C68		1.00	6.00	4.19	1.38
	C69		1.00	6.00	3.00	1.55
		0.60	1.17	6.00	3.90	0.78
	C70		1.00	6.00	3.72	1.48
	C71		1.00	6.00	4.63	1.21
	C72		1.00	6.00	3.43	1.33
	C73		1.00	6.00	3.23	1.54
	C74		1.00	6.00	4.05	1.28
			1.00	6.00	4.30	1.28

Note. Pro Ori refers to Profit Orientation; Com Or to Community Orientation; Targ Grp to Target Group; Human Res refers to Human Resource; Fin Res Mgt to Financial Resource Management; Mkt Challenges to Market Challenges; Corp Res to Corporate Responsibility; Info Tech refers to Information Technology; Pub Prv Part to Public Private Partnership; Serv Del to Service Delivery; Ent vs. Inf Prog refers to Entertainment vs. Informational Programming.

Inter-Item Correlations

I computed correlations between scales to determine their relationships. A significant positive relationship existed between all scales, except between financial resource management and profit orientation, between target groups, public-private partnership, service delivery, commitment, unity, and entertainment vs. informational programs, as well as between financial resource management, unity, and entertainment vs. informational programs. Table 4 presents all correlations associated with this analysis.

Significant correlations are indicated by asterisks. Correlations between .10 and .29 are considered a small effect size, between .30 and .49 are considered a medium effect size, and above .50 are considered large; positive relationships indicate that as one variable increases, so does the other variable (Cohen, 1988).

Table 4

Pearson Correlations Between Scales

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13
1.Profit Ori	-												
2.Com Ori	.18*	-											
3.Targ Gr	.42**	.21*	-										
4.Hu Res	.44**	.24**	.46**	-									
5.Fin Res	.16	.24**	.28**	.18*	-								
6.Mak Ch	.40**	.25**	.58**	.60**	.34**	-							
7.Cor Res	.38**	.31**	.54**	.57**	.18*	.61**	-						
8.Inf Tech	.39**	.20*	.47**	.65**	.13	.56**	.58**	-					
9.Pu Par	.42**	.14	.56**	.56**	.29**	.61**	.69**	.61**	-				
10.Ser Del	.30**	.00	.40**	.39**	.23**	.53**	.50**	.45**	.58**	-			
11.Spon	.28**	.31**	.42**	.32**	.28**	.44**	.37**	.28**	.39**	.44**	-		
12.Comm	.51**	.11	.56**	.63**	.21*	.58**	.66**	.67**	.69**	.51**	.29**	-	
13.Unity	.27**	.14	.33**	.38**	.01	.33**	.32**	.36**	.34**	.37**	.49**	.38**	-
14.En v In	.21*	.14	.41**	.31**	.02	.44**	.48**	.41**	.42**	.44**	.34**	.48**	.40*

Note. * indicates significance at $< .05$ ** indicates significance at $< .01$; Profi Ori refers to Profit orientation; Comm Ori to Community Orientation; Target Gr to Target Groups; Human Res to Human Resources; Finan Res to Financial Resources; Market Cha to Market Challenges; Corp Res to Corporate Responsibility; Info Tech to Info Technology; Pub Pri Part to Public Private Partnership; Serv Del to Service Delivery; Sponsor to Sponsorship; Comm to Commitment; Ent v Info to Entertainment vs. Informational Programs.

As expected, most items were significantly correlated. The strongest significant correlations were between the scales of market challenges and human resources ($r = .60$), between the scales of corporate responsibility and market challenges ($r = .61$), between the scales of PPP and information technology ($r = .61$), between the scales of commitment and target groups ($r = .63$), between the scales of information technology

and human resources ($r = .65$), between the scales of commitment and market challenges ($r = .66$), between the scales of commitment and information technology ($r = .67$), between the scales of commitment and PPP ($r = .69$), and between the scales of PPP and corporate responsibility ($r = .69$).

The second set of strongest correlations were between the scales of service delivery and corporate responsibility ($r = .50$), between the scales of commitment and profit orientation ($r = .51$), between the scales of commitment and service delivery ($r = .51$), between the scales of service delivery and market challenges ($r = .53$), between the scales of corporate responsibility and target groups ($r = .54$), between the scales of PPP and target groups ($r = .56$), between the scales of commitment and target groups ($r = .56$), between the scales of PPP and human resources ($r = .56$), between the scales of information technology and market challenges ($r = .56$), between the scales of corporate responsibility and human resources ($r = .57$), between the scales of target groups and market challenges ($r = .58$), between the scales of information technology and corporate responsibility ($r = .58$), and between the scales of service delivery and PPP ($r = .58$).

Weak correlations were also detected between the scales of entertainment vs. informational programs and PPP ($r = .44$), between the scales of sponsorship and market challenges ($r = .44$), between unity and sponsorship was ($r = .44$), between the scales of service delivery and corporate responsibility ($r = .50$), between the scales of financial management and community orientation ($r = .24$), between the scales of target group and community orientation was ($r = .21$), between the scales of financial management and profit orientation ($r = .16$),

Hypothesis Testing

Research Question 1

What are the differences and similarities between publically funded and privately funded broadcasting companies in their core missions, values, and ideologies in a changing environment?

H_a1. There is a significant difference between publically funded and privately funded broadcasting companies in their core missions, values, and ideologies.

H₀1. There is not a significant difference between publically funded and privately funded broadcasting companies in their core missions, values, and ideologies.

I measured the values and ideologies of the companies by the scales of profit orientation, community orientation, target groups, human resources, and financial resource management. To answer this research question, a series of independent samples *t* tests were conducted. For these *t* tests, the independent variables corresponded to employer type, defined as either Ghana TV and GH One. The dependent variables corresponded to the scales representing the values and ideologies of the companies.

Prior to each analysis, I assessed the assumptions of the independent samples *t* test. These include equality of variances. Levene's test was used to examine the assumption of equality of variances. If Levene's test is not significant, then equal variances can be assumed (Field, 2013). Levene's test was not significant for all tests. As I performed multiple tests, the issue of familywise error rate became relevant. Familywise error rate refers to the increased possibility for Type 1 error (e.g., rejecting a true null hypothesis; Field, 2013). To control for this, a Bonferroni correction was made by

dividing the standing alpha level of .05 by the number of dependent variables (Stevens, 2009). As such, each t test was evaluated at a significance level of .01.

