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IMPACT OF AUTOMATION STRATEGY ON WORKFORCE EFFICIENCY (A STUDY OF BROADCASTING CORPORATION OF ABIA BCA)

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ABSTRACT

This study examined the impact of automation strategy on workforce efficiency with respect to Broadcasting Corporation of Abia (BCA). Using frequency distribution table, and percentages to analyze the data from the questionnaire, while simple regression and correlation with the use of SPSS were used to analyze the hypotheses. Findings from the study indicated that, there was significant effect of automation strategy on workforce effectiveness as indicated table 3.10.1 were p-value 0.331 was greater than 0.184 that is (real 0.0.331 > r tab 0,184), the researcher rejectes Ho and accepted the alternative hypothesis thereby concluded that there was significant effect of automation strategy on workforce effectiveness in broadcasting corporation of Abia state. Secondly, there was significant relationship between automation strategy and employee's performance as shown in3.10.4 were the result of the analysis revealed that the Calculated t-value of 23.218 is greater than the table value (-4.449), therefore, the null (H_o) hypothesis was rejected, while the alternatives hypothesis (H_1) accepted. This implied that there is significant relationship between automation strategy and employee's performance in broadcasting corporation of Abia state. Therefore the study recommended that any organization that desires high output performance (financially and non-financial wise) should endeavor to embrace the principles of automation strategy which was embedded in strategic management. Also to avoid failure or the death of an organization, the managers of the organization should be committed to institutionalizing the practice of strategic management in its culture by ensuring that strategic planning permeates every nook and cranny of the organization and making sure that strategies planned are implemented else it will be a waste of time and resources.

Keywords: Automation Strategy, Workforce Efficiency, Broadcasting.

INTRODUCTION

Organizations in the new era of information technology and computer systems and media using are concerned about their future activities and the continuation of the relevance of the work process. Work process automation through computer development in recent decades, is the most important change in the production of many organizations especially in the media industry. Parallel to these phenomenal changes, network expansion and new media has been has witnessed amazing job, which move the constituent elements of the intelligence and information. Sheikh, Shemah, and Tymvrnzhad (2011) posited that managers at different levels of what they are doing and are always on the move are deciding. The importance of information and its impact on the decision-making process is no secret. The overall process of decision making can be collected, processed and

considered choices based on analysis results. Detailed information related to the rapid increase in speed and accuracy of decision making and the choice of many wrong decisions will be. In that timeframe, an effective manager without having the information needed to be able to lead the organization to achieve the organization's goals is predetermined (Yazdani & Ibrahim, 2009). Also, in order to deal with globalization of the business environmental, managers must of a matter of necessity include the automation strategy in the overall plan in order to achieve their organizational goals. To account for environmental variables, environment variables and analysis must necessarily be identified and appropriate measures taken to deal with them. This requires having the internal and external information and enables optimal utilization of them. Any organization that has the correct accurate, timely and comprehensive in its possession less time and be able to locate data access to be more successful. The role of information and data in organizational management is critical. An enhanced automation process ensures timely, more accurate, and more consistent information accessibility, and a more systematic organizations' work process to achieve better results. Inaccurate information space, dull, confused, contradictory, ill-structured are key factor in the lack of progress in the management of organizations. At the beginning of the computer system used for correspondence independently but over time, computers were linked together. It allows users to communicate not only the common files of correspondence can use it to send messages to each other. Today, there are different kinds of office automation systems.

Management information systems at different levels of the organization and with the benefit of modern tools of data can be collected and processed in order to achieve management goals, help and support. Computer, velocity, accuracy, and thus the decision are increase the speed and accuracy of work. (Sheikh, et al. 2011). Management and decision making in the management and conduct of the two words are close together and unmistakable work of senior managers is an important decision that easily could be in the wrong. But if you look at the whole process differently that will different situation. Many scholars are of the opinion that the management of each decision depends on information about the subject and some even accepts that a lager percent of any decision to requires information. So a manager as decision maker in the organization or in the community should be accurate, relevant and ensures a timely information is available in order to perform their managerial duties to take the appropriate decisions into action and finally evaluation. In recent years, advances in information technology and its tributaries, various solutions have been facing and business environments. Meanwhile, the most important and most effective information systems solutions are facilitate observation of the flow of information within organizations. Branch of information systems as information

systems management, managers and employees in the organization helps control the flow of information.

