

AN ANALYSIS OF THE PRACTICE OF TOTAL QUALITY MANAGEMENT PRINCIPLES IN RADIO NIGERIA, ENUGU

Abstract

The process of managing the electronic media in Nigeria has altered tremendously. It has become more complex and competitive, especially since 1992 when private participation was let into the hitherto government monopoly. This work delves into the management strategy of the publicly owned broadcasting organization, the Federal Radio Corporation of Nigeria's (FRCN), zonal station in Enugu. Using the series of management approach known as Total Quality Management as a benchmark: It analyzes the management style of the station to explore how the station conforms to total quality in its advertised concept of providing quality broadcast to its audiences. The position taken is that much as the leadership continues to introduce innovations aimed at changing the old ways of doing things, its setup is still reflective of the civil service structure with its attendant implications. In all, Radio Nigeria, Enugu needs to embrace totally, the principles that emphasize quality at the first time, every time

Introduction

Managers of broadcasting stations are confronted daily by myriads of challenges peculiar to the industry. The dexterity or skill in handling such arduous tasks determines greatly, the survival and growth or decline and extinction of such organizations. First, broadcasting is an industry that is prone to rapid technological changes and innovations. Secondly, it is an industry that is susceptible to rapidly changing public policy.

When these complexities are interposed, the fact that stations must operate profitably to survive and satisfy the investment expectations of their owners and at the same time respond to the public interest of the community they serve, the picture of unpredictability is complete. As Pringle, Star, and McCavit (1999:2) sum up, balancing the private interest of the owners and the public interest of listeners or viewers is a continuing challenge. The authors trace the apparent volatility of broadcasting to the multiplicity of functions it performs:

A broadcast station engages in many functions. It is an advertising medium, an entertainment medium, an information medium, and a service medium. To discharge those functions in a way that meets the interests of advertisers, audiences and employees is an additional challenge. Another challenge grows out of the increasing competitive environment in which broadcast stations operate.

Prior to 1992 when the broadcast environment was opened up to let in private investors into the industry, the public stations in Nigeria were anything but competitive. Being absolutely government-owned and monopoly, which source of funding was mainly government subventions, the managers of such organizations donned straitjackets, content only with the dissemination of the policies and programmes of the successive regimes. Radio and television were simply the mouthpieces and extensions of the government houses at different levels. As such, the managers of such stations were interested mainly in making sure that their signal was being received. They also made sure their signals did not upset the applecart, and that the masters' voice was echoed to the high heavens.

Today, the stakes are high with private stations such as Daar Communications Limited's African Independent Television (AIT), and Ray Power radio channels, Rhythm FM stations, Channel Television, Silverbird Television and many others around. The ascendancy of local and supranational cable and direct broadcast satellite stations, such as CNN, MTV, BBC radio and television, etc, have raised the stake even higher. Beyond all this, Thorpe (1984) reflects that:

The economic situation today is one of increasing uncertainty and ambiguity. We are living in a world where many of the original ground rules no longer apply. Foreign and local competition has grown and technological change is determined to change our social fabric in ways that will require quite different responses from that which have gone before.

Broadcasting organizations in Nigeria must, therefore, learn how to cope with uncertainty, and this needs to be reflected in the way the organizations are designed and managed.

The essence of this work is to highlight total quality management (TQM) as a management strategy with inherent qualities capable of enhancing the survival and improvement of the overall performance of broadcast organizations in Nigeria, especially publicly-owned ones that have hitherto operated along the time-worn civil service, bureaucratic strategy, with its predilection to stifle ingenuity and creativity. Radio Nigeria, Enugu was used as a unit of this study, because it presents a typical public broadcast outfit of the government. However, the analyses and suggestions made in this work are applicable to most public broadcast outfits in the country.

The Nature of Management

The Oxford Advanced Learner's Dictionary, seventh edition, (2006) defines management as the act of running and controlling a business or similar organization. Schoderbek, Cosier, and Aplin (1988: 8) see management as "a process of achieving organizational goals through others". Note the emphasis here, on the goals of the organization, as well as the underscore of human resources in the enterprise. Mondy, Holmes, and Fillippo (1983) underline the importance of people and material in their definition thus: "management may be defined as the process of planning, organizing, influencing and controlling, to accomplish organizational goals through the coordinated use of human and material resources."