The result of the t test regarding profit orientation was significant, $t(136) = -2.60$, $p = .010$, indicating a significant difference between companies in their employees' perceptions of the company's profit orientation. GH One employees, on average, reported higher values ($M = 3.98$) for this scale than Ghana Television employees did ($M = 3.55$).

The results of the t test involving community orientation was not significant, $t(136) = 0.47$, $p = .641$, indicating no significant difference in community orientation between companies, which suggests the companies are similar in this manner. The results of the t test involving target groups were significant, $t(136) = -2.72$, $p = .007$.

Comparison of the means indicates that GH One scored higher ($M = 4.50$) than Ghana TV did ($M = 4.04$).

The results of the t test involving human resources was significant $t(136) = -4.83$, $p < .001$, suggesting a significant difference existed between the companies. Comparison of the means indicates GH scored higher ($M = 4.50$) than Ghana TV ($M = 3.77$). The results of the t test involving financial resource management was significant, $t(136) = 4.44$, $p < .001$. This finding indicates a medium significant difference between the companies, with Ghana Television scoring higher ($M = 3.95$) than GH One ($M = 3.38$). Table 5 presents the full results of these analyses. As significant differences existed between the companies, the null hypothesis for Research Question 1 can be rejected.

Table 5

Results of the t Tests Between Companies Regarding Values and Ideologies

Variable	Company	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i>
Profit Ori	Ghana TV	3.55	1.05	-2.60	.010
	GH One	3.98	0.90		
Com Ori	Ghana TV	4.12	0.93	0.47	.641
	GH One	4.04	0.89		
Targ Gr	Ghana TV	4.11	0.90	-2.72	.007
	GH One	4.50	0.76		
Hu Res	Ghana TV	3.77	0.95	-4.83	< .001
	GH One	4.50	0.82		
Fin Res Mgt	Ghana TV	3.95	0.80	4.44	< .001
	GH One	3.37	0.72		

Note. Profi Or refers to Profit orientation; Comm Ori to Community Orientation; Target Gr to Target Groups; Human Res to Human Resources; Fin Res Mgt = Financial Resource Management.

*Bonferroni correction reduced significance level to .013.

Research Question 2

What are the situational differences and similarities between public and private broadcasting companies in their external and internal environments?

H_a2. There are significant differences between public and private broadcasting companies in their external and internal environments.

H₀2. There are no significant differences between public and private broadcasting companies in their external and internal environments.

The external and internal environments of the companies were measured by the scales of market challenges, corporate responsibility, information technology, and public

private relationship. To answer this research question, I conducted a series of independent samples t tests. For these t tests, the independent variables corresponded to employer type, defined as either Ghana TV and GH One. The dependent variables corresponded to the scales representing the external and internal environments of the companies.

Prior to each analysis, I assessed the assumptions of the independent samples t test. These include equality of variances. Levene's test was not significant for all tests except for corporate responsibility ($p = .016$), information technology ($p < .001$), and PPP ($p = .005$). As such, the coefficients reported for these variables control for the fact that equal variances are not assumed. A Bonferroni correction was made to control familywise error rates; the significance level considered for this set of analyses was .013.

The result of the independent samples t test for market challenges was significant, $t(136) = -2.64, p = .009$, indicating a small significant difference between Ghana TV and GH One. The mean of market challenges for Ghana TV ($M = 4.32$) was significantly lower than the mean for GH One ($M = 4.72$). No significant differences existed in corporate responsibility, $t(125.25) = -2.47, p = .015$, indicating the companies were similar in this regard. A large significant difference existed in information technology, $t(124.10) = -5.51, p < .001$. The mean of information technology for Ghana TV ($M = 3.64$) was significantly lower than the mean for GH One ($M = 4.66$). A small significant difference existed in public private partnership, $t(128.47) = -2.75, p = .007$. GH One had higher average PPP scores ($M = 4.26$) than Ghana TV ($M = 3.82$). The null hypothesis may be rejected. Table 6 presents the full results for each analysis.

Table 6

Results of the t Tests Between Companies' External and Internal Demands

Variable	Company	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i> *
Mak Ch	Ghana TV	4.32	0.95	-2.64	.009
	GH One	4.72	0.80		
Corp Res	Ghana TV	3.82	1.18	-2.47	.015
	GH One	4.36	0.82		
Info Tech	Ghana TV	3.64	1.31	-5.51	< .001
	GH One	4.66	0.84		
PPP	Ghana TV	3.82	1.09	-2.75	.007
	GH One	4.26	0.76		

Note. Market Cha refers to Market Challenges; Cor Res to Corporate Responsibility; Info Tech to Info Technology; PPP to Public Private Partnership.

*Bonferroni correction reduced significance level to .013.

Research Question 3

What are the situational differences and similarities between public and private broadcasting companies in their operational principles regarding programming practices and employee behaviors?

H_a3. There are significant differences between public and private broadcasting companies in their operational principles regarding programming practices and employee behaviors.

H₀3. There are no significant differences between public and private broadcasting companies in their operational principles regarding programming practices and employee behaviors.

I similarly tested this research question through a series of independent t tests, in which the independent variable was employer type, categorized as GH One or Ghana TV. The dependent variables were the programming practices and employee behaviors, as represented by the variables of service delivery, sponsorship, commitment, and unity. If equal variances cannot be assumed, the correct coefficients representing control for this violation were reported. A Bonferroni correction was made, reducing the alpha level of significance to .013.

After controlling for familywise error using the Bonferroni adjustment, there were no significant differences found in service delivery, sponsorship, commitment, or unity. This finding indicates the companies may be similar in this regard. The null hypothesis cannot be rejected. Table 7 presents the full results of this analysis.