Statement of the Problem

Automation strategy is one of the tools adopted by information system managers in order to control the flow of information. In recent years the use of wave and order less digitalized information in our country has long gone and many organizations have a tendency to exploit benefits of the new digitalized and automated process. Performance is the result of an employee activity in terms of the performance of assigned duties after a certain time that can have the production aspect. The use of these tools in addition to the increased speed and accuracy, the effective allocation of employee's performance, dramatically raises proper facilities for the directors and office when you require so that they can easily achieve accurate information, move information any way they want, mix and easily analyse and printed reports or through the network provide for planners and managers. Using this report is based on true and correct information is supplied. This also enables administrators to evaluate the performance of the units under its management, many of the problems and shortcomings identified and with full awareness of its strengths and weaknesses make appropriate decisions and greater oversight of their programs. So the automation question becomes more significant day-to-day, if organizations can present itself at the highest level of preparedness to deal with internal and peripheral equipment that have benefited from a high degree of automation.

Contemporarily the quick flow and instant messaging of business information in terms of prices of goods, entrance of new competitor, approval of project investment bid, etc. has become crucial to the survival of a business as a going concern. Automation strategy process which has been adopted by many organizations has proved to better the performance of such organization especially in developing countries where most people and business entities understand the use of online business communication process via web hosting and collaboration, and through social networks.

However, from developing countries' perspective like Nigeria it is debatable whether the benefit of adopting such business strategy is advantageous or not, considering the development state of the nation's business environment. Nevertheless, empirical studies exists that many organizations that adopted automation strategy tends to perform better than without the process. Other studies focused on employees' ability and preparedness to use the process and its effects on the organizational productivity. These heterogeneous conception orchestrated the present research study. A closer review of past studies shows that most of these studies focused on the developed nations, with little studies on

the subject matter relating to a developing nation like Nigeria. This study therefore seeks to examine the effect of online business communication on organizational performance. This study is therefore focused to assess the impact of automation strategy on workforce efficiency, using Broadcasting Corporation of Abia as a case study.

Objectives of the Study

The main objective of this study is to examine the impact of automation strategy on workforce efficiency. With specific objectives as to;

i. Determine the effect of automation strategy on workforce effectiveness.
ii. Establish the relationship between automation strategy and employee performance.
iii. Ascertain factors that affect automation strategy on workforce productivity.
iv. Access the effect of automation strategy on organizational profitability.

Research Questions

The following research questions have been formulated for the study

i. To what extent does of automation strategy in an organization affects workforce effectiveness?
ii. What is the relationship between automation strategy and employee performance?
iii. What is the relationship between automation strategy and workforce productivity?
iv. To what extent does automation strategy affect the organizational profitability?

Hypothesis

The research work was guided by the following null hypotheses;

Ho_1: There is no significant effect of automation strategy on workforce effectiveness.

Ho_2: There is no significant relationship between automation strategy and employee's performance.

Ho_3: There is no significant relationship between automation strategy and workforce productivity.

HO_4: there is no significant relationship between automation strategy and organizational profitability.

CONCEPTUAL FRAMEWORK

Concept of Automation Strategy

The term automation is generally considered to refer to the use of integrated computer and communications systems to support administrative procedures in

an office environment. Automated strategic systems represent structured methods of handling business text processing and communications through an integrated network that may include word processing for generating correspondence, electronic message systems for person-to-person communication, teleconferencing services, facsimile transmission, electronic offline systems, on-line calendar systems, and links to corporate files and outside services (Norozian and Soltani, 2013). In the automated organization, not only will office work be performed more efficiently, but the concept of organizational work process work itself will be altered (Halkos and Bousinakis, 2015). The greatest potential of automation strategy is not expected to be from the improvement of clerical and administrative tasks, but from the ability of managers to gain increased control over their operations. Two major factors motivate business organizations to consider automated systems. The first is a critical need to improve the productivity of both clerical and managerial office employees. While most organizational operating costs have doubled in the last ten years, office productivity has risen only four percent (Mosvi and Norozi, 2004). It has been estimated that up to 95 percent of a manager's time is spent in written and verbal communication, much of which could be affected by automation. The second reason for interest in organizational automation is the increasing complexity of organizational decision-making and information needs. The more traditional forms of communication such as telephone, mail, and person-to-person meetings may be ineffective for processing large volumes of information rapidly. In the future, this technology may be the only feasible way to deal with information processing in increasingly complex and rapidly changing organizational environments.