Inherent in these definitions is the fact that management involves the control and coordination of human and material resources toward the attainment of stated goals in an organization. However, it needs to be pointed out that the definition of Mondy, Holmes, and Fillippo (1983) above brings out clearly the elements of the management process as addressed in this work.

The Evolution of Management Thought

Pringle, Starr and McCavitt (1999: 3) traced the evolution of modern management thought to the dawn of the twentieth century beginning from the classical management through the behavioural schools. The classical school embraces three separate approaches to management:

- (1) Scientific management,
- (2) Administrative management, and
- (3) Bureaucratic management.

Prominent thinkers of this period include the eminent Frederick W. Taylor (1856-1915) whose contributions were attributed with “the tremendous surge of affluence ... which has lifted the working masses in the developed countries well above any level recorded before” (Drucker, 1974: 181). There is also the French miner Henri Fayol (1841-1925) who considered the total organization and ways of improving the productivity of workers in it. Fayol set forth the managerial activities as they are known today - planning, organizing, commanding or directing, coordinating and controlling. Finally, Max Weber (1864-1920), the German sociologist laid down the elements to ensure organizational efficiency, which has been dubbed bureaucratic management.

The behavioural school features contributors like Mary Parker Follett (1868-1933), Chester I. Barnard (1886-1961), Elton Mayo (1880-1949), and his colleague Fritz J. Roethlisberger (1898-1974). The motivation theorist, Abraham Maslow (1908-1970) who laid down the five basic motivational needs of man, also belongs to this discipline. The contributions of Frederick Herzberg and Douglas McGregor with his Theory X and Theory Y principles are no less significant here.

The management science school originated from the World War II. It involves the construction of simulative mathematical models with all the variables manipulated to project the outcome of different decisions taken in the situation. As Pringle, Starr, and McCavitt (1999: 10) put it, this school “represented a re-emergence of the quantitative approach favoured by Taylor...advances in management technology especially the computer, [have] rendered it much more sophisticated”.

The modern management school incorporates the best elements in the classical and science schools. Though theorists are not agreed on a single body of knowledge that makes up this approach to management, the two most prominent perspectives are the systems and the contingency theories. Total quality management (TQM) is founded in this perspective.

Principles of Total Quality Management

Total quality management is a process and a systems approach to managing organizations, programmes and projects with the aim of achieving the best results, preferably at the first attempt (Keghku: 2007). TQM is an approach which has established itself because there is a notion in people’s minds that the status quo is no longer sufficient (Scurr 1984). The desire to improve is inherent in all of us; therefore TQM has evolved as a strategy to facilitate improvement in organizations. Concepts such as brainstorming, feedback, just-in-time, first in-first out, audits, cross functional training, cycle time reduction, preventative maintenance, statistical controls, goals, and vision elements, have all been born out of this team-based customer driven process (Osborn, 2001).

Scurr therefore defines TQM as the process of “continuously meeting agreed customer requirements at the lowest cost, by releasing the potential of all employees”. Four prominent elements in Scurr’s definition are: **Continuity** – TQM is a long-term strategy, not a short-term programme or project. In this regard, it is also known as continuous quality

improvement (CQI). **Customers** – agreed requirements between customer and supplier needs to be clearly stated to remove all ambiguities. **Low cost** – does not necessarily mean at lowest price; it entails at the lowest cost to the organization's overall, by preventing failures and eliminating financial waste. **Employees** – Reducing fear and fostering an environment where employees' suggestions are encouraged and recognized will enhance the potential of such workforce. Suffice it to add here that each element is vital as their strength lays on their synergy - in the pursuit the culture of getting it right the first time.

