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The Impact of Contingency Theory of Management on Business Managers in Continental Broadcasting Services (TVC) in Lagos State, Nigeria

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ABSTRACT: One major drawback of the contingency approach to management as practiced by many is that causation is presumed but not explained; ironically, some business can exist over a long period of time with a poor fit because the industry is profitable enough or has successfully created entry barriers to support its operation even though sub-optimally. This study investigates the implications of contingency factors on business managers in Continental Broadcasting Service Limited. Cross sectional survey research was adopted to survey two hundred respondents selected through multi stage sampling technique. Pearson correlation and regression analysis were used to test the hypothesized relationships among the phenomena under investigation. Findings of the study revealed that all the dimensions of contingency factors with the exception of organizational structure (i.e. environment, organizational size, strategy, and corporate culture) have significant positive relationship among themselves (the correlation ranged .640 to .966, $p<.05$). Similarly, all the contingency factors excluding organizational structure have positive and significant impact on business managers (the correlation ranged .706 to .892, $p<.05$). Results of this study also revealed that only three contingency factors (environment, organizational size and structure) significantly predicted implications on business managers. The remaining contingency factors such as environment, organizational size, strategy, technology, and corporate culture do not significantly impact on business managers. On the basis of these findings, the study concludes that business managers should realize that there is no one best method of organizing - instead, the best organization structure is contingent on a number of contingency factors such as the complexity of the environment, the strategic positioning of the firm, or the technology among others.

Keywords: Contingency Factors, Environment, Strategy, Structure, Technology, Organizational Size

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INTRODUCTION

In the contemporary business world, researchers and business practitioners have recognized the need to adopt contingency approach to emphasize the importance of situational influences on the management of business organisations. Essentially, contingency approach questions the existence of a single and best way to manage or organize business activities. The contingency approach to management has its roots in general systems theory and the open systems perspective (Boulding, 1956; Katz & Kahn, 1966), as well as in the Simon-March-Cyert stream of theory and research (Cyert & March, 1963; March & Simon, 1958). Thompson (1967) notes the connection of these traditions and extended them in a

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ground-breaking work that exemplifies cornerstone of the contingency approach. Literarily, a contingency is an association between two phenomena. Thus, if one phenomenon exists, then an inference can be drawn about another phenomenon. In other words, contingencies can occasionally be deliberated as conditions.

In the opinion of Scott (1992) contingency approaches are situated within management as mid-range theories between the two extreme views which state either that general principles of organisation and management exist or that each organisation is exclusive and each situation must be analyzed independently. In other words, the contingency approach involves recognizing commonly repeated sceneries and spotting how diverse structures, strategies and behavioural practices operate in each setting (Hambrick, 1983). According to Scott (1992), contingency theory is deliberated as a dominant, theoretical, rational, open system model at the structural level of analysis in organization theory. The fundamental basis of contingency theory is that the environment in which business organisation operates determines and influences the best way to run and manage it. Undoubtedly, business does operate in a vacuum, it needs environment. Put differently, the environment also determines the nature, forms, success and failure of any business. Therefore, a symbiotic relationship or interdependence exists between business organization and its environment.

Business environment involves social, political, cultural and economic factors or other circumstances that are capable of affecting the life, growth and development of business venture. These environmental factors have been found to be capable of either impeding or facilitating business activities in any economy. Kotler (2001) expresses that business environment is the physical and operational factors, both internal and external, that upset the flow of activities in a business. They include; customers, competitors, suppliers, distributors, industry trends, substitutes, regulations, government activities, the economy, demographics, social and cultural factors, innovations and technological developments among others. Bello (2011) maintains that there is growing evidence that a sustainable business climate in which business operates is critical for the promotion of rapid and sustainable development of that organisation. Therefore, the connection between business and its environment is one of mutuality: that is, the environment exerts influence on the business while the business, in turn, impacts some aspects of its environment (Kotler, 2001). Thus, improvements in the enabling environment leads to greater levels of investment by the business sector, more wealth, job creation, and eventually improvement in socio-economic development.

To understand managers' performance, one must know the elements inside and outside firm's environment that affect their effectiveness and efficiency. As earlier noted, some of the major environmental variables are: customers, distributors, competitors, and suppliers, economic, demographic, social and cultural factors among others create contingency issues that influence performance of business managers and which requires realignment of strategies and policy formulation to improve business performance. Thus, given the volatility and dynamism of the Nigerian business environment, the most feasible approach for business managers in managing business organisations is to understand how best to adapt the operations of business organisations to the reality of the prevailing environment (Achumba, 2006). The difficulty of this reality for business managers in Nigeria is further compounded by the fact that there are numerous environments that business organisations operates' hence, there is no universal approach to effectively manage business entity, given complication of these environmental variables. Hence, adaptation is the most feasible approach under the turbulent environment in which business organisations operate in Nigeria.

