

Moderating Influence of Communication Technology on Programme Content Creation and Marketing Performance of Television Stations in South-South, Nigeria

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ABSTRACT

This study investigated the moderating influence of communication technology on programme content creation and marketing performance of television stations in South-south, Nigeria. The study adopted a quantitative research method and the cross-sectional survey research design was employed, the hypotheses testing research design was used with a correlational method of investigation. The theoretical foundation of the study was the technological acceptance theory or model. The population of the study was the nineteen (19) television stations operating in the south-south region of Nigeria which was fully studied as a census study. However, three managers; programme manager, marketing manager and the general manager in each television station constituted the respondent of the study. Thus, fifty seven (57) respondents were employed for the survey. Data were collected through primary sources. Fifty seven (57) copies of the questionnaire were distributed to the managers of the television stations, three (3) copies to the managers in each of the firm; programme manager, marketing manager and the general manager. The study employed both descriptive and inferential statistics for the analysis of data with the aid of the statistical package for social sciences (SPSS), version 25.0. The findings of the study shows that, communication technology positively and significantly moderates the relationship between programme content creation and marketing performance in the context of television stations in south-south, Nigeria. The study concludes that communication technology improves content marketing and brings about marketing performance. We therefore recommend that, management of television stations in south-south Nigeria should make significant investment in communication technologies. This will successfully drive programme content creation and bring about enhanced marketing performance of the television stations in south-south, Nigeria.

Key words: Moderating influence, communication technology, programme content creation, marketing, and performance.

1.0 INTRODUCTION

The television sub-sector of the communication industry in Nigeria came to the fore in 1959 with the advent of the first television station in the western region of Nigeria (Udomiser, 2013). This was followed by the introduction of eastern and northern television stations, including the establishment of the federal government television stations in the 1960s. Important to note that the Nigerian state experienced the establishment of several television stations following the creation of new states in 1975 for the purpose of driving educational and political activities in our various regions and states by enhancing development communication in Nigeria (Udomiser, 2013).

Furthermore, in identifying the needs and expectations of Nigerians to have a centrally managed television sub-sector, the broadcasting organization of Nigeria (BON) was established to coordinate and unify all the stations in the various states and Nigeria in order to have a well-integrated and coordinated coverage of the second all African games which was hosted by Nigeria in the year 1973 (Udomiser, 2013). Thus, today, the television industry is undergoing transformation due to globalization and communication technologies which have shaped relative marketing performance of the players in the industry.

Marketing performance is the ability of organizations to ensure provision of valuable goods and services to their target markets as well as meeting the expectations of stakeholders; customers, employees, suppliers/distributions, shareholders, the community and the publics (Kortler & Keller, 2012). Thus, marketing performance is the successes or failures recorded by business firms in terms of stated marketing goals and objectives in comparison with the actual performance of marketing in a fiscal year (O'sullivan & Abela, 2007). Again, marketing performance evaluate the successes and failures of the work organization in the light of qualitative and quantitative variables; market share, sales growth, profit growth, shareholders wealth maximization, return on investment, customer satisfaction, employee retention and productivity (Nur & Zulkifli, 2014).

Programme content creation is a way a television station or communication's institutions generate topical ideas which expresses appeal to the market or target audience by generating or creating written and audio-visual contents around the ideas and driving the contents or information and making it available or accessible to the target market or audience through the digital media or the traditional media vehicles (Chalaby, 2012). Thus, successful programme content implementation requires communication technology. Despite the benefits associated with communication technology, the investigation of the moderating influence of communication technology on the relationship between programme content creation and marketing performance in a context specific of television stations in south-south, Nigeria was neglected by previous studies in the programme content and marketing performance literature.