Table 7

t Tests Results Between Companies' Programming and Employee Behavior

Variable	Company	M	SD	t	p^*
Serv Del	Ghana TV	3.93	0.91	-2.18	.031
	GH One	4.23	0.85		
Spon	Ghana TV	4.00	0.86	-0.97	.334
	GH One	4.13	0.79		
Comm	Ghana TV	3.85	1.17	-2.35	.020
	GH One	4.29	1.02		
Unity	Ghana TV	3.65	0.76	-2.47	.015
	GH One	4.01	0.94		

Note. Serv Del to Service Delivery; Sponsor to Sponsorship; Commit to Commitment; Ent v Info to Entertainment vs. Informational Programs.

*Bonferroni correction reduced significance level to .013.

Research Question 4

What is the public's perception of services provided by public and private broadcasting companies in a changing business environment?

H_a4. There is a significant difference between perception of services provided by public and private broadcasting companies in a changing business environment.

H₀4. There is no significant difference between perception of services provided by public and private broadcasting companies in a changing business environment.

This research question was answered in two ways. First, I assessed differences between companies regarding public opinion using an independent samples *t* test. Next, I reported frequencies and percentages for what companies the public considered provided the most services.

For the purposes of the *t* test, equal variances could be assumed. The significance level evaluated was .05. The results of the *t* test were significant, $t(136) = -2.15, p = .034$. This finding indicates employees of GH One and Ghana TV had a significant difference in how they perceived public opinion on entertainment and informational programs. GH One had a higher mean score in entertainment and informational programs ($M = 4.04$) than Ghana TV ($M = 3.76$). The null hypothesis may be rejected. Table 8 presents the full results of this analysis.

Table 8

Results of the t Tests Between Companies Regarding Public Opinion

Variable	Company	<i>M</i>	<i>SD</i>	<i>t</i>	<i>p</i> *
Ent v Info	Ghana TV	3.76	0.81	-2.15	.034
	GH One	4.04	0.73		

Note. Ent v Info to Entertainment vs. Informational Programs

*Bonferroni correction reduced significance level to .013.

Additionally, the public of Accra was surveyed directly and asked to indicate which company provided more services. When asked which company offers more programs that have entertainment as the main focus, all participants indicated GH One did. When asked which company offers more programs that promote civic, health, welfare, and other public information messages, most (87.1%) indicated GTV, 2.9% indicated GH One, and 10% indicated both companies. When asked which company offers foreign programs that are more entertaining in content, all participants indicated GH One. When asked which broadcasts more entertainment programs than civic and public informational programs, most (87.1%) indicated GH One while the remaining 12.9% indicated GTV. When asked which company offers more civic and public informational programs than entertainment programs, most (91.4%) indicated GTV, while 8.6% indicated GH One. Finally, when asked which company offers a fair balance of entertainment, civic and public information programming content, the responses were more varied. The highest percentage of participants (45.7%) indicated GH One offered a fair balance, while 37.1% listed both companies, and 17.1% listed GTV. Figure 1

presents a graphical comparison of perceived services offered. Table 9 presents the frequencies and percentages of all perceived services offered.

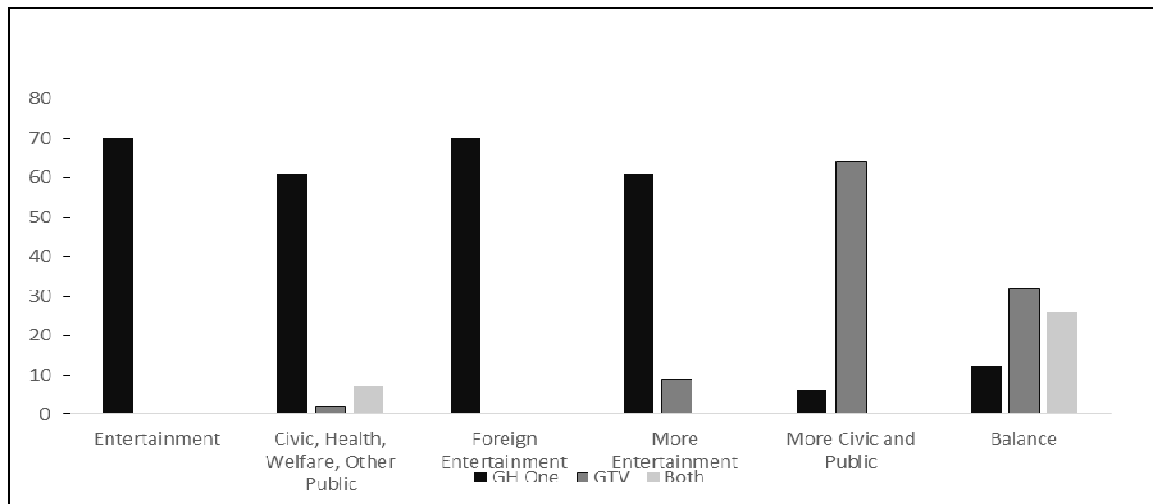


Figure 1. Graphical comparison of perceived services offered.

Table 9

Frequencies and Percentages of Public Perceptions of Services Offered

Variable		<i>n</i>	%
Ent.	GTV	0	0.0
	GH One	70	100
	Both GTV and GH One	0	0.0
Civic	GTV	61	87.1
	GH One	2	2.9
	Both GTV and GH One	7	10.0
For. ent.	GTV	0	0.0
	GH One	70	100
	Both GTV and GH One	0	0.0
More ent. than civic	GTV	9	12.9
	GH One	61	87.1
	Both GTV and GH One	0	0.0
More civic than ent.	GTV	64	91.4
	GH One	6	8.6
	Both GTV and GH One	0	0.0
Balance	GTV	12	17.1
	GH One	32	45.7
	Both GTV and GH One	26	37.1

Note. Ent refers to entertainment. Civic refers to Civic, health, welfare, other public information. For. Ent. refers to foreign entertainment. Balance refers to Balance of entertainment, civic, and public information programs.

Summary

This chapter presented the results of the data analysis plan discussed in Chapter 3. I prepared the data for analysis and performed descriptive statistics. A series of independent *t* tests were used to answer the research questions. The null hypothesis for Research Question 1 can be rejected. The null hypothesis for Research Question 2 can be

rejected. The null hypothesis for Research Question 3 cannot be rejected. The null hypothesis for Research Question 4 can be rejected.