The historical antecedent of television broadcasting in Nigeria spins around the aptness of the avenue for political publicity and instructive communications (Charles, 1989). Broadcasting in Nigeria began with radio broadcasting in 1932 and the television in 1959 (Patricia, 2014). Broadcasting is the distribution of audio and video contents to a dispersed heterogeneous audience (Innocent & Uzoma, 2013). In other words it a medium of disseminating information through electronic means to wide audience. Kuewumi (2009) conceptualizes broadcasting as a planned delivery of information, education and entertainment to a large audience through the radio or television. According to Onabajo (2000), radio and television broadcasting in Nigeria began as a sheer rudimentary, experimental monitoring media in Nigeria but it has reached diverse levels of development and its tentacles has extended beyond the local airwave, sending broadcast messages to its international audiences through direct satellite broadcasting. Over the years, the connections between countless environmental circumstances and organizational characteristics have been established; however, one major drawback of the contingency approach to management as practiced by many is that causation is presumed but not explained (Andrew & Robert, 1984). The supposition is that because a set of environmental settings and organizational characteristics were found to be correlated implies best fit (Zsolt, 2012). Ironically, some business organizations can exist over a long period of time with a poor fit because the industry is profitable enough or has successfully created entry barriers to support its operation even though sub-optimally (Paaso, 2013). In particular, some business organizations remain in business because the government or the parent organization of which they are a part supports them. Likewise, the notion of contingency factors often fail to account for 'fashion'; risk-averting managers who do what others do if it appears to work even when other possibly better solutions exist (Zeithaml, Rajan, & Carl, 1985). Accordingly, the connection between environmental settings and organizational characteristics deprived of effectiveness point toward selection not strategic fit (Drazin & Van de Ven, 1985).

Given the turbulent environments and high rates of technological change across the globe, a proactive business organization will be in a continuous search for a process that will make it responsive and adaptive to changing business environment to remain competitive. No doubt, structural dissimilarities exist within organizational contexts, and these variations will affect different levels of organizational performance. However, in the long run, only business entity that effectively adapted to their environments is expected to survive, and therefore, context-structure relationships will continue to be an important success factor in contemporary business world (Hannan & Freeman, 1983). In addition, a managerial view of this phenomenon becomes relevant because most organizations and units within them are constrained in choosing or adopting the structural patterns that reflect their particular circumstances owing business rivalry (Thompson & Strickland, 2004).

Broadcasting operations in Nigeria has crept into the arena of media studies curricula and this wind of change has propelled major forces that shape the communication environment (Patricia 2014). However the progress of the Nigerian broadcast industry is one saddled with many and diverse challenges (Chrales, 1989; Onabajo, 2000). In general the Nigeria broadcasting industry has come a long way and have gone through a lot of changes, in trying to keep pace with the complexities of an ever-changing society. Udomisor (2013) succinctly re-counting the state of broadcasting in Nigerian notes that it is 'a multifaceted den of intersecting global and local media affairs that affect content which in turn, upsets political, social and cultural issues. Over the past decades traditional (through radio and television media) have moved to a broader spectrum of direct satellite broadcasting, and webcasting (Patricia, 2014). These developments among other bugging issues such as dominance and popularity of foreign satellite broadcasting companies' entry of private sector investors into broadcasting business among others have brought to the forefront, the need to probe into the regulation realm of the Nigerian broadcast industry in a digital age.

In particular an appraisal of the statutes of operations and regulation of the Nigerian broadcast industry is relevant at this period when the whole world is chatting for the digitization of broadcasting. By 2015, according to the deadline by International Telecommunication Union, ITU (2014), every broadcast station across the globe is expected to switch from analogue to digital broadcasting. Against this backdrop, the National Broadcasting Commission, NBC, (the regulatory body for broadcasting in Nigeria) set June 2012 as the termination date for analogue broadcasting in Nigeria (Aihe, 2008). Regrettably, the dream of meeting the deadline is shrouded with many challenges in Nigeria. The transition from analogue to digital transmission is about efficiency founded on improve technical quality; but a lot of issues such as business environment, industry size, strategy, organizational structure, technological readiness, and corporate culture need to be fine-tuned to cope with the transmission. Against the aforementioned research background, the objective of this study is to examine the Impact of Contingency Theory such as (business environment, technology, strategy, firm's size, and structure, and corporate culture on Business Managers in Continental Broadcasting Service Limited.

LITERATURE REVIEW

Historical Background of Contingency Theory

Research inquiry on contingency theory first appeared in the 1950s in different, isolated fields of science (Zsolt 2012). According to this author, the development of contingency theory was introduced by empirical studies in the field of sociology, which institute that countless existing forms of organizational bureaucracy could not be described by Weber's bureaucracy theory. Essentially, contingency theory supposes that under different situations diverse solutions may prove effective (Dobak & Antal, 2010). The historical account of contingency theory, according to Reid and Smith (2000) begins in the 60's when Burns and Stalker (1961) studied the effects of the external environment on firm structure. According to Lawrence and Lorsch (1967), the word "contingency theory" was coined in line with the notions of differentiation and integration of sub-units.