As a system of management and production principle, TQM can be traced to the early craft societies who were concerned about improvement of the quality of their products. However, Dr Walter.A. Shewart of Oxford University was credited with the development in the 1920s of charts for quality control process using statistical methods. Subsequently, W. Edwards Deming and Joseph M. Juran developed full systems approach to quality control in the 1930s. In 1948, Deming conducted the first seminar on the subject in Japan having found little acceptance of his ideas in the United States. Part of the reason for the little acceptance was because the post World War II America emphasized quantity more than quality.

However, by 1950 and owing to the ruination of post WWII Japanese industries, the Japanese Standards Association (JSA) has been formed and the Deming Awards Scheme for quality was instituted the following year. The 1950s was a period for consolidating the home market, copying ideas from the rest of the world, and adding value to their goods and services. By the 1960s, the country has begun a massive worldwide export even as their goods and services were still perceived as of poor quality. Today, such perception has changed completely to that of reliable, good-value-for-money ones, especially in motor vehicles, electrical and electronics consumer goods and components, watch making, video and photography, banking and finance, etc. The result is that the economic balance of power has shifted to Japan, and the emerging markets in the East, such as China, Malaysia, and other emerging markets.

Conventional quality control principles were slow in taking root in America until the 1960s when Philip B. Crosby introduced his "zero defects" as a performance improvement standard for industries. Tom Peter's book, *In Search of Excellence* also helped to revitalized TQM in the 1970s there.

In the United Kingdom, the National Productivity Council (NPC) was said to have promoted quality management through the film, *Right First Time*, which was largely ignored. But the National Quality and Reliability Year held in 1966 was more successful in raising awareness of the value of CQI. The discovery in 1978 that the country wasted 10 billion pounds yearly to bad quality, led the government to develop the National Strategy for Quality (NSQ) which was replaced four years later with the National Quality Campaign (NQC) which has sustained to this day. In Nigeria, credit for the development of the modern value of quality would go to the multi-national manufacturing concerns such as Unilever, Cadbury, Nigeria Breweries, Guinness, etc. But public policy on quality can be deduced from the policies and operations of such agencies like the Standard Organization of Nigeria (SON) and its ISO certification scheme, the National Agency for Food and Drug Administration and Control (NAFDAC), and the Consumer Protection Council (CPC).

Three Approaches to Total Quality Management

Based on the contributions of Deming, Juran, and Crosby, Scurr (1984) synthesized three road maps for organizations to attain a world-class quality culture. Five elements emphasized in all three approaches are: management commitment, leadership, quality measurement, training, and continual improvement.

<p>DEMING'S 14 POINTS FOR MANAGEMENT</p>	<p>CROSBY'S FOUR ABSOLUTES</p>	<p>JURAN'S 10 STEPS TO QUALITY IMPROVEMENT</p>
<p>1. Create constancy of purpose towards improvement of product and service.</p> <p>2. Adopt the new philosophy. We can no longer live with commonly accepted levels of delays, mistakes defective materials and defective workmanship. Cease dependence on mass inspection. Require instead statistical evidence that quality is built in. End the practice of awarding business on the basis of a price tag.</p> <p>5. Find problems. It is management's job to work continually on the system.</p> <p>6. Institute modern methods of training on the job. Institute modern methods of supervision of production workers.</p> <p>The responsibility of the foreman must be changed from numbers to quality.</p> <p>8. Drive out fear, so that everyone may work effectively for the company.</p> <p>9. Break down barriers between departments. Eliminate numerical goals, posters and slogans for the work force asking for new levels of productivity</p>	<p>1. Definition - Conformance to requirements.</p> <p>2. System - Prevention.</p> <p>3. Performance standard -Zero Defects.</p> <p>4. Measurement - Cost of Quality.</p>	<p>1. Build awareness of the need and opportunities for improvement.</p> <p>2. Set goals for improvement.</p> <p>3. Organize to reach the goals (establish a Quality Council, identify problems, select projects, appoint teams, and designate facilitators).</p> <p>4. Provide training.</p>

<p>without providing new methods.</p> <p>Eliminate work standards that prescribe numerical quotas.</p> <p>Remove barriers that stand between the hourly worker and his right to pride in workmanship. Institute a vigorous programme of education and training.</p> <p>Create a structure on top management that will push every day on the above 13 points.</p>		
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SOURCE: Colin Scurr (1984: 23-24)