Components of Automated Systems

A broad definition of organizational automation strategy may include all use of computer technology to support the knowledge of workforce (Malkshahi, Malkshahi and Masoodi, 2014). This definition includes computer-aided graphics and design tools, decision support systems, and any use of personal computers for work-related tasks. It is believed that automation strategy is a concern that integrates not the administrative component of an organization's functions with production workflow. This process is adequately supported by the organization's computer-based information systems (Albadavi and Keramati, 2014). A critical component of automated office systems under this focus is their communication functions; it has been suggested that communications technology is the most significant factor in redesign of organizations through automation (Crament, 2012). The other major components to be considered here are text processing functions and personal applications sup- porting the administrative responsibilities of office workers. In the restricted definition, automated strategy are generally based on interactive workstations connected to a communications

network. The workstations have intelligence and storage capabilities managed either through a central computer or distributed to the work- station themselves. Workstation functions may be tailored to different roles, e.g., managerial, professional, secretarial, or even to individuals. Each workstation would have some degree of functionality of three components: communications, text processing, and personal applications. Text processing capabilities of automated office systems are in common use today. The features that prepare, edit, and store text will in the future be augmented by the ability to file documents electronically with cross-reference indexes and keyword searching. Equipment for automatic facsimile transmission and automatic photo-typesetting is also available. Aids for interpersonal communication include any facilities for distribution of correspondence to an electronic "mailbox" of the recipient. The most common form of interpersonal communication is "electronic mail," where a user types a message at a workstation or computer terminal that sends it automatically to the mailbox. Upon transmission the message is immediately available to recipients. Store-and-forward message systems based on audio recording are also available. The significant feature of electronic mail and its audio counterparts is the asynchronous nature of communication. Both sender and recipient control the timing of their portion of the communication, thus eliminating the inefficiency of incomplete calls and minimizing the need for interruptions. Personal applications include the capability for streamlining individual administrative tasks and are used by individuals at their own discretion. Examples of personal applications are on-line calendar and scheduling programs which can be used to keep a record of an individual's schedule and, if feasible, compare schedules of multiple individuals in order to select meeting times. Reminder systems can be used for follow-up on previous messages, for reminders of appointments based on the automatic calendar, and for tracking project schedules. Personal contacts may be electronically fried with multiple reference indexes for retrieval in order to generate personal correspondence or obtain such information as telephone numbers. An important feature of automated office systems under this definition is easy accessibility. At a minimum, terminals or other access facilities should be readily available to "principals" (primarily, managers and professionals) and support staff. With the decreasing cost of electronic equipment, centralized office support facilities, which were motivated by economies of scale for equipment, should give way to an acceptance of the need for convenient access.

Automation Strategy and the Nature of Work

It has already been pointed out that organizational automation strategy is expected to increase organizational productivity through redefinition of office work rather than increased efficiency of current office functions. Several potential changes in the nature of work are proposed. A number of specific organizational activities can be streamlined through automation even without a major

reorganization of organizational functions. Activities associated with the preparation of correspondence--addressing, copying, formatting, distributing, etc. can be handled more efficiently, especially if word processing is integrated into a communications network. The resultant output should also be attractive physically. In addition, the number of media transformations required to compose and distribute correspondence will be reduced (Nasiri, Raisi and Hedayti, 2011). Media transformations occur between speaking and writing, handwriting and typing, computer file and hard copy, etc. Since errors can be introduced at each transformation, the fewer the media transformations, the more accurate the final product. Automated organization should therefore improve the appearance and accuracy of output. The quality of work produced should improve even where time savings cannot be demonstrated. Word processing should permit text to be easily corrected and modified, making it possible to improve document quality within given time constraints.

The potential exists to reorganize organizational tasks for increased specialization. The effect of this specialization is highly dependent on the management philosophy underlying the organization of the new systems. On the one hand, the acquisition of word processing skills may be represented as skill enhancement and enrichment of current clerical work. The role of information specialist may emerge. Moreover, the decentralized "one-on- one" clerical work force may be replaced by an administrative hierarchy that permits acquisition of new skills and increased opportunities for advancement. A more negative picture is drawn by the political view of increased specialization. The potential exists for automation to permit an increased division of labour and increased "de-skilling" of office tasks.