Therefore, the origins of contingency theory lie in organizational studies, when the classical management school was confronted by philosophers arguing that controlling organizations would be better aided by more decentralized tactics (Donaldson, 1999). The discoveries of these early studies have since been stretched by other scholars, for instance, culture has been incorporated as a contingent variable (Chenhall, 2007). These early theorists indicated any of several different forms could be used by an organization under any given conditions. Although some organizational forms were presented to be advantageous, there is no assurance that an organization can find the best form and it is ultimately a matter of strategic choice (Andrew & Robert, 1984). Other scholars institute that the size of an organization could clarify countless characteristics of its structure (Pugh, Hickson, Hinings & Turner, 1968).

An Overview Contingency Elements

According to Donaldson (2006) the phrase 'contingency theory' was first revealed in the literature by Lawrence and Lorsch in 1967, in the context of organisational structure. Subsequently, the open systems viewpoint laid the foundation of contingency theory of management. Contingency theory views business organization as a complex entity consisting of a set of mutually dependent fragments that, together, create a whole which, in turn, is interdependent with some bigger environment. Contingency theory is often termed the "it all depends" theory, because a contingency theorist typically responds to questions by advocating dependability. Chenhall(2006) noted that evaluating the contingencies on which decisions depend can be a very complex . Thus, the collaborative nature of the components within the organisation — and between the organisation and the environment — result into two open system features that are fundamental to the contingency approach i.e. *adaptation* and *equifinality.* The doctrine of adaptation stresses that the elements within the system adapt to one another to uphold the basic character of the system. The principle of equifinality on the other hand, holds that a system can stretch to the same final state from divergent original settings and through a diversity of paths (Andrew & Robert, 1984).

The Simon-March-Cyert study adds to the open systems perspective by viewing business organisations within the context of problem entities (Zeithaml *et al*., 1985). Thus, business organisation need to consistently cultivate procedures for searching, learning and taking a course of action to achieve a satisfactory level of performance under the conditions of bounded rationality (Paaso, 2013). Although a number of scholars express opinion that contingency theory of management or approach develop almost simultaneously from a variety of sources (Fiedler, 1964; Andrew & Robert, 1984). As expressed by Thompson (1967), bulk of the theoretical superstructure of the contingency viewpoint; by conceiving it as a complex organisations faced with uncertainty and subject to a rationality principle. He contended further that dissimilarities in technological and environmental dimensions result in differences in structures, strategies and decision processes.

Conceptual Framework

An overview of Contingency Theory

The position of the organizational philosopher is that the most optimal approach to organize is contingent on the landscape of the business environment in which business organization operates (Scott, 1992). Contingency theory has two fundamental assumptions: Firstly, there is no one best approach to organise. Secondly, any technique of organizing is not equally effective (Galbraith, 1973). The fundamental premise of contingency theory is that there is no one best approaches of planning and control systems that are effective in all situations. In other words, the best management systems are contingent upon various internal and external variables. Burns and Stalker (1961) is one of the early scholars that discovered that the "suitability" or otherwise of different types of organizations were dependent on particular environmental variables, such as stability or dynamism. Contrary to the universalistic approach that posits that there is only one contingency setting or only one best planning and control system. In line with contingency theory, effectiveness largely defined as organizational adaptation and survival can be achieved in more than one way (Tosi & Slocum, 1984). The contingency approach proposes, therefore, that we can perceive varied differences in organizational effectiveness, but that these variations are not random. Thus, effectiveness is contingent on the suitable matching of contingency variables with internal organisational structure that can tolerate appropriate reactions to the business environment.

Contingency theory-building steps involve three kinds of variables; contingency variables, response variables and performance variables. *Contingency variables* signify situational features usually exogenous to the focal organisation or manager. R*esponse variables* are the organisational or managerial engagements taken in response to present or expected contingency factors. *Performance variables* are the dependent measures and denote precise features of effectiveness that are suitable to assess the fit between contingency variables and response variables for the situation under contemplation. According to Paaso (2013), the contingency approach in strategy holds that the pertinence of diverse strategies is contingent on competitive settings of businesses. The competitive setting is characteristically defined in terms of environmental and/or organisational contingencies, as demonstrated by the following research drives: (1) *The appropriateness of pursuing alternative strategies under various environmental contingencies (i.e.* strategies for competing in stagnant declining industries; hostile environments; fragmented, mature and declining industries; and different stages of the product's life cycle. (2) *The suitability of pursuing alternative strategies under countless organisational contingencies* — for instance, strategies for high market share businesses; low market share businesses; effective low market share businesses; market leaders, challengers, followers and nichers and (3) *The appropriateness of pursuing alternative strategies under various environmental and organisational contingencies* - for instance, strategies for leaders and followers in low and high-growth markets; generic strategy options for varying levels of market attractiveness and relative competitive position.

