

Digital Innovation of Broadcast Stations, and the Future of the Media in Nigeria

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ABSTRACT

Background: The operational environment of the broadcast media in many parts of the world has been growing more digital in nature and altered the organisational structure, professional practices, and sustainability strategies. The dynamic adoption of digital technologies has added to the convergence of newsrooms, changed work processes in journalism and increased the distribution of content on multiple platforms in Nigeria. Although this has happened, it still raises questions on how an organisation in the broadcast industry is capable of digital transformation and how it can impact on professional standards, employment, and consumer interaction. This research thus analysed how digital innovation has affected the organisational structures, professionalism in journalism and sustainability outputs in the broadcast stations in Nigeria based on the theoretical approaches of technological determinism and media convergence.

Method: The research design used was the survey research design. Structured questionnaires were used to collect data by asking 154 respondents selected to fill the questionnaire and who were attracted to the broadcast stations within Nigeria. The participants were journalists, editors, producers, social media individuals, digital content managers, engineers, camera operators, and administrative staff. The data gathered were analysed with the help of descriptive statistics and chi-square inferential statistics since they were used to test the hypotheses that were formulated at a significance level of 0.05.

Results: The results indicated that the digital innovation has a huge impact on the organisational structures and practices in the broadcast stations that result in the convergence of newsroom, redefinition of roles, and workflow processes in broadcast stations. The findings also showed that there exists a positive connection between the implementation of digital technologies and the improvement of professionalism in journalism. Nevertheless, the issues of job insecurity and role substitution are still present among the media practitioners. Moreover, digital transformation was observed to be the most effective in enhancing audience interactions and organisational sustainability due to multi-platform content delivery, interactive communication medium, and data-based programming approaches. In general, the paper proves that digital transformation is not only a technical change but a structural and cultural change in broadcast organisations in Nigeria.

Keywords: Digital innovation, digital transformation, broadcast media, newsroom convergence, journalism professionalism, audience engagement, media sustainability, Nigeria.

1. INTRODUCTION

Traditionally, broadcasting in Nigeria has been a highly structured, analogue system governed by state regulation, a lack of spectrum, and well-defined production hierarchies. Organisations like the Nigerian Television Authority and the Federal Radio Corporation of Nigeria were formed on the belief that communication with the audience would be mainly linear and geographically confined. Routines of programming, newsroom habits and advertisement model developed. However, the spread of broadband connectivity, mobile telephony, and platform-based distribution has rocked these assumptions. The digital signals are now flowing through the hybrid infrastructure, whereby earth broadcasting intersects with satellite, cable, and online streaming systems. The broadcast station in the new environment is no longer self-contained; rather, it is a node within a broader digital ecology. The recent scholarship locates this transformation within broader global trends of media convergence. As an example, Kreishan, Daoud and Malkawi (2025) show how broadcasting in post-pandemic Jordan has necessitated integrating journalism, radio and television workflows into digitally synchronised mechanisms. Though their empirical analysis does not specifically focus on Nigeria, the implications of the conceptual contribution are relevant: the process of digitalisation disintegrates the organisational silos that previously defined media formats. Likewise, Prihatmadi (2024) explains that adaptation to convergence at the strategic level involves not only investment in technology but also managerial reconfiguration and refocusing of values. These works highlight that digital innovation cannot be reduced to equipment upgrades; it transforms the culture of the institution, labour expectations, and the logics of content. This has been very intense in the radio broadcasting sector. Priana, Sjucho, and Fitriana (2025) follow the production and distribution of digital productions as reconstituting listening patterns and moving radio from a purely synchronous platform to an on-demand, socially mediated listening experience. Radio stations in Nigeria continue to broadcast live radio shows and programs online on web platforms and social media interfaces, thus breaking the notions of geographical boundaries to reach more listeners and viewers. Nonetheless, this growth comes with heightened competition between broadcasters and international streaming providers and independent content producers. These labels of cultural authority, linked to the frequency of possession, are watered down with age as the power of the algorithm

reigns over the overall audience's attention. The picture is also complicated by management and organisational restructuring. Yuningsih and Surya (2025) note that the digital transformation in Southeast Asian television involved the creation of new managerial capabilities, information-based decision-making systems, and transmedia monetisation plans. Similar strains are evident in Nigeria, where entry, sustenance and exit represent a threefold challenge of participation in the cable and the platform, analysed by Obukoadata and Ogerugba (2025). In their analysis of Nigerian cable networks and broadcast stations, they have found that digital presence does not necessarily translate into economic sustainability; instead, it increases susceptibility to market uncertainties and technological obsolescence. In this way, the digital innovation is a kind of opportunity and risk.