The Framework of TQM

Flowing from the elements pervading principle of quality improvements, four major frameworks are identifiable as follows:

- 1) Identify the customer-supplier chain and strengthen it. It is a prerequisite for customer satisfaction.
- 2) Develop the workforce to become committed to total quality. This is done with clear requirements, appropriate training and equipment, effective communication, and leadership.
- 3) Teamwork is essential. It maximizes the skills of individuals with the result that better decisions are taken.
- 4) Effective organization. Effectiveness means 'doing the right things', and the key elements to resource improvement are:
 - State the vision and mission
 - Identify the processes for delivering the mission
 - Identify the customer-supplier relationships and their requirements
 - Measure the performance
 - Clarify authority and responsibility.
 - Effective communication removes the possibility of misunderstanding and eliminates assumptions. Effective communication is one that breaks down barriers, putting in perspective the requirements, plans, changes, goals, and objectives.

Departmental Purpose Analysis (DPA):

This is a practical approach to improvement that entails defining the roles of each function in relation to the organizational mission, and the identification of opportunities for adding value to the customer-supplier chain. Further, the cost of quality opportunity is quantified and the action plan drawn to gain measurable improvement.

Benchmarking:

One structured approach to this is to compare current products, services, and practices against those of competitors or organizations which are recognized as leaders in their field. Four basic types of benchmarking are internal (within the organization), competitive (with direct competition), function leader (a specific process), and generic (involves a wider view).

Change of culture:

TQM as a "process of change" should impact on the way we do things. It demands for openness in sharing information rather than hoarding it, and the involvement of all employees in their mutual best interest.

Levels of Quality Management

TQM challenges the time-worn concept of never having time to do things properly but always having time to do it twice. This practice echoes the saying: 'prevention is better than cure'. Getting it right the first time takes less effort, causes less pain, and is less expensive in the long run. As Scurr (1983:31) sums up, prevention entails knowing the requirements and the standards, having the skills and resources in place, monitoring or measuring performance, and taking ownership of the activity. In performance measurement, the time and money spent in production are looked at under three heads:

Prevention: Are there activities in place to ensure that work is done right the first time? (Such activities include training, planning, standard specifications, operating procedure, etc.).

Appraisal: Are there measures to ascertain if work has been done right the first time? (Such measures include checking, inspecting, surveillance, audit, etc.).

Failure: Are there measures to redress failure to do work right the first time? (Such measures include reworking, downtime, chasing, warranty, apologizing, etc.).

Prevention is at the heart of real culture change in an organization – what we think about prevention, what we should do about it and what we actually do about it. In actual fact, the cost of quality is the summation of prevention, appraisal and failure. The target is to reduce failure and appraisal activities and increase prevention.

Critical Dimensions of Quality

Conventionally, seven critical dimensions of quality have been identified. They are performance, reliability, conformance, durability, serviceability, features, and aesthetics. To these, Scurr added an eighth dimension: 'perception of 'the customer', which is the consumer's impression of a product or service formed by images, conversations with other consumers, and past experiences. The author reports that:

Customer surveys have discovered that only four out of every 100 dissatisfied customers will complain. Each dissatisfied customer will tell ten other customers, but only one in ten dissatisfied customers will buy. It

costs at least five times as much to attract new customers as it does to keep an existing one.

The Business of Electronic Media Companies

Dominick, Mesesere and Sherman (2004) identified four interrelated activities performed by electronic media companies: development, production, distribution and exhibition. Development is about new technology and innovations. The electronic media today and as always, is technology-driven; it stimulates the growth of this sector and has continued to improve the quality of consumption of the media. As Albaran puts it, "technology is changing the nature of media business and the way society uses the media". Production is concerned with the manufacture of both hardware and software for the media. Hardware includes radio and television receivers, satellite dishes and compact disk players, while software includes radio and television programmes, sound recordings and advertising messages. Distribution is the process of getting the different products to consumers through the broadcast channels, satellite transmission or the fast spreading fibre optic lines. Distribution also goes through the sale of these products in shops and other outlets. Finally, exhibition is the point where the consumer uses the product. With the pervasiveness and portability of electronic media hardware today, exhibition can take place any where: in the home, cars, offices etc.