The asynchronous nature of communications with automated organization systems has already been discussed. Since physical proximity is not required for many communications and since responses can be asynchronous, the opportunity exists to increase the flexibility of work hours and work location. For instance, if employees were permitted to work part-time at home, there would be potential savings for the organization in terms of space. Individuals could enjoy increased flexibility and savings in commute time and costs. Several companies are; now experimenting with "remote work" options, motivated by the need to attract and retain qualified personnel (Mahmoodzadeh and Asadi, 2007). Particularly in densely populated urban areas, allowing flexibility in work hours and work location can help to attract qualified individuals who cannot or will not tolerate a long commute to work nine-to-five. Such options provide significant opportunities for the elderly, the severely handicapped, and those with other personal or family responsibilities that constrain their freedom of movement and limit their current work options. The communications component of automated

office systems provides the potential to move entire work units into satellite work centers, small organizational units located in areas closer to employees' homes. Organizations are considering such options because of the potential savings in costly urban office space and because of the benefits to employees in terms of reduced commuting.

THEORETICAL FRAMEWORK

Information Systems Building Theory

Lynham and Torraco (2001) claimed that information system building theory is the process of modeling real-world phenomena. They viewed Information System as having many commonalities with some design disciplines like engineering or architecture, since they all concern people and artifacts. Therefore, understanding IS theory has links to the natural and social world which has become the body of knowledge termed design science (Hevner et al., 2004). Proponents of the theory believes that the theory helps to develop an automation process which is valid and reliable. The theory affirms the complexity dynamism and unpredictable nature of the environment which suggest that traditional approaches to strategic Management may not always work. It is therefore important that each organization understands the environmental context in which they operate and how those factors affect their operations for them to come up with responsive strategies and implantation tactics that would impact positively to achievement of their set objectives using automation means. Hendricks, Singhal and Stratman(2007) assets that some of the perceived factors affecting management ability to fully automate the work process include; local authorities stakeholder involvement, organizational culture and leadership commitment. This means that such factors has an impact on the success of strategy implementation and ultimate performance of the firm. Therefore a successful automation strategic move by one firm could be a total failure in another firm depending on the effectiveness of the management. Proponents of the theory argue that classical theories failed because they neglected the fact that management style and organizational structure are influenced by the various aspects of the environment.

Behavioral Theory of the Firm

Many Corporations have embraced the concept of strategic planning in the recent past to enhance their performance through better decision making. This is because it has been argued that planning enhances decision making (Thompson, Strickland, and Gample, 2008). Performance Management is essential for enhancing organizational effectiveness and organizations need to put in place performance management systems that clearly define expectations and helps align employee behavior with the culture and business needs of the organization.
Nzuve and Njeru (2013) argue that there is need to understand the relationship between Strategy, People, Organizational Design and performance systems for

performance management to succeed. The behavioral theory of the firm takes the organization as the basic unit of Analysis by attempting to predict behavior with respect to price, output and resource allocation decisions.

Empirical Framework

Metz (2015) studied the effects of automation on employment and skills. A mixed methods approach was be used, implementing both quantitative and qualitative sources of information into this thesis' analysis. The starting point of the thesis will be 1980 until the beginning of the financial crisis in 2008, because this is the final year for most of the data. The findings of the data analyses suggest that on the macro-level automation has had significant negative effects on the share of labour compensation of low-skilled labour in transportation and logistics, implying that many jobs with this specific skill level have been lost due to automation. In addition, productivity in transportation and logistics has increased remarkably since the 1980s, much faster than total labour compensation. However, the shorter workweek means that fewer people work full-time, and more part-time, likely caused by automation, which led to less time spent on fulfilling remaining tasks. On average, low-skilled labour is declining every year and job prospects for low-skilled work are bad, because vacancies are only for high-skilled labour.