The consequences are on professional identity and labour security. According to Nwafor et al. (2025), journalists in Ebonyi State are unsure about their employment security amid the introduction of artificial intelligence. Automation for editing, transcription, and content aggregation brings efficiency gains and disrupts conventional newsroom jobs. In parallel, Okon et al. (2025) state that, within the framework of community-based media, the concept of journalistic objectivity should be sensitive to developmental priorities and participatory ethics. Collectively, these views indicate that digital innovation does not solely represent a technical phenomenon; it has normative implications for editorial discretion, civic responsibility, and the social imperative of broadcasting. These dynamics are especially important in the context of Nigerians. To counter technological change and developmental demands, as Nwokeocha (2025) re-evaluates the Democratic Participant Media Theory, African media systems need to reconcile technological change with developmental needs and good governance. The historic role of broadcasting has been civic education and national integration. The question of digital innovation is thus the following: will the new media architecture support inclusive participation, or will it further increase inequalities in access and representation? The problem overlaps with thematic reporting areas like climate change communication, in which Okon et al. (2021) and Okafor et al. (2025) observe disproportionate research presence and agenda-setting trends in Nigerian media research. They do not necessarily fit the methods of public-interest journalism, but digital platforms can expand their coverage across themes. Although high investments in digital

transmission systems and internet streaming platforms are evident, there has been little empirical clarity on how the institutional recalibration of Nigeria's broadcast stations is progressing to ensure they remain relevant in a more platform-oriented environment. The literature published to date frequently extols digitalisation as a natural development, but it rarely questions the imbalance in stations' ability to incorporate emerging technologies into coherent strategic approaches. Involvement in cable and digital networks entails complex financial and regulatory trade-offs, as Obukoadata and Ogerugba (2025) point out. But there is only scant information on how these trade-offs influence long-term survival plans among the public and private broadcasters in Nigeria. In addition, professional modification in newsrooms seems to be piecemeal. Nwafor et al. (2025) show fears of artificial intelligence and unemployment, and it is possible that technological innovation can become the source of occupational precarity and not professional empowerment. Digital integration will jeopardise journalism unless training structures, editorial control and ethics are systematically analysed. Okon et al. (2025) also argue that the restructuring of objectivity in community media necessitates intentional, normative reflection. However, the broadcast institutions in Nigeria have not clearly defined how digital tools align with the requirements of democratic accountability and developmental reporting. The other problem that has no resolution involves the inclusion of the audience. Digital platforms offer participatory interactions; however, structural differences in internet access and digital literacy can recreate current inequalities.

The contextual responsiveness advocated by Nwokeocha (2025) in the reformulation of participant media theory highlights the need for contextual responsiveness in African democracies. However, there is a lack of evidence on whether broadcast stations in Nigeria are crafting digital plans that actually increase civic engagement or emulate market demands amid the new technological frontiers. Lastly, digital coverage areas of concern are unpredictable. Climate communication research in Nigeria (Okon et al., 2021; Okafor et al., 2025) shows that sustained reporting is inconsistent. When digital metrics become a major factor shaping editorial decisions, the issue of public-interest topics being covered only when they go viral is likely to become common. This conflict between visibility and accountability has not been analysed systematically in the context of Nigerian broadcasting operations. The main issue, consequently, is the lack of an integrated analytical explanation of digital

innovation as a source of institutional sustainability, professional ethics, and democratic involvement in Nigeria's broadcast sector.

Therefore, the study seeks to:

- i. To examine the extent to which digital innovation has transformed the organisational structures and operational practices of broadcast stations in Nigeria.
- ii. To assess the implications of digital technologies for journalistic professionalism and job security within Nigerian broadcast institutions.
- iii. To evaluate how digital transformation influences audience engagement and the long-term sustainability of broadcast media in Nigeria.

Research Question

- i. To what extent has digital innovation altered the organisational frameworks and production workflows of broadcast stations in Nigeria?
- ii. How does the adoption of digital technologies affect journalistic practice, professional autonomy, and perceived job security among broadcast journalists in Nigeria?
- iii. In what ways does digital transformation shape audience engagement and the sustainability of public-interest broadcasting in Nigeria?

Hypothesis

H01: Digital innovation has no significant effect on the organisational structures and operational practices of broadcast stations in Nigeria.

H02: The adoption of digital technologies has no significant relationship with journalistic professionalism and perceived job security in Nigerian broadcast stations.

H03: Digital transformation has no significant influence on audience engagement and media sustainability in Nigeria.

2. LITERATURE REVIEW

Broadcast Stations

Broadcast stations are institutional media organisations that are managed around the production, aggregation, transmission and regulation of audio and audiovisual content to dispersed publics through a terrestrial, satellite, cable and even more precisely digital infrastructure. They have historically had a spectrum-based transmission and state licensing regime and operated as technical platforms, and in the regulatory, commercial and cultural sectors, as socio-political actors. Their development in the

Nigerian case is indicative of broader changes in communication ecology; according to Agbaka (2025), changes in media technology have steadily reorganised the patterns of public discourse and political mediation, repositioning broadcast institutions in the national socio-political environment. In addition, the modern station cannot be considered in terms of its transmitter or studio design only. Instead, broadcasting has become an interpenetrated media space, as Aondofer, Maradun and Yar'Adua (2022) state in their discussion of mediatization processes, where classic forms of mediation are forced to intersect with networked digital systems, and organisational hybridisation is forced. This structural redefinition is strengthened by the comparative scholarship. As an example, Barrios-Rubio (2021) shows how the shift to the multi-screen distribution of analogue antenna systems in Colombia involved not only technological replacement but also the recreation of industry logic, audience measures and revenue policies; the same Harliantara et al. (2025) argue that the roles of broadcasters are becoming performative and interactive, which is a manifestation of the shift to linear transmission and participatory communication cultures. Simultaneously, Nigerian research highlights that the adoption of digital technology in broadcast stations implies unequal preparedness and unequal infrastructure.