Skills Needed in Broadcast Media Management

Albaran (1997) sums up five broad skills needed in broadcast media management process. They are technical, human resource, conceptual, financial and marketing skills. Technical skills ensure the skillful operation of equipment to guarantee that signals are transmitted and programmes are distributed. Human resource skills - described as most important in the management process - employs strong interpersonal skills in leadership which motivates people to get the job done. Conceptual or problem-solving skills are the ability to comprehend the complex internal and external environment of the media and reach sound judgments almost at the click of a button. Financial skills entail the keeping of budgets, meeting of revenue targets, and above all an eye on the bottom-line. Finally, the broadcast manager must employ the four Ps of marketing - product, price, place and promotion - to sell the station to ensure the survival and growth of his business. At the manager's disposal are all the complement of integrated marketing communications (IMC) which integrates all disciplines in an organization to exploit the potential of each component.

Though TQM is originally successful in manufacturing environments, non-manufacturing, service-oriented businesses both in the private and public sectors, such as oil and gas, telecommunications, education, healthcare, tourism etc. have adopted its principles quite successfully. Osborn (2001:2) suggests that a further leap for TQM has been its application by media organizations where the product (content) requires a number of creative independent minds and where there exists one unique, external customer, the audience. Perfecting TQM principles in media management therefore requires the skills of both the counselor and bureaucrat.

Broadcast Media in Nigeria: An Overview

Broadcasting began in Nigeria in the 1932 when the BBC Empire Service was set up in Lagos by the colonial government. Essentially a rebroadcast system, it received and transmitted the signals of the British Broadcasting Corporation (BBC) through wire to loudspeakers at the listening end. Between 1935 and 1950 the service was extensively developed to a Radio Distribution Service (RDS) serviced by the Post and Telegraphs (P&T) Department and managed on contract by the Overseas Re-diffusion Limited. Subsequently, a station was opened in Ibadan in 1939 while Kano got one in 1944. Between 1945 and 1949, stations were opened in Kaduna, Enugu, Abeokuta, Ijebu-Ode, Jos, and Port Harcourt.

The main objective for the establishment of the RDS was to propagate the efforts of the 'Allies' during the World War II, a coalition which Britain was a key member. The studios were located at the Glover Memorial Hall. While the P&T managed the technical aspect of the system, a second government department, the Public Relations Office (PRO) was to take charge of producing the programmes – mainly entertainment or light programmes. As Ume-Nwagbo (1979) observes, the marriage of the two government departments was to affect the development of broadcasting in two significant ways: 1) it laid the foundation for total government control of broadcasting, and 2) it established a procedure whereby the bulk of the Nigerian programming staff was recruited from the civil service ranks – a practice that was to have profound negative consequences on the development of programme policies, as well as the type and quality of programmes in the Nigerian broadcast media.

The culture of government monopoly was to continue for 60 years, until 1992 when the military administration of General Ibrahim Babangida, in the wave of economic deregulation, opened the spectrum for private participation in broadcasting through the promulgation of Decree No.38 of 1992, as amended by Decree No.55 of 1999 and adopted as an Act of the National Assembly. With the significance of deregulation in mind, Kolade (1997:6) counsels broadcasting organizations in Nigeria thus:

The world now acknowledges that putting our focus on the customer, or the consumer of our service, not only helps us to serve the customer better today, it also enhances the prospect that the customer will continue to patronize broadcast stations into perpetuity, if need be. This fact lies at the heart of the movement for the bringing obvious good sense until we realize that the ascendancy of market forces leads inevitably to the weakening of control by any vested interest.