Anthony (2014) investigated the impact of Information Systems usage on productivity in Cape Town Tourism. The research used quantitative research method in the form of an on-line questionnaire. The questionnaire was administered online to the respondents and statistical data compilation was compiled in real time. The researchers gathered descriptive statistics through the questionnaire and measured responses through the Likert scale, about employees' feelings about information systems at Cape Town Tourism. The data were captured on a spread sheet, coded, and presented in tables as well as graphs, to allow clearer and better comparison of responses. The results clearly showed that information systems has a positive impact on productivity, however there are some frustrations faced by systems users which are directly linked to lack of training and poor systems performance because of system spread. The study also found out that in order to get the best out of the system, end users need to be consulted before implementing a new system. System performance was also found out to be one of the problems faced by employees of Cape Town Tourism when using their information systems. It therefore concludes that automation system strategy in an organization must consider internal and external factors before adoption.

Srinivas (2014) assessed the impact of management information systems on corporate sustainability. The study adopted a descriptive statistics method in

data analysis, and found that modern MIS design and development has certain inbuilt capabilities to incorporate sustainability factors and so acts as a helping hand to corporate sustainability. It is concluded that every business corporation is transiting from strategy to sustainability, via social media to remain competitive. Furthermore formation of sustainability groups within the business corporations is vital for greater work commitment and help improving the cross-functional groups/departments. Since change in corporate management has significant impact on the MIS and its decision making capability, every business organization need to be flexible in feeding the data into MIS. To this effect, as a theoretical contribution of this work, four schools of thought for today's business organization are presented, to remain sustainable. Currently the risk management issues may not be reflected properly by current MIS development. Therefore future research needs in two primary directions: (a) compatibility of organizational sustainability with risk management issues and (b) the fine tuning the corporate business strategy with corporate sustainability via employee awareness programs about sustainability using MIS.

Jason (2008) investigated Information Technology's Influence on Productivity. This research was conducted through surveys sent to a sample of metro Omaha and eastern Nebraska organizations. By using this method, a statistically significant number of organizations will be examined. The questionnaire is a seven point Likert scale that will examine how strongly subjects agree or disagree with statements. The Likert scale will enable the use of an interval scale which increases that amount of statistical analysis that can be done. The survey was given to a selection of employees who are in a position to evaluate the use of information technology within an organization. This group includes chief executives, information technology managers, line managers, and information technologists. Regression analysis was adopted to determine if there is a relationship between survey results related to each independent variable and the dependent variable. The result shows that participants strongly agreed with questions related to information technology had a stronger correlation between decentralized decision making and productivity than participants that did not strongly agree. This supports the idea that information technology is a differentiation factor for the amount of perceived productivity increase an organization will experience when it decentralizes decision making. Organizations that plan to implement a decentralized decision making strategy with a goal of increasing productivity should utilize information technology to support that strategy.

Mohammad and Masoud (2014) examined the effect of office automation on improving management decision using a case of Tavan Battery Company. The survey asked respondents, and the managers, assistants, managers, staff (based

at the company's headquarters, located in Isfahan) and regional managers (based in branches 11 branches nationwide) Tavan Battery Company, which comprise of an office automation system deployed in the company are set that due to the limited availability of the entire population and the similarity of the whole society, managers based at the company's headquarters, located in Isfahan province, 42 people were selected as sample.

Statistical analysis was performed based on the information gained from the questionnaire there was a significant relationship between automation systems (including letters issued - for incoming mail using hindsight) and accuracy of decision-making and therefore it can be concluded that the accuracy of decision automation system administrators have a positive impact on improving efficiency. The study concludes that office automation system affects the timeliness of management decisions Statistical analysis was performed based on the information gained from the questionnaire there was a significant relationship between automation systems (including letters issued - Incoming mail - Hours of use - Perception

A study by Mosvi and Norozi (2014) concluded that computer capital and information technology labour spending contribute to firm's return on investment. They also indicated that effective corporations are spending more on information technology and have better information technology infrastructures. These information technology infrastructures establish a medium where information can be better distributed. Both managers and employees are able to be more productive in an environment that promotes open information access. A well-established infrastructure also helps create an environment that promotes decentralized decision making.