Contingency Variables or Factors

Researchers have identified a number of factors such as environment, technology, age and size of the organization as the principal contingency factors. Mintzberg (1979) identified 11 contingency variables, 4 relating to the environment, stability, complexity, diversity and hostility. He further recognized design of positions, design of superstructure, design of lateral linkages and design of decision-making system as structural design factors. Researchers such as Khandwalla (1971) acknowledged 8 structural considerations. However, contemporary studies have suggested the need to identify multiple contingencies, looking for advanced degree of description of relationships and attempting integration with other theories (Pennings, 1992**.** The findings in these early works have since been expanded to advance understanding of contingency theory, for instance, organizational culture has been incorporated as a contingent variable (Chenhall, 2007). Furthermore, the use of intervening variables have also been presented as a promising substitute for indicators of organizational effectiveness, to assess output that is compatible with organizational objectives which may not always be feasible (Otley 1980). Accordingly, the intervening factors are perceived as the best likely estimate of effectiveness, presumed to indicate actual performance, because business operations are complex and the premises are typically intersectional and inseparable; therefore, there is bound to be at least some disruption in any contingency model (Otley, 1980). Some of the contingency factors highlighted by Chenhall (2007) that related to this study are as follows:

a. Environment

The rate of change in the environment of the organization is a vital factor in whether the structure of the organization is mechanistic (hierarchical) or organic (participatory). In mechanistic arrangements, the task of the organization is allocated into specialized roles, which is contingent on knowl-edge and information; in organic structures, participants collaborate in fluid and ad hoc ways to execute tasks.

b. Organisational Size

Size denotes the geographical coverage of the business entity, as well as the scope of its activities. No doubt the size of the organization affects the degree of bureaucracy in that organization. A bureau-cratic structure is well suited to large organizations because decision-making process is based on rules that guarantee efficiency and cost effec-tiveness.

c. Strategy

Strategy is the main force that creates a fit between business organization and its environment. Therefore, the strategy adopted by business organization to some degree influence its capability and the form of approach to mitigate the negative effect of business environment on firm's profitability and competitiveness. Strategy is also closely related to the choice of functional strategies adopted by firm.

d. Technology

Technology refers to the production, knowledge, and application of the methods, processes, or systems employed by business organization. While a mechanistic (hierarchical) structure fits repetitive technological processes, and an organic (participatory) structure may be more suitable to non-routine processes.

e. Organisational structure

The prevailing organizational structures influence the degree of firm's control, flexibility, and degree of adaptation to changing business environment. In addition, the form of organizational structure will influence the decision making mechanism and allocation of responsibilities and tasks accountability.

f. Corporate Culture

Corporate culture has been defined as patterns of shared values and beliefs over time which produces behavioral norms that are adopted in solving organisational problems (Owens, 1987; Schein, 1990). This implies that the difference between successful and less successful business organizations rests in the roots of establishing strong corporate culture. According to Nelson and Quick (2011), corporate culture perform four major functions: it gives members of an organisation's a sense of identity, increases their commitment, reinforces organizational values, and serves as a control mechanism for shaping behaviour.

Conceptual Model

The conceptual model depicted in Figure 1 portrays relationship between contingency factors and their implications on business manager.

Conceptualizing Contingency Fit

Contingency theory is founded on the postulation that organizational performance is a result of how the firms respond to the contingent variables; therefore, for every situation generated by a contextual factor there is a response to maximize performance in that circumstances (Donaldson, 1999; Gerdin & Greve, 2004). Originally, the collective understanding of "fit" relate to the design that an organization must adapt if it is to survive or be effective (Andrew & Robert, 1984). In other words, organizational context is conjectured to influence organization design, based on the proposition that effective organizations embrace structures that fit their situations relatively better than those that are not effective (Chenhall, 2007). The central notion of selection fit is that under any given context only the firms which are able to adjust their strategies will perform efficiently in the marketplace (Drazin & Vande-Ven, 1985).

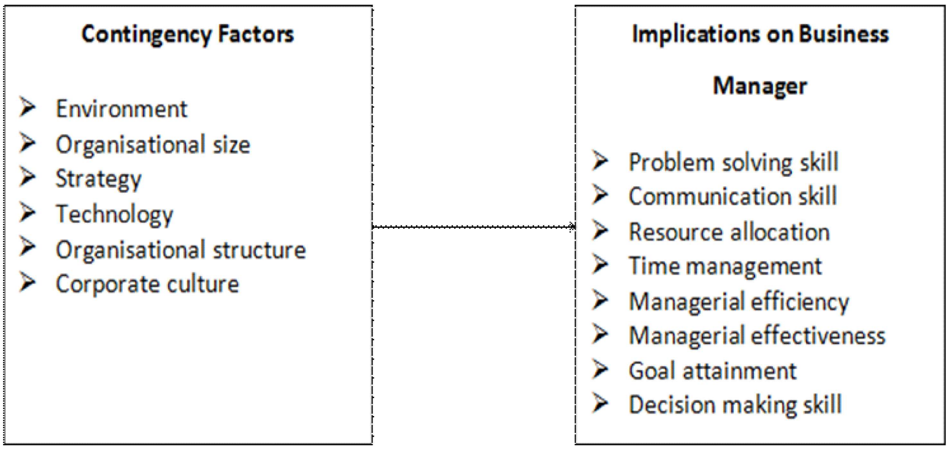

Figure 1: Relationship between contingency factors and their implications on business manager
Source: Developed by the researcher for this study