From NBS to FRCN

The establishment of full-fledged broadcasting followed the 'Nigerian Broadcasting Survey' commissioned by the colonial government and conducted by Mr. F.A. Byron of the Crown Agents and Mr. L. W. Turner, a BBC radio engineer. Essentially, the survey concluded that the Nigerian people were anxious to secure facilities for community listening, and that one broadcasting station would be inadequate for the territory. It recommended that while the RDS should remain a government service, it should be expanded to a separate broadcasting system which would maintain a national profile in its overall programming, without

undermining the programme preferences of the country's sub-national audiences (Ume-Nwagbo, 1979).

What was considered desirable was the setting up of transmitters in four stages with Lagos taking precedence with a 'national transmitter' of 20KW short wave and local less capacity. Stemming from the recommendations of Messrs Byron and Turner, Mr. T. W. Chalmers, the controller of BBC Light Programmes, was seconded to head a new Nigerian Broadcasting Service (NBS) on 2nd January, 1951, while Mr. John Murray who was to take charge of technical services arrived later. NBS was officially inaugurated on April 1, 1951 with the call signal: *Radio Nigeria*.

Amadi and Atoyebi (2001) however, note that the call sign: Radio Nigeria, was actually used a few years earlier when some local programmes were being broadcast through the hitherto existing facilities. The establishment of NBS really formalized the setting up of Radio Nigeria. By April 1, 1955 when Radio Nigeria Ibadan was set up, NBS was effectively broadcasting from four locations across Nigeria – Lagos, Kaduna, Enugu, and Ibadan. In August 1956, the House of Representative passed Act 39 of 1956 to establish the Nigerian Broadcasting Corporation (NBC), and to replace the Nigerian Broadcasting Service (NBS). The rationale for such action, according to the house, was to remove press criticism that NBS was an organ of the government. The ordinance attempted to set out the system as a national trust, after the BBC, thereby remove undue government influence on the organization. It even barred the corporation from airing commercial advertisements to free it from such interest. The Nigerian Broadcasting Corporation (NBC) was to undergo a fundamental reorganization in April 1, 1978, in which all its state stations were handed to state governments. The stations in Lagos, Ibadan, and Enugu were merged with the Broadcasting Company of Northern Nigeria (BCNN), Kaduna to form the extant Federal Radio Corporation of Nigeria (FRCN).

The Management of Radio Nigeria Enugu

Just as the fortunes of the extant Federal Radio Corporation (FRCN) were tied to the BBC, Radio Nigeria Enugu is one of the pioneers re-diffusion posts set up between 1945 and 1949. It is one of the four national stations of FRCN, which have been re-designated zonal stations. The other erstwhile national stations are located in Lagos, Ibadan and Kaduna. The Enugu zonal station has an the FM station known as 'Coal City FM', transmitting on 92.850 MHZ, and two shortwave transmissions 3.970 MHZ and 6.025 MHZ, and a Medium Wave Service on 828 KHZ. These signals originate from their base in Broadcasting House, Onitsha Road, Enugu.

The Vision and Mission of Radio Nigeria

Like all stations of the FRCN table, Radio Nigeria, Enugu is guided by the organizations vision and mission statements. **Mission Statement:**

To create and maintain a broadcast outfit that will serve as a model in Nigeria and Africa in terms of standards, professionalism and character. To be an impartial, credible proactive broadcast medium in the forefront of Nigeria's national development, unity and progress.

It can be said that the mission statement finds further expression in their motto: "Uplifting the people and uniting the nation". This motto in turn encapsulates what has been the policy framework of broadcasting since the days of the RDS – the unification of the disparate tribes that make up Nigeria.

Organizational Structure of Radio Nigeria Enugu

Presently, the Enugu Zonal Station of FRCN is headed by the Zonal Director (formerly, Executive Director) – an officer on consolidated salary. Next in hierarchy to the zonal director and six deputy directors are a chief internal auditor and general manager. The deputy directors are in-charge of news, administration and supply, marketing, engineering services, programmes, and financial and accounts while the deputy directors are grade level sixteen officers, the chief internal auditors (CIA) and general managers (GMs) are not necessarily grade level officers by they report directly to the zonal director by virtue of their positions. The general managers are in-charge of FM stations that fall under purview of the zonal station such as Coal City FM, Enugu, Heartland FM in Owerri, Pacesetter FM Umuahia, Unity FM in Abakaliki. Down the line are six assistant directors for news, administration, marketing, engineering services, programmes and finance and accounts. The assistant directors are on grade level fifteen and report to the deputy directors.