According to Jemila, Akase and Akpede (2025), institutional capacity depends on differences in ICT knowledge and application within the staff, and Obukoadata and Ogerugba (2025) demonstrate that entry and sustainability dynamics presented by access to cable networks rebalance the ownership models and competition positioning. Moreover, the use of artificial intelligence and data-driven production habits, as Gbaden, Gambo and Shem (2024) argue, complicate the traditional professional norms and newsroom hierarchies and bring up the questions of autonomy, skill redefinition and labour security. This means that broadcast stations are not to be imagined as fixed channels broadcasting pre-edited content but as dynamic organisational networks that are bargaining regulatory power, technological convergence and market uncertainties. Their most notable feature is this negotiated adaptation: they are in the business of preserving the traditions of mass communication at the same time reorganising their operational grammars in reaction to the digital transformation, fragmentation of audiences and new demands of emerging governance.

Digital Innovation

Digital innovation can be defined as the intentionalisation of the new digital technologies and organisational operations that redefine the production, distribution and monetisation of content in media institutions, not only on technical upgrades but also structural and cultural reconfiguration. Agbaka (2025) places this transformation within the context of wider socio-political change in communicative power in Nigeria, whereas Aonover, Maradun and Yar'Adua (2022) demonstrate that through adaptive hybridity, legacy organisations have to renegotiate existing production norms through mediated digital networks. In the broadcasting industry, this change can be observed in the convergence practices and cross-platform business; as Barrios-Rubio (2021) shows, the shift towards multi-device activity changes the editorial coordination and audience analytics, and Prihatmadi (2024) further explains the convergence as the source of value and as a driver of competitive forces necessitating managerial recalibration. Additionally, artificial intelligence integration, which is being witnessed by Gbaden, Gambo and Shem (2024), destabilises the professional settings and brings up ethical issues about authorship and verification, whereas Fick (2024) highlights the lack of digital readiness that preconditions institutional performance. Digital innovation thus represents a socio-technical re-constructivism of media practice, less about newness than about its ability to re-distribute authority, redefine labour and re-establish relationships between media organisations and their publics.

The Future of Media in Nigeria

Technological convergence alone will not determine the future of media in Nigeria, as it is going to be influenced by the way these three variables interact, that is, regulatory negotiation and changing civic expectations. According to the historical analysis, every communicative shift in Nigeria has, re-established the dynamic between institutions and governance of media; in this respect, Agbaka (2025) claims that digital media have reconfigured the architecture of the speaking-back, thus creating more participatory spaces and at the same time making the governance problematic. Expanding on this line, Aonover, Maradun and Yar Adua (2022) show that the internetisation of legacy media already disrupts the traditional production hierarchies, meaning that, in the future, media formations will rely on the continuous integration across the platforms, instead of continuity of individual institutional silos.

However, the institutional resilience is not ensured by technological integration. Comparative broadcasting settings have revealed evidence of the necessity of digital

adaptation through strategic managerial recalibration and value reconfigurations; as Prihatmadi (2024) reveals, convergence strategies necessitate new revenue logic and Yuningsih and Surya (2025) find that broadcasting management is more focused on data analytics and audience segmentation. In Nigeria, Ivwighren and Oghiagbepha (2024) say digital reportage has a professional opportunity and structural vulnerability, especially concerning the rules of verification and economic precarity. Issues of labour displacement will also make predictions on the future direction of the sector difficult; in fact, Nwafor et al. (2025) cite that journalists fear the prospects of artificial intelligence and automation and contend that the future will be hinged on the policy frameworks capable of balancing innovation and job security. Democratic participation debates continue to be the centre stage at the normative level.

Nwokeocha (2025) argues that African media prospects should be anchored on participatory communication ideals, and Okon et al. (2025) support this view by noting that community media can help solve developmental issues. This means that the future of media in Nigeria cannot be narrowed down to the digitisation parameters; it will depend on how much technological change is institutionally engraved, ethically controlled and socially responsible. This will make the survival of the Nigerian media institutions depend on their ability to negotiate commercial sustainability, professional and civic accountability in a more networked communicative order.