The three ways of considering contingency fit according to Drazin and Van de Ven (1985) are selection, interaction and systems approaches. Selection fit is typically examined as association between variables. Interaction fit on the other hand it considers that performance is the outcome of both context and organizational control which account for the differences in performance rather than the causality of these variables (Chenhall, 2007). According to Chenhall and Langfield-Smith (1998), selection fit is not an optimal strategy because it fail to account for the effects of individual contextual factors or responses, but somewhat reflects strategic choice. According to Hartman and Moers (1999), interaction fit tacitly presume that some permutations of context and control result in better performance than others, hence, some other forms of fit should be used instead of interaction fit. Systems approach to fit on the other hand, examines the how numerous circumstantial factors and management control determinations influence each other and performance (Drazin & Van de Ven, 1985).

The system fit addresses fit of the whole set of chosen variables concurrently and therefore avoids constraints posed by perceiving only a limited set of variables. According to Chenhall (2007), a system fit is a contemporary form of contingency fit and its use has spread, through the use of software partial Least Square modeling and Statistical Packaging for Social Science-SPSS etc. Gerdin and Greve (2004) plotted a more comprehensive description of the forms of fit integrated in contingency studies. Their categorization is separated into two groups, Cartesian and configuration methods. Under both Cartesian and configuration approaches there are two potential ways to model context, contingency and congruence (Meyer, Tsui, & Hinings, 1993). A Cartesian interpretation analyses and condenses context into distinct components and assumes linear relationships between these operationalised variables (Gerdin & Greve, 2004). Configuration viewpoint on the other hand, posits that contextual factors cannot be detached and studied in isolation from each other. Hence, some restrictions have to be set to the likely mixtures of context and control as they otherwise become too many and make study unrealistic (Gerdin & Greve, 2004).

An overview of Business Environment

Business organization in whatever forms and nature does not operate in a vacuum, but under a multidimensional environment that is subject to large degree of complexity and change. Therefore, the connection between business and its environment is one of mutuality: on one hand, the business environment exercises influence on the business while the business, in turn, impacts some characteristics of its environment. Thus, the nature of the environment in which the business organization operates therefore, needs to be thoroughly understood by business managers to be successful. The notion of business environment is phenomenon that is too multifaceted and too diverse to be captured by any one definition. Business environment consists of factors that can influence the individual's business organization. Some of these factors influence the business directly whilst others exert indirect effect on the business (Kotler, 2001). According to the Institute of Chartered Accountants (2009) business environment can be viewed as a set of influences or circumstances that are internal and external to the business but which have influence on the operations of the business entity. Obiwuru, Oluwalaiye, and Okwu (2011) conceptualized business environment as the aggregation of the pattern of all the external and internal conditions that affect the existence, growth and development of the business. The notion of business environment according to Kotler (2001) can be defined as the blend of internal and external elements that influence a firm's working condition.

A business' environment can be categorized into internal and external environment (Kotler, 2001). Internal factors are those variables within the organisation such as employees, suppliers, and creditors among others. External environment are factors or forces usually outside the control of the business enterprise. External factors include political, legal, economic, technology, social, and demographic factors among others. Although external business environment are outside the control of the business organisation Nonetheless, management should not disregard the environment, rather that it must embark on endless surveillance of the environment so as to respond to the challenges associated with external business environment and captured a way of monitoring it in the business plan and scenario analysis (Hisrich, Peters, & Shepherd, 2008). Some of the commonly adopted approaches for monitoring external business environment are the SWOT (Strength, Weaknesses, Opportunities, and Threats) analysis or strategic group mapping analysis (Thompson & Strickland, 2004). According to Worthington Collins and Hitt (2009), environmental analysis in its self is by no means a guaranty of firm's effectiveness and this understanding has calls into question the instinctual sense of experienced business managers.

Business Performance

Measuring business performance in today's economic environment is a critical issue for academic scholars and practicing managers. In general, business performance is defined as "the operational ability to satisfy the desires of the company's major shareholders" (Smith & Reece, 1999). Given that performance needs to be assessed to measure an organisation's accomplishment many scholars have examined the importance of performance evaluation and practices (Dess & Robinson, 1984; Song, Droge, Hanvanich, & Calantone, 2005; Gruber *et al.*, 2010). According to Narasimhaiah, Toni and Betty (2010), business performance is a complex and multifaceted construct, and can be influenced by numerous internal and external factors surrounding the organization. Chenhall (2007) contextualizes variables affecting the performance of organization into external environment, technology, size, organizational structure, strategy and culture. His categorization however, is non-exhaustive and may overlap.