A significant difference existed between these companies in their employees' perceptions of their values and ideology, specifically in their profit orientation, target groups, human resources, and financial resource management. There were no significant differences in their community orientation. In addition, a significant difference existed between these companies in their employees' perceptions of their external and internal environments, specifically in their market challenges, information technology, and public private partnership, but not in their corporate responsibility. No significant differences existed in their operational principles regarding programming practices and employee behaviors. A significant difference existed in employees' perceptions of public opinion on entertainment and informational programs. Figure 2 presents a graphical comparison of the significant differences. Table 10 presents a summary comparison of the means of each variable for each company, with asterisks representing significant differences.

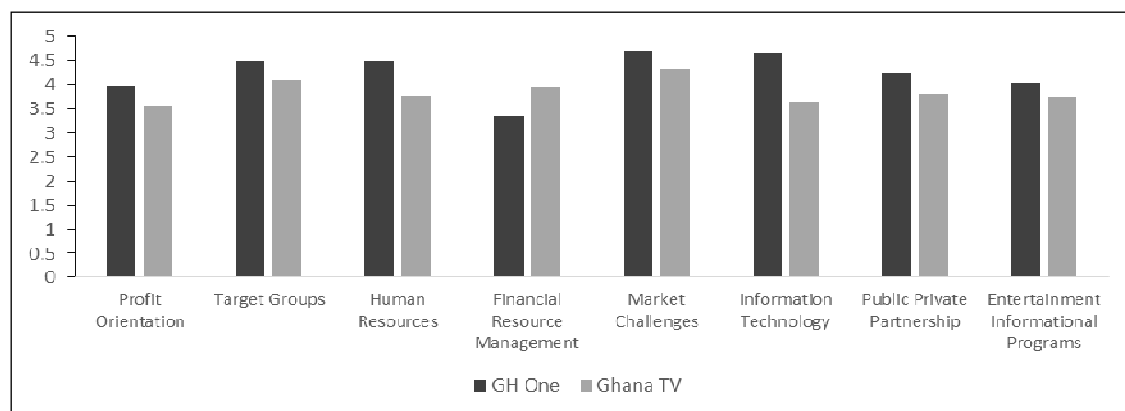


Figure 2. Graphical representation of significant differences in study variables.

Table 10

Scale Descriptive Statistics by Company

Variable	Ghana TV		GH One	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Prof Ori*	3.55	1.05	3.98	0.90
Com Orien	4.12	0.93	4.04	0.89
Targ Gr*	4.11	0.90	4.50	0.76
Hum Res*	3.77	0.95	4.50	0.82
Fin Res Mgt*	3.95	0.80	3.37	0.72
Makt Ch*	4.32	0.95	4.72	0.80
Corp Resp	3.93	1.18	4.36	0.82
Inf Tech*	3.64	1.31	4.66	0.84
Pu Pri Par*	3.82	1.09	4.26	0.76
Ser Del	3.93	0.91	4.26	0.85
Spons	4.00	0.86	4.13	0.79
Comm	3.84	1.17	4.29	1.02
Unity	3.65	0.76	4.01	0.94
Ent Inf Prog*	3.76	0.81	4.04	0.73

Note. *These represent a comparison between companies that showed a significant difference; Prof Ori* refers to Profit Orientation; Com Orien to Community Orientation; Targ Gr* to Target Group; Hum Res* to Human Resources; Fin Res Mgt* to Financial Resource Management; Makt Ch* to Market Challenges; Corp Resp to Corporate Responsibility; Inf Tech* to Information Technology; Pu Pri Par* to Public Private Partnership; Ser Del to Service Delivery; Spons to Sponsorship; Comm to Community; Ent Inf Prog* to Entertainment Informational Programming.

In this chapter, I presented the results of the study. The next chapter presents a discussion of these results in terms of the extant literature. My interpretations of the results are included in the chapter. I discuss the strengths, limitations, and implications of the study, as well as provide recommendations for future research.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

Market trends shape private and public sectors in business and industries, and to meet the demand, private and public sectors must assess and change their practices (Cooper & Stephenson, 2012). To assess and change their practices, private and public sectors use the Activity Based Costing system, which has raised questions regarding how both sectors differ in addressing challenges (Neriz et al., 2014). As such, further research is needed to ascertain how both sectors compare. Therefore, the purpose of this study was to compare six constructs—values, ideology, external and internal demands, programming, employee behaviors, and public opinions—that demonstrate the differences and similarities between private and public organizations, and how organizations adapt to changes in a changing business environment.

I found significant differences between private and public companies regarding core missions, values, ideologies, and internal and external environments. Additionally, I found a significant difference between perception of services provided by public and private broadcasting companies in a changing business environment. However, the results showed no significant differences between private and public companies pertaining to programming practices and employee behaviors. Other significant differences between these companies were their employees' perceptions of their external and internal environments, such as market challenges, IT, and public-private partnerships.

Interpretation of Findings

Within this study, I examined how private and public organizations adapt to changes, thereby confirming the reliability and validity for scales of human resources, market challenges, corporate responsibility, IT, public-private partnerships, and commitment. All of the variables scores were within acceptable ranges of Cronbach's alpha. George and Mallery (2016) suggested that alpha scores of .70 and above indicate acceptable reliability. Four of the variables in the theoretical model demonstrated private and public companies approached human resources differently. Although it was suggested that private companies recruited on the basis of merit and public companies on the basis of justice, fairness, and equality, both sectors were similar in using online recruitment efforts (Suvankulov, 2012). The human resources variable with a Cronbach's alpha of 0.71, and a standard deviation of 0.96 were within scale normality.

As private and public companies face challenges in the market place to remain competitive, they continue to adjust to current trends and changes in the industry (Jurisch et al., 2013; Viladsen, 2013). One of these trends is that of maintaining a diverse workforce, which is a hallmark of many organizations (Burrell, 2015; Odom, 2013). More managers have realized the need to put systems in place that enable workers of different ethnic and cultural backgrounds to succeed. Burrell (2015) noted the value of a diverse workforce entails uncovering all talent within the organization where employees are valued, respected, and supported. The market challenges variable with a Cronbach's alpha of 0.73 and a standard deviation of 0.90 were also normal in scale.