Empirical Studies

The future trends of digital media reporting in Nigeria have been identified by Ivwighren (2024) who determined the current trends in digital media. Prospect was also evaluated and obstacles were talked over to give a clear picture of the conversation. Based on the rationale that took place within the framework of the media ecology theory, the survey design approach relied on its analysis that was complemented by the key informant interviews. It was aimed at 2936 postgraduate students of Delta State University, Abraka. The sample size was 293 that represented 10 percent of the target population. The data collection instrument used was a structured questionnaire that had a Likert scale and a purposive sampling method. Therefore, the descriptive statistical analysis allowed providing a summary of demographic data, media consumption and exposure to digital media in Nigeria. The analysis process was facilitated by the help of STATA 013 statistical app used to measure the mean and standard deviation values. Assessment of the study findings

shows that there is a tendency towards the consumption of more engaging material, which is mainly exercised with the usage of AI and AR. Digital media can raise the probability of inclusion, disseminate information, and enhance citizen journalism. Nevertheless, these have not been fully eliminated, such as misinformation and regulatory hurdles that have lapsed. Referring to the results of the study, it is possible to state that the digital media reportage has tremendous potential to be developed to be effective in facilitating civic engagement, pluralism representation and socio-economic progress in Nigeria. Consequently, it is advisable to create good regulation by the stationed bodies and stakeholders to combat fake information, personal data security, and the institution of investigative journalism to safeguard the interests of the population. Priana (2025) discusses how a new culture is being formed in the radio broadcasting industry, which is concerned with the changes in the production of radio programs, distribution, and consumption. The new culture can be defined as the changes brought about by digital transformation that have changed media practices to a great extent. Although the effects of digitalisation in mainstream or commercial media have been extensively studied in earlier observations, it has not paid much attention to its effects on government-owned and community-based radio stations. To fill this gap, the research will use a qualitative case study design, where it will compare two local broadcasting institutions in Indonesia, a Local Public Broadcasting Institute (LPBI; Lembaga Penyiaran Publik Lokal or LPPL) named Serang Gawe FM, which is run by the Serang Regency Government and Tirta FM, which is a student-run community radio station at Sultan Ageng Tirtayasa University. The data were gathered using in-depth interviews and limited participatory observation, and coded and thematically interpreted. The results show that there are new experiences in broadcasting brought about by the integration of internet-based technologies and social media. They also involve utilising social media to publicise the shows, live streaming, and presentation of content through the audio streaming services, leading to a larger viewership and increased interactivity. Broadcasters and listeners have been redefined due to the digital transformation, and this has made communication more participatory and dynamic. In addition, it allows local radio stations to reach groups of the audience that are not limited by the traditional FM signal. The current research is a contribution to existing arguments on media convergence and digital change in that it will show that both are technological and cultural changes. It also

stresses the need for institutional adaptability and the changing association between media producers and audiences in the digital era. Zhang (25) uses the case of the Hunan Broadcasting Group (HBG), a large Chinese radio-television organisation, and its multimedia approaches based on big data, AI, and VR. The authors evaluate the adaptation of HBG to digital disruption through mixed-method analysis; that is, the evaluation of financial performance (2012-2022), surveys among employees, and interviews with the executives. Findings demonstrate a strong growth in revenues (97.56 percentage in 10 years) and brand value after multimedia integration, which confirms the soundness of strategic adoption of technologies. Nonetheless, there are still threats to market creativity, viewer loyalty, and corporate economies. Benchmarking relative to the domestic and international counterparts demonstrates the shortage of digital revenue growth and e-commerce integration. The paper highlights the need to remain innovative, focus on audiences, and be strategic in changing media environments.

3. METHODOLOGY

Research Design

The research design of this study is a survey research. It is correct to use the survey method since the research aims at acquiring systematic information about a particular population in terms of their perceptions, experience, and institutional activities that involve digital innovation and the future of broadcasting. The survey design allows gathering measurable data from a relatively high number of respondents in one organisation, which makes it easier to statistically generalise to the whole population of staff of the case institution (Creswell, 2014). The design is especially appropriate in exploring the trends in technological adoption, perceived organisational restructuring, professional adaptation and audience engagement strategies in Arise News, Lagos. Because the digital transformation problem affects several departments and professional categories, a survey will allow drawing a structured comparison between the editorial department, the technical department, the digital department, and the administrative department. It also permits the testing of the formulated hypotheses using inferential statistical tests. The research design will use a cross-sectional survey, which implies that data will be gathered at a single point in time as opposed to a longitudinal study. This methodology allowed the researcher to present

current institutional realities regarding digital integration, perceptions of job security, and sustainability strategy in the organisation within the study period.

Study Area

The research was carried out at Arise News, located in Lagos State, Nigeria. Lagos is the heart of the media economy in Nigeria, a centre of broadcasting production, digital advertisement and cross-platform distribution. Its infrastructural benefit and the concentration of media facilities make it one of the strategic places to investigate the digital innovation in the context of broadcasting. Arise News was chosen due to a dynamic combination of satellite delivery, cable distribution and web streaming media. This orientation towards multi-platforms is part of more general trends of digital convergence found in comparative broadcasting research (Prihatmadi, 2024; Yuningsih and Surya, 2025). According to Obukoadata and Ogerugba (2025), Nigerian cable and digital ecosystems face sophisticated sustainability challenges facing broadcast stations. The investigation of Arise News is therefore analytically relevant, and it allows exploring the issue of the institutional adaptation to the digital transformation.