Performance measurement plays a vital role in translating an organization's strategy into desired behaviours and results (Kaplan &

Norton, 2001). A number of scholars have maintained that business performance can be categorized into financial and non-financial performance (McNair & Masconi, 1987). Among the most popular financial performance measures are profit, return on investment, return on assets, and sales growth etc. (Wood, 2006); while the non-financial performance measures comprise design quality, product improvement, and customer satisfaction among others (Laura, Shawnee, & Cornelia, 1996). A review of literature reveals that many scholars show a preference for subjective measures in evaluating business performance due to problems in obtaining objective financial data. Even if objective data is made available, the data often may fully represent firms' actual performance, as business managers may manipulate the data to avoid personal or corporate taxes (Dess & Robinson, 1984). Consequently, managers are often encouraged to evaluate business performance through general subjective measures that can reflect more-specific objective measures (Wall, Michie, Patterson, Wood, Sheehan, Clegg, & West, 2004).

Historical Background of Broadcasting in Nigeria

Broadcasting operations in Nigeria began in 1932 when the British Colonial government introduced radio broadcasting. Ordinance No. 39 of 1956 aided the conversion of Nigerian Broadcasting Corporation NBC, in April 1, 1957. The same act allowed for the external service of NBC, the Voice of Nigeria, which commence operation in January 1, 1962. According to Innocent and Uzoma (2013) the three regions established TV stations are: West (WNTV: 1959); East (ENBS-TV: 1960); and North (RKTV: 1962). In 1979, all the regional radio stations according to Betiang (2006) came under one canopy: Federal Radio Corporation of Nigeria. Likewise the regional TV stations were synchronized to become Nigerian Television Authority, NTA, in 1976 (Owuamalam, 2006). The introduction of radio broadcasting in Nigeria was an experiment of the empire service of the British Broadcasting Corporation (Udomisor, 2013). Essentially television development in Nigeria has been driven by two factors: politics and education (Charles, 1989). Egbon (1982) posits that television transmission began in Western Nigeria on October 31, 1959; although the birth could be labelled as purely accidental, because it was borne out of political dissension. Accordingly the purposes of this expensive venture as described by the Government (voice of the opposition) may not completely be in dispute; nevertheless, the actual reasons may actually be more of 'regional pride' and 'prestige' (Egbon, 1982). In particular Ibadan Television was established as a missionary in a wilderness of unbelievers and critics. Bendel State took the lead in this new wave of television acquisition by state governments. Other state government television stations were established in quick succession. Adegbokun (1983) reports that 'among the stations that sprang up during the military regime were NTV Benin (now NTA Benin), Nigerian Television Jos, Nigerian Television Kano, Nigeria Television Port Harcourt, Nigeria Television Sokoto" (p. 3). One noteworthy feature of the fast growth in the number of television stations in Nigeria is the resultant rapid growth in the number of both trained and untrained manpower for the industry (Innocent & Zema, 2013).

Summary of Review and Gaps Identified in the Literature

A number of studies have been carried out to investigate the impact of contingency factors, bulk of these studies focuses on organizational level instead of how its impact on business managers. Nonetheless, the nature and position of business managers in most organizational setting constitute agency arrangement, because, they may not necessarily be the owner of the firm. In other words, they are employed to manage the business on behalf of the owners or investors. Thus, a study of the impact of contingency factors on business managers constitutes a significant area of studies. Also a large number of existing studies related to contingency factors was conducted in Western world, thus, researchers have paid scant attention to the aforementioned issues in developing countries, Nigeria inclusive and not many focused on private business entity and or broadcasting business organization.

METHODOLOGY

Research Design

This study adopted cross-sectional descriptive research design, using quantitative research approach. The choice of descriptive research design is based on the fact that the study is concerned with the description of the interrelationship among the phenomena under investigation.

Population, Sample Size and Sampling Technique

The population of this study comprises all broadcasting service organisations operating within Lagos state metropolis. Volunteer sampling technique was used to survey Continental Broadcasting Service Limited. Aside from their willingness to participate in the survey; it is the only private broadcasting company that has other chains of broadcasting line of business (TCV Radio and Consat television-satellite unit). The firm (TVC) has a total of Two Hundred Employees (both permanent and temporary) in senior and supervisory level, thus, the 200 were selected as the sample size. This study adopted multistage sampling technique. In the first stage, purposive sampling was used to select the categories of respondents that can provide relevant information regarding the phenomena under investigation. In the second stage, convenience sampling technique was adopted to survey those respondents that are readily available and assessable during the survey. The selected employees cut across management, middle level, and junior staff of the selected firms.