On a Cronbach's alpha of 0.80 and a standard deviation of 1.04, the variable of CSR was normal within scale for private and public companies. Many companies have included in their human resource policies CSR functions aimed at giving back to the community (Lam, 2014; Saraf et al., 2012). Sekerka and Stimel (2012) noted management decisions are self-directed, but external influences, such as social pressure, influence the choices managers make in respect to their commitment to CSR.

Private companies use IT for customer relationship management (Ponduri & Bala, 2014). Customer service management technology enables managers to respond to environmental changes (Ponduri & Bala, 2014). Additionally, Cooper and Stephenson (2012) also indicated that the ongoing effects of the growing complexity of many public concerns and globalization has influenced how governments use IT in their management functions. The normality in scale for this variable showed a Cronbach's alpha of 0.88 with a standard deviation of 1.22.

Correlations coefficient among the study variables showed significant relationships between them. However, financial resource management did not have any significant relationship with profit orientation. Scales between target groups and public-private partnership, service delivery, commitment, unity, and entertainment vs. informational programs either showed correlations at .56, .40, .56, .33 and .41, respectively, all at the significant level of 0.01. Significant levels between .10 and .29 are considered small effect sizes, and between .30 and .49 are considered medium effect sizes, and above .50 are considered large (Cohen, 1988). The correlations between the

groups show that all the variables have effects on each other, and the effects are either medium or large.

Within the first research question, I examined the differences and similarities between publicly-funded and privately-funded broadcasting companies regarding their core missions, values, and ideologies in a changing environment. The question was founded on five variables and measured on the scales of profit orientation, community orientation, target groups, human resources, and financial resource management. The result of the *t* test regarding profit orientation showed little differences between companies in their employees' perceptions of the company's profit orientation. The scales values for GH One employees on average was 3.98 and 3.55 for Ghana Television, which emphasizes private organizations' profit orientation motives, including upholding the mission and analyzing the financial metrics to increase the bottom line (Epstein & McFarlan, 2011). Similarly, the *t* test results involving community orientation were not significant, which suggested that the companies were similar in this manner. However, the results of the *t* test involving target groups was significant. GH One scored higher at $M = 4.50$ than Ghana TV ($M = 4.04$) when the means were compared. Private organizations seek to understand customers' blatant and latent needs (Hvidman & Andersen, 2014). These organizations have a large client base that usually expands across wide geographic areas (Jyoti & Sharma, 2012).

The *t* test involving human resources was also significant, with GH One scoring higher at $M = 4.50$ than Ghana TV ($M = 3.77$). Based on the human resources findings, public organizations may have to do a little more in their efforts to recruit and promote

prospective employees on merit as indicated in the theoretical model for private organizations. The t test for financial resource management indicated a medium significant difference existed between the companies, with Ghana Television scoring higher ($M = 3.95$) than GH One ($M = 3.38$). However, researchers should use caution in interpreting the results regarding financial management, because Ghana Television has been in operation for more than 50 years, while GH One has only been in existence since 2011. Farrant et al. (2013) stated that private organizations may finance their operations with funding from external sources by borrowing from banks, using capital markets to issue bonds, or by raising equity privately. Public sector financing, however, occurs through government subvention, hence the need for public entities to closely monitor financial expenditure (Hvidman & Andersen, 2014). The financial resource management findings show public entities during changing times view their financial policies with almost the same considerations as private entities.

The fourth research question, which addressed public perception of services provided by public and private broadcasting companies in a changing business environment, was answered in two ways. First, I assessed differences between companies regarding public opinion using an independent samples t test. Next, I reported frequencies and percentages for what companies the public considered provided the most services. The results of the t test at the organizational level were significant, $t(136) = -2.15$, $p = .034$. Employees of GH One and Ghana TV had a small significant difference in how they perceived public opinion on entertainment and informational programs. GH One had a higher mean score in entertainment and informational programs ($M = 4.04$) than Ghana

TV ($M = 3.76$). Public responses to the research question did not vary much. All participants indicated that GH One offered the most entertainment programs. About 90% of respondents were of the opinion that GTV offers more programs that promote civic, health, welfare, and other public information messages, while 2.9% indicated GH One, and 10% indicated both companies.

Conversely, when asked which company broadcasts more entertainment programs than civic and public informational programs, most (87.1%) indicated GH One while the remaining 12.9% indicated GTV. These findings could help the respective television companies to improve in areas they deem necessary according to viewers' opinions. Specifically, GTV could strive to balance its civic programs and entertainment programs to an appealing level to viewers, while GH One could also do same. Because of users' perceptions of digital libraries, both adult and children seeking information through electronic means have increased since 2005. This trend has pushed academic, public, and school libraries to invest heavily in digital libraries (Maceli, Wildenbeck & Abels, 2011). Libraries in recent times have made their collections electronically and remotely assessable to users.

Limitations of the Study

A major limitation of the study was conducting research at only two companies. The media industry used for the research may not be representative of other business industries because those industries may have their own set of unique issues, such as market target, financial layout, legal dictates, and other operational challenges. Also, the study limited participants to the television division wings of the broader company

offering like the radio divisions and other departments such as finance, human resources or marketing. However, this procedure was necessary because of time constraints and other financial constraints pertinent to the research.

Another limitation was the public survey. The selection of 70 participants may not be representative enough of the general population of about 2.7 million residents. Because of the power analysis used for sample size, it was necessary to put the public figure too at 70 respondents to complement the figure established for the company research sites. The size and capacities of the two television research sites were completely different. The public television's size and operating capacity were significantly bigger than the private television company was. The public television company has been in existence for more than 50 years while the private television company was established in 2011. This could unknowingly have affected the study's results.

Recommendations

Two organizations and a portion of the public were used for the study. The organizations were a private and public organization from the media industry. The media industry's operational practices may not be representative of the general business environment. Future researchers should examine other industries, such as transportation, manufacturing, and human services (e.g., telecommunications, banking, education, and health) under the lens of a changing business environment. Research involving a multicultural organizational comparison is strongly recommended. When more organizations are used in the study, the public sample could also be increased to measure

up to the organizations. In this study, I used a sample of 70 respondents from a population of 2.7 million residents, which might not accurately reflect the views of the larger population. Redesigning the theoretical model to make the variables more testable will add more meaning to the research and increase the reliability and validity for future reproduction. About half of the scales used to test for reliability showed acceptability. The scales of human resources, market challenges, corporate responsibility, information technology, public private partnership, and commitment all showed acceptable reliability.