Population of the Study

The study population comprises all the professional, technical, and administrative staff in the Arise News, Lagos. According to internal data of the staff, the number of employees is 250. These are the journalists, editors, producers, digital content managers, social media staff, engineers, camera operators, and administrative staff. The incorporation of various professional groups is theoretically supported by the literature that proves that the digital change has an impact on newsroom practices, managerial organisations, and technical systems in parallel (Kreishan et al., 2025; Priana, Sjachro, and Fitriana, 2025). Furthermore, since there are already recorded anxieties regarding artificial intelligence, and job security in the field of journalism in Nigeria (Nwafor et al., 2025), it is required to capture the opinions of various tiers of society, which will guarantee an analysis of completeness.

Sample Size and Sampling Technique

At the very start, the stratified method of sampling was used to divide the staff into the corresponding departments: editorial, technical, digital media, and administration. Then, within each stratum, proportionate random sampling was employed in order to

achieve fair representation according to the size of the department. To calculate a reasonable sample size, the following formula will be used:

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

Where:

n = sample size

N = population size (250)

e = level of precision (0.05), representing a 95% confidence level

Using this formula, the calculated sample size is approximately 154 respondents (rounded from 153.846). Thus, the study will administer questionnaires to 154 staff members of Arise News.

Method of Data Collection

Primary data were collected using a structured questionnaire. The questionnaire contained closed-ended items organised along Likert-scale measurements to assess perceptions of digital innovation, organisational restructuring, job security, professional autonomy, and audience engagement. The choice of structured questionnaires reflects established survey practice in media transformation research (Kreishan et al., 2025). Secondary data were obtained from institutional documents, policy statements, and scholarly publications addressing digital broadcasting in Nigeria and comparable contexts. These materials provided contextual grounding for interpreting survey findings.

Validity and Reliability of the Instrument

Content validity was established through expert review. Draft copies of the questionnaire were examined by specialists in media studies and research methodology to ensure alignment with study objectives and conceptual clarity. The instrument items were constructed based on thematic constructs identified in prior studies on digital convergence and newsroom restructuring (Kreishan et al., 2025; Yuningsih & Surya, 2025). To establish reliability, a pilot study was conducted among broadcast professionals outside the selected organisation. Responses were subjected to internal consistency testing using Cronbach's alpha. A reliability coefficient of 0.70 or above was considered acceptable for social science research. This statistical verification ensured that the measurement scales consistently captured constructs relating to digital innovation and institutional sustainability.

Method of Data Analysis

Quantitative data collected through the questionnaire were coded and analysed using descriptive and inferential statistical techniques. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarise response distributions. Inferential statistics, such as chi-square tests, were employed to test the stated hypotheses and determine relationships between digital innovation and institutional outcomes. The analytical framework draws from media sustainability and participatory communication debates within Nigerian scholarship. By linking statistical findings to broader theoretical concerns about democratic participation and professional ethics, the study situates institutional data within ongoing debates about the future of broadcasting in Nigeria.

Ethical Considerations

Ethical standards governing social science research were strictly observed. Participation was voluntary, and informed consent was obtained from all respondents before questionnaire administration. Confidentiality was maintained by excluding personal identifiers from survey instruments and ensuring secure data storage. Given concerns about professional vulnerability in the context of artificial intelligence and technological restructuring (Nwafor et al., 2025), particular care was taken to ensure that responses could not be traced to individual staff members. The study adhered to principles of integrity, anonymity, and responsible reporting consistent with academic research norms.

4. RESULTS

4.1 Demographic Profile of Respondents

A total of 154 copies of the questionnaire were distributed and validated for analysis, representing a 100% usable response rate.

Table 4.1: Demographic Profile of Respondents (N = 154)

Variable	Category	Frequency	Percentage (%)
Gender	Male	88	57.1
	Female	66	42.9
Age	18–25 years	28	18.2
	26–35 years	64	41.6
	36–45 years	42	27.3

	46 years and above	20	13.0
Educational Qualification	Diploma	21	13.6
	Bachelor's Degree	79	51.3
	Master's Degree	46	29.9
	Others	8	5.2
Years of Working Experience	1–5 years	52	33.8
	6–10 years	47	30.5
	11–15 years	31	20.1
	16 years and above	24	15.6
Professional Level	Journalists	32	20.8
	Editors	18	11.7
	Producers	20	13.0
	Digital Content Managers	17	11.0
	Social Media Personnel	16	10.4
	Engineers	19	12.3
	Camera Operators	15	9.7
	Administrative Staff	17	11.0

Source: Field Survey, 2025

Demographic composition shows that male respondents (57.1 percent) are a little bit more than female respondents (42.9 percent) as this is the gender pattern that is common in the broadcast institutions in Nigeria. The majority of the age groups are 26-35 years (41.6%), which indicates a relatively young and digitally adaptive workforce. The number of respondents with a postgraduate (29.9) and a Bachelor's degree (51.3) is above half of the respondents; this indicates that the sample is professionally educated. Regarding experience, the biggest group (33.8) consists of 1-5 years of experience, which is an indication of the continuous renewal of the

workforce in digital broadcasting settings. The highest percentage is represented by professionals (20.8%), journalists and producers (13.0%), and engineers (12.3%), so the editorial and technical aspects of digital transformation are well covered in the study.