Sarafizadeh and Alipour (2015) on a study to explore the impact of automation systems in some areas of organizational communication have a field research. The results show that there is an effective system for automation of some aspects of corporate communications. The impact of informal exchanges in the fields of communication and organization, and office correspondence is observed, but no significant impact on personal and informal communication. Organizational automation system as well as the ease and speed of information exchange have a major role and have been successful in creating new channels of communication. Prevent some unnecessary communication when working is no longer results in the use of these systems in organizations. So in general we can say that this system had positive effects on communication within organizations and enhance communication channels and organizational connections are faster and easier.
Habibian (2014) investigated office automation systems in different world to the importance of information and information systems, development of various

information systems and office automation systems development, office automation and ergonomic advantages and disadvantages of different types of information systems and office automation system. In the paper the need to create systems that increase the productivity and efficiency of the offices, they are referred and the evolution of data processing system (DPS) has been developed management information systems and decision support systems, office automation systems. Finally, the fact that the application of office automation systems and practices through their transformation it is considered to be the main topics of ergonomics (human engineering) and resistance to change and appropriate techniques to overcome employee resistance. Using a systems perspective, the action changes and the implementation of office automation systems, are discussed.

Gap in the Literature

Many of the previous studies where done on examining office automation systems, importance of information and information systems, development of various information systems, office automation systems development, office automation, organizational communication, management decision, corporate sustainability, Influence on Productivity, employment and skills.None was done on workforce efficiency and on broadcasting corporation of Abia State as the study area of this work. Lastly, most of them where international studies and this present study intended to fill this gap.

METHODOLOGY

Research Design

This research adopted the survey research design which suited the research due its descriptive nature. Thus, the research instrument used to carry out this study was the questionnaire method. Extensive use was made of the questionnaire as a basic tool.

Sources of Data Collection

Both primary and secondary source of data were utilized in gathering the information relevant for this work.

Primary Data: Primary data consist of the use of questionnaire.

Secondary Data: Secondary data were also adopted in this research work especially in its reference in order to back up the theoretical work. Some of the secondary sources utilized included textbooks, lecture material, seminar paper and related articles in academic journals and from the internet.

Population of the Study

A population is made up of all conceivable elements or observations relating to a particular phenomenon of interest of the research subject or element.

Broadcasting Corporation of Abia State, totaling 240 staff (Annual Year book, 2017).

Sample Size Determination

For the purpose of this study, the researcher choose to determine the sample size using Taro Yamane formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size
N = population
e = level of significant error at 0.05
Substituting:

$$n = \frac{240}{1 + 240\ (0.05)^2}$$

$$\frac{240}{1 + (240 * 0.0025)}$$

$$\frac{240}{1.6}$$

n= 150
Therefore, the sample size for this study was 150 staff. The study made use of simple random sampling because it is distinguished by the fact that each population element has not only a known but equal chance of being selected twenty one.

Sampling Technique

This research study adopted a random sampling technique which made it possible for all the workers to have equal opportunity to being selected as the representative sample based on the total population of the two hundred and ten, a normal confidence level of 95% and error tolerance of 5% was used.

Description of the Instrument

The instrument for collection of data for this research study is questionnaire, as this is used to obtain the necessary data from the respondents. And also from the annual financial report of broadcasting corporation of Abia state, through their website. The extent of existence for all variables in the research area will be measured on a five-point Likert scale ranging from strongly disagree to Strongly Agree, ranging from 1 -5. Where Strongly Disagree (SD) =1; Disagree (D) =2; Neutral (N) = 3, Agree (A) =4 and-Strongly Agree (SA) = 5.

Method of data Analyses

Data for the study were analyzed using frequency distribution table, and percentages is used to analyze the data from the questionnaire, while simple

regression and correlation with the use of SPSS were used to analyze the hypotheses.

Data Presentation and Discussion of Findings

Distribution of questionnaire and response rate

Total copies of questionnaire	Respondents	Percentage (%)
Number returned	230	96.0
Number not returned	10	4.0
Total	240	100

Source: Field survey, 2018

From table 4.1, out of 240 questionnaires issued to the respondents 230 representing 96.0% were completely filled and returned while 10 questionnaires representing 4.0% were not returned. This indicates that good number of the questionnaire was attended to by the respondents.