Data collection for the organizational surveys spanned a period of 3 weeks. Participants were required to fill out the questionnaires at a dedicated location in their organizations. This exercise was fraught with delays and unavailability of employees at times set aside for them to fill out the surveys because of work demands or other related problems. I recommend future create and test surveys online via the Internet to give employees privacy and allow them to conduct the surveys at their convenience, but still meeting a completion deadline. As it is not clear for what reasons those variables did not meet the reliability acceptability rule, I suggest a pilot study precede the survey to eliminate confusing statements on the questionnaires. However, researchers need to be cautious that they have enough time and resources, such as funds and workforce, to embark on pilot studies. In this study, data cleansing during the analysis eliminated seven respondents as outliers.

Implications for Positive Social Change

At the outset of this study, from its proposal stages to the analysis and findings stages, it was my intention to stay in line with Walden University's policy to move the

research towards a platform that creates a positive social change either in individuals, families, organizations, society at large, or in policy making. The research was conducted on six constructs to fill a gap in the literature regarding how private and public companies adapt to changes in the business environment. Individuals, such as students and instructors in the fields of management, will view both private and public companies and have the potential to examine the stark similarities between private and public companies. One similarity between private and public companies is financial resource management where the public company, Ghana Television, seemed to have a slight advantage over its private counterpart, GH One. Managers of public organizations will also find reason to believe their financial management practices might not be different from private organizations after all. Such reasons will serve as impetus for these managers to continue to implement appropriate and results-yielding financial policies for their organizations.

No significant differences existed in corporate responsibility. The t test results, $t(125.25) = -2.47, p = .015$, indicated that the companies were similar in this regard. Society or the community could view this as a positive social asset for the community because the t test in the analysis showed both private and public companies view CSR with the urgency needed. Saraf et al. (2012) indicated that no one definition exists for corporate social responsibility, but described per the lenses of the European community as commitment by organizations to behave ethically and legally, and to contribute to the development of the communities in which their businesses operate.

Other business industries, such as transportation, civil engineering, banking, health care, telecommunications and education, in the category of private or public may

use the study's results in various ways. Industry leaders may use the results to improve or re-align operations at their organizations, thereby making their organizations more viable and competitive. Local and state governments may also use the results of the study to strategically plan programs and services that will enable them to use resources efficiently while improving the lives of their constituents.

Including viewers in the study will increase the public's perception that their views could shape and influence the standard of goods and services they consume from manufacturers and providers. This result, in turn, will make manufacturers and providers more conscious to respond positively to consumers' expectations. The methods used for the study, a paper survey, allowed respondents to fill out the questionnaires with ease. Computers were not required for online surveys. However, as more people gain access to personal computers, future surveys may be done online by providing the link to prospective respondents to take surveys at their convenience. This process would also allow privacy for respondents, which may improve the reliability and validity of variables for future studies.

Conclusions

Chapters 1 through 3 outlined the introduction, literature review, and methodology used for the study. The research was based on six constructs that showed the differences and similarities between private and public organizations, grounded on a theoretical model of various variables. Chapter 4 presented the results and analysis of the measurements. In the final chapter, Chapter 5, I detailed the findings and made recommendations for future research. The research revealed not too many differences and

similarities between private and public broadcasting organizations. Researchers' and practitioners' take away from the findings may give meaning to how organizations react in similar ways to environmental transitions as a result of changes in the business environment. Researchers and practitioners in their assessment of private and public organizations must deflate the stereotypes associated with these organizations and conduct business with open minds for fear of failure within a rapidly changing business environment. Last, future researchers may take a second look at the test results for the financial resource management variable, as this variable may be key in determining what the differences are between private and public organizations.

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Appendix A: Organizational Survey – Ghana Television

For GTV employees: Please indicate the degree to which you agree with each of the following statements regarding your broadcasting company's operational style in a changing business environment:

6 = Strongly Agree

5 = Agree

4 = Somewhat Agree

3 = Somewhat Disagree

2 = Disagree.

1 = Strongly disagree

Values and Ideology

1. Profit Orientation: *As a core objective to achieve profitability in a changing business environment, my company employs the following:*

————— Makes every employee aware of the company's profits at the end of the year

————— Always considers revenue and cost in the final determination of program selection

————— Puts a lot of pressure on all employees and managers to save in every aspect of programming

————— Holds employees accountable for over spent budget

————— Attempts to streamline the programming process to achieve higher profit at a lower cost

2. Community Orientation: *As a prime objective to provide services to the community in a changing business environment, my company*

————— Is concerned more about the community's interests than cost effectiveness in programming

————— Provides needed services to the community rather than having a goal to make profits

————— Is committed to serving the needs of the community in spite of declining government funding

————— Is concerned about providing more programs for the community despite the costs

————— Encourages suggestions from the community about what programs to telecast

3. Target groups: *In terms of targeting viewers for programs in a changing environment, my company*

————— Focuses on designing programs for specific viewers

————— Focuses on designing programs that reach out to the general community

————— Allots more program hours to specific viewers than the general community

————— Strives to provide uninterrupted services to viewers

————— Sometimes provides open platforms to directly interact with targeted viewers

4. Human resource: *In terms of identifying, recruiting, hiring, placing, and promoting employees and managers in a changing business environment, my company*
- Recruits and promotes potential and current employees on their own merit and ability to perform
 - Recruits and promotes employees based on fairness, and on the principle of seniority and equality
 - Encourages both walk-ins and online job application processing
 - Makes the effort to employ both older and younger applicants
 - Makes sure to include persons of all races, ethnicity, religion and sexual orientation in the recruiting process
5. Financial Resource Management: *In financing programs and other activities in a changing business environment, my company's funding sources*
- Are from private financiers and investors
 - Are from revenue derived from its business operations
 - Are mainly from government sources
 - Come from private financiers, investors and government sources
 - Although funding is government sourced, the organization embarks on some commercial activities to help in funding some programs