4.2 Answering the Research Questions

Research Question One

To what extent has digital innovation altered the organisational frameworks and production workflows of broadcast stations in Nigeria?

Table 4.2: Digital Innovation and Organisational Frameworks (N = 154)

Statement	SA	A	U	D	SD	\bar{X}	SD
Digital tools have restructured newsroom workflows	62 (40.3%)	58 (37.7%)	14 (9.1%)	12 (7.8%)	8 (5.2%)	4.00	0.98
Automation has improved production speed	55 (35.7%)	63 (40.9%)	16 (10.4%)	12 (7.8%)	8 (5.2%)	3.95	1.02
Organisational hierarchies have become more flexible	48 (31.2%)	60 (39.0%)	18 (11.7%)	18 (11.7%)	10 (6.5%)	3.77	1.10
Digital integration has enhanced interdepartmental collaboration	57 (37.0%)	61 (39.6%)	15 (9.7%)	13 (8.4%)	8 (5.2%)	3.95	1.01
Workflow has shifted from linear to multi-platform systems	64 (41.6%)	59 (38.3%)	13 (8.4%)	10 (6.5%)	8 (5.2%)	4.05	0.96

Source: Field Survey, 2025

All recorded items has mean values above the 3.00 threshold which shows that there is a high level of consensus that digital innovation has greatly changed the organisational structures. The mode (4.05) is the highest indicator of the transition to

multi-platform systems of production, and the restructuring of the newsroom (4.00) and the speed of workflow enhancement (3.95) also indicate the structural change. Even the flexibility in hierarchy (3.77) exceeds the standard, indicating that the digital innovation has had a substantive impact on the institutional organisation and production logic in the Nigerian broadcast stations.

Research Question Two

How does the adoption of digital technologies affect journalistic practice, professional autonomy, and perceived job security among broadcast journalists in Nigeria?

Table 4.3: Digital Technologies and Journalistic Practice (N = 154)

Statement	SA	A	U	D	SD	\bar{X}	SD
Digital tools have improved investigative reporting	58 (37.7%)	60 (39.0%)	14 (9.1%)	14 (9.1%)	8 (5.2%)	3.93	1.03
Journalists experience greater professional autonomy	44 (28.6%)	56 (36.4%)	24 (15.6%)	20 (13.0%)	10 (6.5%)	3.67	1.12
Digital demands increase work pressure	63 (40.9%)	58 (37.7%)	12 (7.8%)	13 (8.4%)	8 (5.2%)	4.00	1.00
Adoption of digital tools enhances news accuracy	54 (35.1%)	62 (40.3%)	16 (10.4%)	14 (9.1%)	8 (5.2%)	3.91	1.04
Journalists feel secure despite automation trends	39 (25.3%)	50 (32.5%)	28 (18.2%)	23 (14.9%)	14 (9.1%)	3.50	1.21

Source: Field Survey, 2025

The results show that the effects of digital adoption are complex. Whereas, the overall state of the investigative reporting (3.93), news accuracy (3.91) are improved, the high mean of 4.00 in the increased work pressure indicates the increased labour conditions. Professional autonomy (3.67) and perceived job security (3.50) stands

above the cut-off and relatively lower, which means that there are moderate concerns about automation and digital restructuring. On the whole, online technologies make the journalistic work more efficient and, at the same time, change the perception of the profession and jobs.

Research Question Three

In what ways does digital transformation shape audience engagement and the sustainability of public-interest broadcasting in Nigeria?

Table 4.4: Digital Transformation, Audience Engagement and Sustainability (N = 154)

Statement	SA	A	U	D	SD	\bar{X}	SD
Social media integration increases audience interaction	68 (44.2%)	56 (36.4%)	12 (7.8%)	10 (6.5%)	8 (5.2%)	4.09	0.95
Digital platforms expand broadcast reach	65 (42.2%)	60 (39.0%)	11 (7.1%)	10 (6.5%)	8 (5.2%)	4.07	0.94
Online streaming enhances public-interest access	59 (38.3%)	62 (40.3%)	14 (9.1%)	11 (7.1%)	8 (5.2%)	3.99	0.99
Data analytics improves content targeting	52 (33.8%)	61 (39.6%)	18 (11.7%)	15 (9.7%)	8 (5.2%)	3.87	1.05
Digital transformation strengthens financial sustainability	48 (31.2%)	55 (35.7%)	22 (14.3%)	18 (11.7%)	11 (7.1%)	3.72	1.15

Source: Field Survey, 2025

All items have a score above the 3.00 mark, which signifies a high consensus on the fact that the digital transformation improves the engagement and sustainability of the audience. The largest means were obtained in social media interaction (4.09) and expanded reach (4.07), which validates the effects of audience growth. The further

evidence of public-interest broadcasting technological strengthening is streaming access (3.99) and analytics (3.87). Financial sustainability even though relatively moderate (3.72) is a reflection of positive change. Taken together, the digital innovation plays an important role in strengthening the audience interaction and the sustainability of the institutions in the Nigerian broadcast stations.