RESULT AND DISCUSSION

Table 3.10 1

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.855[a]	.731	.730	.687	.731	539.072	1	198	.000	.082

a. Predictors: (Constant), AS

b. Dependent Variable: WE

Sources: Researchers computed using SPSS

Table 3.10.2

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	254.517	1	254.517	539.072	.000[b]
	Residual	93.483	198	.472		
	Total	348.000	199			

a. Dependent Variable: WE

b. Predictors: (Constant), AS

Sources: Researchers computed using SPSS

Table 3.10.3
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-.773	.174		-4.449	.000	-1.116	-.430
	PFG	.962	.041	.855	23.218	.000	.881	1.044

a. Dependent Variable: WE

Sources: Researchers computed using SPSS

Table **3.10.4**
Regression Coefficient

		Strategic planning	Organizational Productivity
Strategic planning	Pearson Correlation	1	331**
	Sign. (1-tailed)		.184
	N	240	101
Organizational productivity	Pearson Correlation	.331**	1
	Sig. (1-taifed)	.184	
	N		240

Sequel to the model summary on table 3.10.1, the R^2 which is the coefficient of determination between the dependent and independent. The R square value of 0.855 which elucidates that 86% of the change and variations in the dependent variable is caused by the independent variable and at a significant level of 1% that 0.000 at an Adjusted R-value, the coefficient is still positive signifying a strong correlation between automation strategic and workforce efficiency in broadcasting corporation of Abia state. From table 3.10.3 the above ANOVA table the P- value for the model was 0.000 which means that the model was statistically significant since the P-value was less than 0.005. More so, from table 3.10.4 the result of the above analysis revealed that the calculated t-value of 23.218 is greater than the table value (-4.449), therefore, the null (H_0) hypothesis is rejected, while the alternatives hypothesis (H_1) accepted. This implies that there is significant effect of automation strategy on workforce effectiveness in broadcasting corporation of Abia state. Furthermore, from table 3.10.1; since the p-value 0.331 is greater than 0.184that is (real 0.0.331 > rtab 0,184), the researcher reject Ho and accept the alternative hypothesis thereby concluded that there is significant relationship between automation strategy and employee's performance in broadcasting corporation of Abia state. This means that there is positive significant relationship between automation strategy and employee performance. This result is in support of Ongonge (2015) who opines that that automation strategy directly contributes to employee performance.

Findings

The main objective of the study is to investigate the impact on automation strategy on workforce efficiency with particular reference to broadcasting corporation of Abia state. The major findings of the study can be summarized as follows;

i. There was significant effect of automation strategy on workforce effectiveness as indicated table 3.10.1 were p-value 0.331 is greater than 0.184 that is (real 0.0.331 > r tab 0,184), the researcher reject Ho and accept the alternative hypothesis thereby concluded that There was significant effect of automation strategy on workforce effectiveness in broadcasting corporation of Abia state.
ii. There was significant relationship between automation strategy and employee's performance as shown in3.10.4 were the result of the analysis revealed that the Calculated t-value of 23.218 is greater than the table value (-4.449), therefore, the null (H_0) hypothesis is rejected, while the alternatives hypothesis (H_1) accepted. This implies that there was significant relationship between automation strategy and employee's performance in broadcasting corporation of Abia state.

CONCLUSION

Automation strategy system has been adopted by many broadcasting organization in order to enhance its performance. The empirical findings and analysis conducted in broadcasting corporation of Abia State shows that automation strategy can directly contribute to organizational performance. The significant correlation between different automation strategy steps and workforce efficiency, measured by using management perception of automation strategy and workforce efficiency which was also found in the relationship between the formality of automation strategy, management, employee and stakeholder's participation in automation strategy. Regarding the second approach to measuring the automation strategy effectiveness and employee performance (financial and non-financial) a significant correlation was found in the relationship between the automation strategy and employee performance. Hence, formality of automation strategy has been shown as the most influential and impactful in employee performance.

RECOMMENDATIONS

i. First and foremost, the study recommends that any organization that desires high output performance (financially and non-financial wise) should endeavour to embrace the principles of automation strategy which is embedded in strategic management.
ii. To avoid failure or the death of an organization, the managers of the organization should be committed to institutionalizing the practice of strategic management in its culture by ensuring that strategic planning permeates every

nook and cranny of the organization and making sure that strategies planned are implemented else it will be a waste of time and resources.

iii. The automation strategy plans should not be too many or cumbersome for implementing; rather, it should be realistic, simple to understand and to act upon. Employees should be made accountable for various aspects of the plan assigned to them.

iv. There should be a standard or benchmark for tracking the progress of the plan as it is being implemented. Resources needed for implementing the strategies should be made available at the right time, to the right people in the right quantity and quality.

v. There should be mechanism for feedback to ensure that actual output is not deviating from the planned output. Feedback mechanism is a very important aspect of strategic management that should not be neglected.

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