Method of Data Collection

This study used a self-administered questionnaire in a closed-ended layout to gather information from the respondents. Respondents were asked to indicate their extent of agreement or disagreement with the statement raise in the questionnaire on a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The questionnaire was validated through content validity, by given the instrument to two academic staff in the Department of Business Administration, University of Lagos, Akoka, Lagos. Reliability of the survey instrument was computed using Cronbach Alpha. On the average, the overall reliability of scale items was found to exceed 0.74 for all the constructs, which indicate that the instrument is good enough to be used to carry out the study (Sekaran, 2006).

Measurement and Instrumentation

Measures from previous validated studies were used to examine the variables under investigation. Perceived performance was adopted to evaluate the performance of the company due to the fact that the survey firm is a limited liability company and by law is not compelled to publicly publish its statement of accounts, secondly, a number of researchers have advocated for the use of perceived performance in evaluating business performance as against financial measures (Dess & Robinson, 1984; Wall *et al.*, 2004). Similarly, Chenhall (2007) contingency factors were used to evaluate contingency issues in the context of Nigerian Broadcasting service.

Method of Data Analysis

The data collected were analyzed using statistical package for social science (SPSS-Version-21). Descriptive statistics, using (frequency, simple percentage, mean and standard deviation) was used to present and analyse the data, while Pearson correlation and regression analysis was used to test the hypothesis.

RESULTS AND DISCUSSION

Socio-demographic Characteristics

Frequency analysis was conducted to examine the demographic characteristics of the respondents. Results of the demographic characteristics of the respondents are presented in Table 1. The sample of 167 managers comprised 95 (56.9%) male respondents and 72(43.1%) females. Respondents aged between 21 to 29 years accounted for 5.4% of the sample, 53(11.5%) were between the age of 30 to 39 years, 68 (40.7%) were between the age of 40 - 49 years, 29(17.4%) were between 50-59 years, while 9(4.8%) were between 60 years and above. In terms of marital status, single respondents were the largest group (50.9%), followed by married respondents (40.1%), divorced or separated (3.6%), and widowed (5.4%). In terms of level of education, Table 1 above shows that 35(21.0%) have Higher national Diploma or equivalent, 63(37.7%) are holder of bachelor degree, 69(41.3%) are MSc/MBA holder.

As regard the level of income, those respondents that earn below N500,000 (59.9%) constituted the largest percentage of the surveyed

Table 1: Demographic Characteristics of Respondents (n = 167)

Variables	Frequency	Percentage (%)
Gender		
Male	95	56.9
Female	72	43.1
Age Group		
21 – 29 years	9	5.4
30 – 39 years	53	31.7
40 – 49 years	68	40.7
50 – 59 years	29	17.4
60 years and above	9	4.8
Marital status		
Single	85	50.9
Married	67	40.1
Divorced/Separated	7	3.6
Widowed	9	5.4
Educational Qualification		
Diploma or equivalent	35	21.0
Bachelor Degree or equivalent	63	37.7
MSc/MBA or equivalent	69	41.3
Monthly Income		
Less than N 500,000	100	59.9
N 501, 000 – N 1,000,000	51	30.5
N 1,001, 000 – N 2,000,000	16	9.6

Source: Field Survey, 2016

Table 2: The Results of Pearson Correlation Matrix

	Mean	SD	1	2	3	4	5	6	7
Environment (ENV)	4.10	.577	1						
Organizational size (ORGS)	4.13	.639	.874**	1					
Strategy (STR)	4.12	.626	.811**	.821**	1				
Technology (TECH)	3.72	.630	.749**	.696**	.640**	1			
Organizational structure (OSTR)	3.06	.829	.030	.021	-.058	-.023	1		
Corporate culture (CC)	4.07	.728	.867**	.966**	.837**	.744**	.001	1	
Implications on Business Manager	3.99	.609	.885**	.892**	.706**	.721**	.028	.879**	1

**p<0.05 *p<0.01. Correlation is significant at 0.01 levels (2-tailed) and N = 167*
Source: *Field Survey, 2016.*

respondents, followed by those that earn between N501, 000 – N 1,000,000 monthly (30.5%), 16(9.6%) earn between N1,001,000 – N2,000,000 The above accounts in respect to demographics profile clearly demonstrated diversity across respondents.

Testing of Hypothesis

Contingency factors such as (business environment, technology, strategy, firm's size, and structure, and corporate culture will not exert significant impact on Business Managers in Continental Broadcasting Service Limited.

Pearson correlation analysis was conducted to examine the nature and direction of relationship among all the contingency factors and their implication on business managers. The result of Pearson correlation analysis is depicted. As shown in Table 2, the inter-correlations among contingency factors (consisting of environment, organizational size, strategy, technology, organizational structure, and corporate culture). The relationship between organizational size and technology is positive but non-significant ($r=.696, p>0.01$). Organizational structure has a positive but non-significant relationship with both environment ($r=.030, p>0.01$) organizational size ($r=.021, p>0.01$). Correspondingly, organizational structure has negative and non-significant relationship with both strategy ($r=-.058, p>0.01$) and technology ($r=-.023, p>0.01$). Organizational structure and technology. Finding of this study is similar to the one reported by Nnamani and Ajagu (2014) and Ogunro (2014).