External Demands

6. *Market Challenges: As a result of constant changes in the market place, and in an effort to remain competitive, my company*

————— Continues to change how it operates to adjust to current trends and changes in the broadcasting industry

————— Has no problem in abiding by the laws governing the broadcasting industry

————— Communicates regularly to viewers changes that may affect programming

————— Knows how to handle the political environment so that operations are not impacted negatively

————— Collaborates with other organizations in joint business projects that can be mutually beneficial

7. *Corporate Responsibility: As a result of regular changes in the market economy, and a commitment to contribute to the development and welfare of the community, my company*

————— Offers social programs that are not part of its business operations to the community with the motive to help to improve the welfare of the citizens

————— Has included in its human resource policy a corporate social responsibility

function aimed at giving back to the community it operates in

————— Believes coordinated social activities offered to the community brings

about mutual benefits such as profits to the organization and improving the welfare of the community

————— Becomes more visible, and establishes a presence in the community as a result of the social activities it engages in the community

————— Creates a special bond between the organization and the community when it engages in social activities that benefit the community

Internal Demands

8. Information Technology: *Rapid changes and widespread use of information technology world-wide enables my company*

————— To use Information Technology in various ways to increase profits and to improve productivity

————— To use the Internet to interact with viewers by making its programs available online

————— To make programs available to viewers in a virtual environment that viewers can view and have access to programs in any part of the world

————— To use Information Technology to improve operations while reducing Human errors

————— To use information technology for essential and simple tasks that would have been performed by employees

9. Public – Private Partnership: *Regular changes in the market economy forces my company to collaborate with other companies*

————— To improve programming content by partnering with other private and

public organizations

————— To partner with other public and private organizations in an effort to maintain social legitimacy and acceptance in the eyes of the public that programs that are offered have been carefully considered thereby benefiting the community

————— To take advantage of professional expertise of other organizations to Efficiently manage funds from government and private donors

————— To partner other organizations for the purpose of drawing on their expertise to provide quality programs for viewers

————— To establish long standing contracts with other organizations to save on Costs associated with delays in traditional procurement and contracting

Programming

10. Service Delivery: *As a core business value to ensure appropriate but timely delivery of services to customers due to changes in the market economy, my company*

————— Provides commercial services such as paid advertising for products and services offered by companies and individuals

————— Offers programs that are sanctioned by government and other political groups, and individuals

————— Uses public-private partnership arrangements to broadcast quality programs to viewers

————— Engages in competitive marketing strategies against other organizations to offer programs that are appealing to viewers

————— Constantly updates its program offerings through regular survey
 feedbacks from viewers

11. Sponsorship: *To sustain and ensure the continuity of program offerings in a changing
 business environment, my company*

————— Is compelled to offer programs that are sponsored by private companies,
 groups and individuals

————— Has no choice but offer certain programs that are dictated by government
 and other political groups and individuals

————— Offers varied and balanced programs that are sponsored by all including
 government, private groups and individuals

————— Partners with other broadcasting companies to offer same programs to
 viewers but at different times in the program line-up due to declining
 funding from government, private companies, and individuals,

————— Offers programs that are financed by internally generated funds (IGF) as a
 result of revenue from commercial activities such as advertising

Employee Behaviors

12. Commitment: *The reason for ensuring commitment from employees as a result of
 changes in the market environment enables my company*

————— To meet operational goals by improving performance, productivity and
 making profits

————— To achieve the aims set for satisfying the viewing pleasure for viewers

————— To ensure that employees are emotionally sound to help achieve the goals

set by the company

———— To recognize and help employees realize their potential for advancing their career with the company

———— To identify which employees need more training to help them understand and appreciate what the company expects of them

13. Unity: *My company's policy on employee welfare and growth in a changing business environment are as follows:*

———— Expects individual employees to develop their own skills, knowledge and personal growth for their advancement in the company

———— Assumes the responsibility for developing the skills, knowledge and individual growth of employees in the company

———— Has a policy that certain categories of employees such as senior managers, managers and supervisors are not covered by collective bargaining

———— Has a well-designed collective bargaining structure in the form of labor unions, which ensure job security for employees

———— Does not endorse labor union representation as part of its organizational structure

Public Opinions

14. Entertainment and Informational Programs: *To maintain and increase viewing ratings among viewers in a changing market economy, viewers are of the opinion that my company*

- Offers more programs that have entertainment as the main focus
- Offers more programs that promote civic, health, welfare and other public information messages
- Offers foreign programs that are more entertaining in content
- Broadcasts more entertainment programs than civic and public informational programs
- Offers more civic and public informational programs than entertainment programs
- Offers a fair balance of entertainment, civic and public information programming content

Appendix B: Organizational Survey – GH One

For GH One employees: Please indicate the degree to which you agree with each of the following statements regarding your broadcasting company's operational style in a changing business environment:

6 = Strongly Agree

5 = Agree

4 = Somewhat Agree

3 = Somewhat Disagree

2 = Disagree.

1 = Strongly disagree

Values and Ideology

15. Profit Orientation: *As a core objective to achieve profitability in a changing business environment, my company employs the following:*

_____ Makes every employee aware of the company's profits at the end of the year

_____ Always considers revenue and cost in the final determination of program selection

_____ Puts a lot of pressure on all employees and managers to save in every aspect of programming

_____ Holds employees accountable for over spent budget

_____ Attempts to streamline the programming process to achieve higher profit at a lower cost

16. Community Orientation: *As a prime objective to provide services to the community in a changing business environment, my company*

- _____ Is concerned more about the community's interests than cost effectiveness in programming
- _____ Provides needed services to the community rather than having a goal to make profits
- _____ Is committed to serving the needs of the community in spite of declining government funding
- _____ Is concerned about providing more programs for the community despite the costs
- _____ Encourages suggestions from the community about what programs to telecast

17. Target groups: *In terms of targeting viewers for programs in a changing environment, my company*

- _____ Focuses on designing programs for specific viewers
- _____ Focuses on designing programs that reach out to the general community
- _____ Allots more program hours to specific viewers than the general community
- _____ Strives to provide uninterrupted services to viewers
- _____ Sometimes provides open platforms to directly interact with targeted viewers