However, Opara and Azuonwu (2020), studied the moderating role of technology on the relationship between marketing channel strategies and organizational performance in the context of quoted brewery companies in south-south, Nigeria. The study employed partial correlation. Again, Saqib, Zarine and Srinivas (2018), evaluated technology orientation and moderating effect on the relationship between knowledge management practices and performance of SME manufacturing organizations in Sultanate Oman. The study employed quantitative research methods. In addition, Ghezali and Boudi (2021), evaluated the moderating effect of information technology capabilities on the relationship between marketing mix and corporate entrepreneurship. The study made use of multiple regression analysis. Furthermore, Nuseir and Aljumah (2020) studied the role of digital marketing in business performance with the moderating effect of environmental factors among small and medium enterprises of United Arab Emirates. The study made use of structural equation modeling with SMART PLS.

Empirical literature on the moderating influence of communication technology on programme content creation and marketing performance of television stations in south-south, Nigeria is missing in the content creation and marketing performance literature. This study seeks to address this gap in the literature by empirically investigating the moderating influence of communication technology on the relationship between programme content creation and marketing performance in the context of television stations in south-south, Nigeria, which is anchored on the technology acceptance theory. Therefore, the objective of this study is;

- i. To investigate the moderating influence of communication technology on the relationship between programme content creation and marketing performance of television stations in south-south, Nigeria

2. Literature Review

2.1 Theoretical Framework

2.1.1 The Technology Acceptance Theory

This study foundation is the technology acceptance theory or model. This is a theory that is widely used to explain people's acceptance and usage of technology. This theory is credited to the pioneering works of Davis in 1989 as a popular research prescription; it is employed to predict the use and acceptance of technologies by individuals, particularly information and communication technologies (Surendran, 2012). There are two critical factors associated with this theory, the perceived usefulness and the perceived ease of using the technology is salient in computer usage and the associated behavior of individuals leveraging the technology. Technology acceptance model (TAM) is composed of four variables; perceived ease of use, perceived usefulness, attitudes and actual behaviors (Momani & Jamous, 2017).

The development and adoption of Technology acceptance theory stems from three phases which are adoption, the technology will be tested and adopted upon several

information system applications. In the stage of validation, research scholars noted that TAM employs objectives evaluation and measurement of users. The extension premise introduce many research scientist coming up with new variables/constructs and association between the TAM variables (Moman & Jamous, 2017). Understanding technology acceptance theory from these premise, will lead to better prediction of the employment and usage of new information resources. Confidence in the employment of technology improves employees' control, flexibility and competent use of information. Thus, the relevance of technology acceptance theory is that successful programme content creation and operationalization demands the employment of technology. Again, marketing performance management in a digital 21st century requires the use and application of technology.

2.2 The Concept of Programme Content Creation

Programme content creation is the process of generating topical ideas and making the contents or information accessible and available to the audience or market through the traditional or digital media (Chalaby, 2012). Programme content creation is the process of researching, writing, gathering, organizing and editing information for publications. It means programming materials, written works, arts, videos and photos which are intended for public consumption (Okereke & Oklobia, 2022). According to Aguilera-Moyano, Banos-Gonzalez and Ramirez-Perdigero (2015), programme content creation could be defined as contents generated around a brand which can be informative, educational and entertaining, targeting a group of customers through the traditional or digital media.

Programme content creation encompasses content marketing and branded entertainment and has the characteristic of content varieties such as news content, business content, entertainment content, cultural content and educational content (Pulizzi, 2012; Lopresti, 2013; Duncan, 2012). Programme content creation is usually branded, and highly news and educational oriented, and mostly developed in the offline traditional media or online digital media environment. Today, programme content creation and content marketing is what most organizations are leveraging on to effectively communicate their contents enveloped in the brands. It can be written, audio messages, videos and photos built around the brands; products and services which are communicated through marketing communication media in order to achieve customers' acceptance (Okereke & Oklobia, 2022).

Programme content creation, which is an aspect of content marketing, is highly important in today's competitive business environment, and digitalization, that have taken over both the traditional and online marketing communication media. Again, all of these media are important and can be leveraged for several reasons which include information, education, entertainment, persuasion etc (Obono & Madu, 2010). Programming content remains a vital strategy for attracting audiences and the

determination of the potential of the media. Example, the television stations as a communication media, has the merit of utilizing vision for mass communication, and developing significantly to influence the lives of all segments of the society (Obono & Madu, 2010). It is therefore, highly laudable because information disseminated through the television significantly influence the perception, attitude, behavior and world view of consumers.