Levels of Quality Control in Radio Nigeria

1) Committee of Management (COM)

At the highest level of the management is the committee of management composed of heads of the six directorates and the general managers of the FM stations. This committee meets once monthly with opportunity for emergency when it becomes necessary. It is the highest decision making body in terms of policy implementation and control of operations in the zonal station. COM possesses all the elements of DPA and a high level of benchmarking takes place at the committee meetings.

2) Daily Editorial Conference (DEC)

The essence of this conference is to review news, current affairs and other programmes of the previous day to make corrections, and even re-do some items when it becomes necessary. It aims to instill the habit of getting it right in the staff, which has to go through the process of redoing things they have done previously. The importance of DEC is underscored by the fact that media houses exist primarily to purvey news and views to their audiences.

3) News Management Meeting (NMM)

This holds on Fridays to review the week's activity in bulk. Usually daily schedule of activities for the week, in the form of a dairy is read with the aim of also knowing what is coming up in the next week and making amends where necessary.

4) Programmes Meeting (PM)

This is essentially where the programme sub-directorate meets to set tasks for themselves and review their past activities. Holding on Wednesday, the staff of the news sub-directorate

also attends to make input in relation to news. The belief is that since the station is about news and programmes, one can hardly thrive without the other.

5) **Programmes, News, Marketing and Engineering Committee (PNMEC)**

This committee comprises of the staff of the four directorates who meet regularly to review the output of all programmes (which includes news and current affairs). Thorough analysis of their contents is done in relation to the quality of different outputs.

6) **General Staff Forum (GSF)**

GSF is a quarterly conference of all staff of the station. Every staff, irrespective of their position, is encouraged to attend and to contribute freely. Any issue that cannot be resolved immediately is referred to an *ad hoc* committee to work out. An instance was cited of a driver who complained of not getting a promotion, and then executive-director had to explain promptly at this forum. The general staff forum has been compared to a town hall meeting – no one is victimized or intimidated for any contribution made in the forum.

7) **Recent Innovations**

In addition to the recent re-organizations at the highest echelon, in the year 2007, FRCN completed the computerization of its operations in the 36 states of the federation. With the installation of V-SAT, all the stations, including Enugu, enjoy ICT facilities. In addition, the organization started the transmission through the satellite using the facilities of the Nigerian Television Authority (NTA). Radio Nigeria's signals can today be accessed on the internet world wide, while the quality of its signal has improved. Agbaegbu (2008) quotes the past director-general of the corporation, Ben Egbuna as saying that FRCN network news can be listened to anywhere in the world as the station is streamed on the Internet. This is unlike in the past where, if you moved out of Nigeria, you are cut off from FRCN news. With the web, five of the FM stations are being streamed live, with more stations billed to come on stream.

Conclusion

The history of Radio Nigeria, Enugu draws wholly from the nation's colonial history wherein radio was a tool for the administration of colonial policies. By corollary, the management approach adopted for the organization is reflective of the civil service bureaucracy. However, the management of electronic media has become more complex and continues to change at lightning speed. Broadcasting organizations exist basically to communicate with people – their viewers and listener. Whether radio or TV stations are government, commercial or private, whether their programmes are spoken word, music, drama or movies, commercials or public service announcements (PSAs), in all cases the message needs to get through and must get through. The emphasis in programmes must always be on quality, both content and sound (Bowen, 2008). TQM as a strategy of management emphasizes a striving for excellence, getting it right the first time, in the production of products and services of the broadcast industry. With the recent innovations in FRCN, Enugu, it needs to be acknowledged that there has been an improvement in the content, signals and the overall use

of its mission statement. However, the station is still far in attaining the quality broadcasting, which its leader continues to flaunt.

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