18. Human resource: *In terms of identifying, recruiting, hiring, placing, and promoting employees and managers in a changing business environment, my company*

————— Recruits and promotes potential and current employees on their own merit and ability to perform

————— Recruits and promotes employees based on fairness, and on the principle of seniority and equality

————— Encourages both walk-ins and online job application processing

————— Makes the effort to employ both older and younger applicants

————— Makes sure to include persons of all races, ethnicity, religion and sexual orientation in the recruiting process

19. Financial Resource Management: *In financing programs and other activities in a changing business environment, my company's funding sources*

————— Are from private financiers and investors

————— Are from revenue derived from its business operations

————— Are mainly from government sources

————— Come from private financiers, investors and government sources

————— Although funding is government sourced, the organization embarks on some commercial activities to help in funding some programs

External Demands

20. Market Challenges: *As a result of constant changes in the market place, and in an effort to remain competitive, my company*

————— Continues to change how it operates to adjust to current trends and changes in the broadcasting industry

————— Has no problem in abiding by the laws governing the broadcasting industry

————— Communicates regularly to viewers changes that may affect programming

————— Knows how to handle the political environment so that operations are not impacted negatively

————— Collaborates with other organizations in joint business projects that can be mutually beneficial

21. Corporate Responsibility: *As a result of regular changes in the market economy, and a commitment to contribute to the development and welfare of the community, my company*

————— Offers social programs that are not part of its business operations to the community with the motive to help to improve the welfare of the citizens

————— Has included in its human resource policy a corporate social responsibility

function aimed at giving back to the community it operates in

————— Believes coordinated social activities offered to the community brings

about mutual benefits such as profits to the organization and improving the welfare of the community

————— Becomes more visible, and establishes a presence in the community as a result of the social activities it engages in the community

————— Creates a special bond between the organization and the community when it engages in social activities that benefit the community

Internal Demands

22. Information Technology: *Rapid changes and widespread use of information*

technology world-wide enables my company

————— To use Information Technology in various ways to increase profits and to improve productivity

————— To use the Internet to interact with viewers by making its programs available online

————— To make programs available to viewers in a virtual environment that viewers can view and have access to programs in any part of the world

————— To use Information Technology to improve operations while reducing Human errors

————— To use information technology for essential and simple tasks that would have been performed by employees

23. Public – Private Partnership: *Regular changes in the market economy forces my*

company to collaborate with other companies

————— To improve programming content by partnering with other private and

public organizations

- To partner with other public and private organizations in an effort to maintain social legitimacy and acceptance in the eyes of the public that programs that are offered have been carefully considered thereby benefiting the community
- To take advantage of professional expertise of other organizations to Efficiently manage funds from government and private donors
- To partner other organizations for the purpose of drawing on their expertise to provide quality programs for viewers
- To establish long standing contracts with other organizations to save on Costs associated with delays in traditional procurement and contracting

Programming

24. Service Delivery: *As a core business value to ensure appropriate but timely delivery of services to customers due to changes in the market economy, my company*

- Provides commercial services such as paid advertising for products and services offered by companies and individuals
- Offers programs that are sanctioned by government and other political groups, and individuals
- Uses public-private partnership arrangements to broadcast quality programs to viewers
- Engages in competitive marketing strategies against other organizations to offer programs that are appealing to viewers

————— Constantly updates its program offerings through regular survey
 feedbacks from viewers

25. Sponsorship: *To sustain and ensure the continuity of program offerings in a changing
 business environment, my company*

————— Is compelled to offer programs that are sponsored by private companies,
 groups and individuals

————— Has no choice but offer certain programs that are dictated by government
 and other political groups and individuals

————— Offers varied and balanced programs that are sponsored by all including
 government, private groups and individuals

————— Partners with other broadcasting companies to offer same programs to
 viewers but at different times in the program line-up due to declining
 funding from government, private companies, and individuals,

————— Offers programs that are financed by internally generated funds (IGF) as a
 result of revenue from commercial activities such as advertising

Employee Behaviors

26. Commitment: *The reason for ensuring commitment from employees as a result of
 changes in the market environment enables my company*

————— To meet operational goals by improving performance, productivity and
 making profits

————— To achieve the aims set for satisfying the viewing pleasure for viewers

————— To ensure that employees are emotionally sound to help achieve the goals

set by the company

————— To recognize and help employees realize their potential for advancing their career with the company

————— To identify which employees need more training to help them understand and appreciate what the company expects of them

27. Unity: *My company's policy on employee welfare and growth in a changing business environment are as follows:*

————— Expects individual employees to develop their own skills, knowledge and personal growth for their advancement in the company

————— Assumes the responsibility for developing the skills, knowledge and individual growth of employees in the company

————— Has a policy that certain categories of employees such as senior managers, managers and supervisors are not covered by collective bargaining

————— Has a well-designed collective bargaining structure in the form of labor unions, which ensure job security for employees

————— Does not endorse labor union representation as part of its organizational structure

Public Opinions

28. Entertainment and Informational Programs: *To maintain and increase viewing ratings among viewers in a changing market economy, viewers are of the opinion that my company*

- Offers more programs that have entertainment as the main focus
- Offers more programs that promote civic, health, welfare and other public information messages
- Offers foreign programs that are more entertaining in content
- Broadcasts more entertainment programs than civic and public informational programs
- Offers more civic and public informational programs than entertainment programs
- Offers a fair balance of entertainment, civic and public information programming content

Appendix C: Public Opinion Survey – City of Accra

The following statements are viewers' perceptions of two broadcasting companies, GTV and GH One react to changes in the market environment. In your opinion as a viewer, which of the following statements represent these two television companies. Please place **(1)** for GTV, **(2)** for GH One, or **(3)** for both GTV and GH ONE in front of each statement.

To maintain and increase viewing ratings among viewers in a changing business environment, you are of the opinion that

- _____ Offers more programs that have entertainment as the main focus
- _____ Offers more programs that promote civic, health, welfare and other public Information messages.
- _____ Offers foreign programs that are more entertaining in content
- _____ Broadcasts more entertainment programs than civic and public informational Programs.
- _____ Offers more civic and public informational programs than entertainment Programs.
- _____ Offers a fair balance of entertainment, civic and public information programming Content.