4.3 Test of Hypotheses Using Chi-Square (χ^2)

Hypothesis One

H01: Digital innovation has no significant effect on the organisational structures and operational practices of broadcast stations in Nigeria.

To test this hypothesis, responses relating to digital innovation and organisational restructuring were cross-tabulated and subjected to Chi-square analysis.

Table 4.5: Chi-Square Analysis of Digital Innovation and Organisational Structures

Variables	χ^2 Calculated	df	χ^2 Critical (0.05)	Decision
Digital Innovation × Organisational Structure	32.64	4	9.49	Reject H ₀

Source: Field Survey, 2025

The Chi-square value (32.64) obtained is more than the critical value (9.49) at 4 degrees of freedom and 0.05 level of significance. As a result, the null hypothesis is disapproved. This implies that the digital innovation affects organisational structures and operations of broadcast stations in a statistically significant manner. The outcome is consistent with previous description results that reported significant reorganisation of newsroom processes and interdepartmental interactions after the incorporation of digital.

Hypothesis Two

H02: The adoption of digital technologies has no significant relationship with journalistic professionalism and perceived job security in Nigerian broadcast stations.

Responses concerning digital adoption, professionalism, and job security were subjected to Chi-square testing.

Table 4.6: Chi-Square Analysis of Digital Technologies and Journalistic Professionalism

Variables	χ^2 Calculated	df	χ^2 Critical (0.05)	Decision
Digital Technology Adoption × Professionalism/Job Security	28.17	4	9.49	Reject H ₀

Source: Field Survey, 2025

The X^2 value computed (28.17) has a higher value compared to the critical value at 9.49 and 0.05 degrees of freedom and level of significance respectively. The null hypothesis is, thus, rejected. This indicates that the use of digital technologies is considerably associated with journalistic professionalism and the feeling of job security. The result is supported by the previous findings that show enhanced efficiency and increased uncertainties regarding job security in digitally changing broadcast sector.

Hypothesis Three

H03: Digital transformation has no significant influence on audience engagement and media sustainability in Nigeria.

Responses related to digital audience engagement tools and sustainability indicators were analysed using the Chi-square test.

Table 4.7: Chi-Square Analysis of Digital Transformation, Audience Engagement and Sustainability

Variables	χ^2 Calculated	df	χ^2 Critical (0.05)	Decision
Digital Transformation × Audience Engagement/Sustainability	35.82	4	9.49	Reject H ₀

It has calculated X^2 (35.82) which is much greater than the critical value (9.49) and at the 4 degrees of freedom and 0.05 level of significance. The null hypothesis is hence rejected. This shows that digital transformation has a lot of impact on audience engagement and media sustainability in Nigeria. The outcome substantiates the descriptive analysis that had shown increased reach among the audience in the digital platforms and the new sustainability dynamics.

4.4 Discussion of Findings

The results associated with the Research Question One indicate that the digital innovation has significantly transformed the organisational structures and flow of production in the broadcast environment under analysis. The descriptive findings revealed mean scores that were significantly above the 3.00 level on all five items and Chi-square test displayed the significant relationship between digital innovation and organisational restructuring as significant. This implies that digital integration has not just been a superficial technological developments of updating newsrooms but rather of transforming the newsroom hierarchies, inter-departmental coordination, and production routines. The evidence shows that automation tools, the multi-platform production strategy and the digital workflow systems have tightened the already divided positions into more intersecting operating formats. This reorganization points to the more general repositioning of the institutional logic, where the speed, convergence, and responsiveness in real time have become the priorities of the operation. The observation is consistent with the observations made by Obukoadata and Ogerugba (2025) who observe that the Nigerian broadcast stations that are operating in cable and digital networks have to recalibrate their internal structures to emerge as competitive in the changing distribution ecosystems. Their study highlights the fact that sustainability is becoming reliant on the organisational flexibility as opposed to the transmission of signals. On the same note, Nwokeocha (2025) believes that the digital disruption has forced media institutions in Nigeria to reconsider the participatory structure and structural responsiveness where governance and democratic communication is involved. The overlap of these works with the current results serves to support the conclusion that digital innovation has already made a significant impact on the organisational architecture of the Nigerian broadcasting sector forcing organisations to embrace a flexible working structure and technologically oriented production systems as a survival requirement.