The remaining contingency factors such as environment, organizational size, strategy, technology, and corporate culture have positive and significant relationship among themselves. Likewise, there exists a statistically high positive significant correlation between all the contingency factors (with the exception of corporate culture). The correlation among contingency factors that have positive and

Table 3: Model Summary of Regression Model

R	R Square	Adjusted R Square	Std. Error of the Estimate
.930[a]	.865	.859	.228

Predictors: (Constant), TCC, TSRT, TTCH, TSTR, TTENV, TSORG
Dependent Variable: TIMP
Source: *Field Survey, 2016.*

Table 4: ANOVA of Regression Model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.245	6	8.874	170.209	.000
	Residual	8.342	160	.052		
	Total	61.587	166			

Predictors: (Constant), TCC, TSRT, TTCH, TSTR, TTENV, TSORG
Dependent Variable: TIMP
Source: *Field Survey, 2016.*

Table 5: Coefficient of Regression Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.291	.162		1.798	.074
	ENV	.522	.072	.494	7.200	.000
	ORGS	.435	.115	.456	3.781	.000
	STR	-.256	.055	-.263	-4.659	.000
	TECH	.067	.046	.069	1.456	.147
	STR	-.010	.022	-.013	-.445	.657
	CC	.149	.105	.179	1.417	.159

Source: *Field Survey, 2016*

significant correlation with business implications range from (.706 and .892). This finding is similar to the study conducted by Rainey (2008), Bello (2011) and Adeoye (2013). Also, the regression analysis was run to determine the influence of contingency factors on business managers. The results of the regression analysis are shown in Tables 3, 4 and 5.

As displayed in Table 3, the regression model demonstrates a robust fitness of R = .930, R^2 of .865 and F-value of 170.209. About 86% of the variation on business implications explained by all the contingency factors such as environment, organizational size, strategy, technology, organizational structure, and corporate culture. Furthermore, the inclusion of contingency factors individually in the regression model (from Table 5: coefficient statistics). shows the Beta and significant level of each of the contingency factors: environment (β=.494, t=7.200, p=.000), organizational structure (β=.456, t=3.781, p=.000) , strategy (β=-.263, t=-4.659, p=.000) , technology (β=.069, t=.1456, p=.147), structure (β=-.013, t=-.445, p=.657) and corporate culture (β=.179, t=1.417, p=.159).

CONCLUSION AND IMPLICATIONS

This study investigates the implications of contingency theory on business managers with a focus on Continental Broadcasting Services (TVC) Lagos State, Nigeria. One of the main components of thinking about organizations is contingency theory, which basically contends that there is no one best method of organizing - instead, the best organization structure is contingent on a number of contingency factors such as the complexity of the environment, the strategic positioning of the firm, or the technology employed. Therefore, instead of accepting a deterministic sense (all corporate organizations should be integrated) or an every-case-is-different methodology, contingency theorists argue that there is a middle ground in which it is conceivable to analyze the variation in organization structures in a systematic way.

The contingency factors examined comprises of environment, organizational size, strategy, technology, organizational structure, and corporate culture. Contingency theory appears to be a potentially influential that exert significant effect on the operation and activities of business managers; in particular, the potential of developing simple decision rules that have a large-scale impact on an organization's performance. Business managers might choose not to apply contingency theories because of a perceived risk, for instance they might be unwilling to take the risk that the rules might be inadequate, especially in changing conditions. Indeed, many contingency theories might reflect nothing more than the trend of the industry.

Undoubtedly there is a symbiotic relationship or interdependence between business and environment hence it is important to consider contingency factors that will impact the capability of firm's to cope with changing business environment. Business cannot operate in a vacuum; it needs environment which is characteristically dynamic and complex. The paper makes two important contributions to management literature. Firstly, the paper provide empirical support for the contingency rationality, signifying that effective organization design has to take into account the underlying characteristics of contingency factors such as environment, organizational size, technology, organizational structure, and corporate culture. Secondly, the study shed light on a relatively varying impact of those contingency factors and their associated implications on business managers. For instance how strategy and technology propelled change in organizational structure.

Given the diverse impact and nature of relationship among all the contingency factors, it portends that each of the contingency factors will exert diverse impact on business managers; as such there is need for business managers to develop capability that will provide basis through which the resulting impact of these factors can be transform to opportunities. More specifically, the contingency dimension(factors) of organizational structure was documented to be have non-significant impact on business managers, this finding is not surprising given the ownership structure of the company (private owned business). What this portend is that the ethos of investors perhaps regulate and control the agency power and decision priority of the business managers, because the managers are employed to manage the business, while some residual power still reside with the investors.

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