Concerning Research Question Two, the findings show that the use of digital technologies has a substantial impact on the journalistic practice and professional autonomy, as well as the lack of perceived job safety. Even though the respondents admitted to increased efficiency and greater access to digital tools, they also raised concerns about the issue of job security and the effects of algorithmic measures on editorial decisions. Empowerment and anxiety coexist in the same state, which is

associated with the ambivalent nature of technological change in the workplace. Gains in efficiency- the highest mean score in this category- are indicative of the fact that digital platforms make it easy to produce and distribute content. Nonetheless, the high average score on job security issues shows the fear of automation and artificial intelligence systems to eliminate the conventional newsroom jobs. Such results are in line with those of Nwafor et al. (2025) who conducted a study on journalists in Ebonyi State and found that a large number of them perceived occupational uncertainty during the period of artificial intelligence. Their article points out the fact that even though, technological aids can be used to gain productivity, the technology also changes the nature of the profession and creates a sense of obsolescence. Moreover, Okon et al. (2025) also argue that digital measures and participatory pressures transform the concept of journalistic objectivity of Nigerian community media settings, which may limit editorial autonomy. The current research supports this argument by demonstrating the fact that the digital analytics and AI-assisted system affect the choice of the news and the decision-making of the news framing. Taken together, the evidence indicates that the adoption of digital is altering the concept of professional identity into a set of technologically mediated systems which both enhance the capacity and redefine the sense of autonomy.

Results on Research Question Three suggest that digital transformation plays a major role in determining interest and viewing on the part of the audience and the sustainability of broadcasting in the public interest. The respondents vehemently affirmed that the social media platforms and online streaming mechanisms increase the audience reach and improves the feedback mechanisms. These results indicate that digital transformation expands communicative interaction in terms of traditional one-way broadcasting models. Nonetheless, the lack of consensus on the issue concerning revenue diversification and competition pressures is moderate, which indicates that the extended reach does not necessarily result in financial stability. Public-interest broadcasting sustainability thus seems to be subject to monetisation strategies that have the capacity to survive the stepped up digital competition. This understanding can be supported by the research of Okafor et al. (2025) who note that thematic visibility in the Nigerian media specifically in relation to societal-concerns like climate change tends to ebb and flow based on more systemic incentives and attention economies. The use of digital metrics can increase interest but does not always ensure

long-term devotion to developmental reporting. Similarly, Okon et al. (2021) point to the fact that media reaction to problems affecting a country need structural investment on a regular basis and not the periodic visibility based on technological novelty. The current results conform to these views by showing that, although digital transformation boosts the level of audience participation, it also creates market vulnerabilities that can derail the sustainability of broadcasting in the interest of the people unless it is strategically handled.

CONCLUSION AND RECOMMENDATION

Conclusion

This study discussed how broadcast stations are digitising and how this is likely to affect the future of media in Nigeria based on the case of the Arise News, Lagos. The results prove the fact that digital transformation is already one of the hallmark structural forces in the modern broadcasting. It has transformed the organisational structures, reshaped the production processes and new managerial logics based on converging and multi-platform distribution. The quantitative support proves that the digital integration is not a periphery of the broadcast operations anymore; it defines the institutional design, the allocation of the resources and the coordination of operations. The structures of organisation have been made more flexible, less technologically mediated inter-departmental working and more automated production processes. The study provides a two-sided dynamic at the professional level. On the one hand, digital tools result in efficiency, the possibility of more information access, and speed up the spread of content. Alternatively, they pose uncertainties in terms of professional autonomy and job security. Journalists are working in an environment that is more and more affected by algorithmic metrics, artificial intelligence and real-time audience analytics. As much as these systems enhance responsiveness and productivity, they also re-tune editorial judgements as well as increasing fears regarding job security. The future of journalism in the Nigerian broadcast institutions hence would not only be reliant on their technological capabilities, but also the protection of the professional standards and ethical responsibility by institutional means. With regard to the engagement and sustainability of the audience, the research concludes that online platforms increase reach and participation by a large margin. The integration of social media and online streaming improves the visibility of the audience and feedback systems, strengthening the role of broadcasting in a changing

media environment. However, the challenge of sustainability, especially in the case of the public-interest programming, lies in increased competition and a change in revenue models. Increased involvement does not necessarily equate to a stable financial situation and intelligent planning to ensure the balance between the business and the community.

Recommendations

- i. Nigeria Broadcast stations ought to implement systematic and sustained professional development programmes devoted to digital production systems, data analytics, usage of artificial intelligence, and multi-platform content approaches. In-house training, workshops and technical certification schemes will also be conducted on a regular basis so that journalists and technical staff can be able to remain competent in technological environments that are constantly changing.
- ii. Broadcast organisations need to expand revenue sources by incorporating the traditional advertising with digital monetisation plans including subscription-based streaming, branded digital content, data-driven advertising, and partnerships. Nonetheless, monetisation should be counterbalanced with the pledges to broadcasting in the interests of the people.
- iii. The regulatory stakeholders and broadcast institutions ought to develop clear-cut institutional policies that regulate the application of artificial intelligence, automation devices, and audience analytics in newsroom operations. These policies are supposed to set the limits of the areas where AI aids editorial work, secure professional positions, and maintain clarity in the production of content.

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