Programme content creation requires developing rich and competitive content that will attract audiences to the content vehicle or media. The development of rich and value creating content will attract customers to the media carrying the content, improve the media market share, generate revenue and sustainability of the media, whether traditional or digital media (Uduma, Nwoga & Chukwu, 2020). Hence, content development around news, business, entertainment, cultural and education should be value driven, rich enough to evoke the interest of audience and ensure regular visitation of customers to the media/content. This will improve the performance of the media in terms of market share, revenue growth and profitability (Uduma, Nwoga & Chukwu, 2020).

Programme content creation as an aspect of content marketing plays prominent roles in media content communications. It is a leading marketing technique in digitization of both the traditional media and the online communication media and employs the point of views of customers to build relationships by creating and sharing consumer engaging content in both the traditional, and online or social media (Charmaine, 2017). Programme content that is well designed and rich, will attract more customers and visitors to the media, and this will improve the exceptional performance and sustenance of the media (Charmaine, 2017; Koljonen, 2016). Again, viable marketing communication media should be the value to drive good content. This is because, the marketing communication media are important in branding the content and make the contents connect with the audience in the market.

Companies operationalize content marketing programme in order to attract more customers' attention to their brands. Pullizzi (2010), articulated the construct of content marketing from the Content Marketing Institute (CMI), and the whole idea is to pull customers to the company and its brand content. Unlike promoting a company's offerings in the marketplace, programme content creation as a content marketing characteristic, is a branding strategy that creates and ensures the involvement of target customers. Marketers create and share brand stories through the media to make the target consumers more familiar with the company's brand (Obono & Madu, 2010). So, Programme content creation is perceived as similar to publishing, advertising, inbound selling and storytelling.

Programme content creation involves the marketing and business process for the creation and distribution of relevant and valuable content in order to attract, win and engage the target customer group, with the aim and objectives of influencing profitable customer actions (Pullizzi, 2010). Imperatively, in implementing content marketing

programme, the organisation should limit itself to authentic stories around the brand. The main thrust of programme content creation is the development and distribution of authentic brand stories, and the avoidance of communicating deceptive contents to the market. The essence of communicating objective and authentic content around a company's brand is to attract customers' involvement and commitment to the content, and invite more visitors/customers to the media vehicle communicating the content (Charmaine, 2017).

Programme content creation can be developed and communicated through the offline traditional media or the online digital media. Irrespective of the vehicle carrying the content, the content should be superior, rich and have the potential of meeting or exceeding audience expectations. Again, the content should be superior relative to contents communicated by competition in the industry or market (Abimbola, 2001). Hence, superior content creation in the market is a competitive strategy for demand management in most industries. Therefore, programme content creation and its operationalization should be done in a way that will stimulate demand, improve market share and retain audiences. It is expedient for the executives in the organization to harness resources and optimally apply these resources for the creation of rich, viable and superior programme content in the marketing communications media space (Koob, 2021; Kee & Yazdanifard, 2015). Thus, implementing programme content requires employment of resources.

The development of contents, operationalization and marketing of these contents in any of the media spaces whether online or offline media is imperative to the growth of the firms market (Ganesh & Chettiar, 2002). Content creation therefore, improves market acceptance for a company's products and services. Content creation, organization and management improves the organization – market relationships, enhance the company's market share by improving business volumes both in the online marketing space and offline business environment (Ganesh & Chettiar, 2002). Companies without well-defined contents in the market place may lose customers and market to the competition. The importance of programme content creation can therefore not be over emphasized.

Programme content creation has a strong position, functions and management of markets for media organizations and their clients (Iva & Biljana, 2018). Given the fact that content marketing and programming media offering is part of strategic planning for attracting customers, retaining the market for competitiveness and business performance (Iva & Biljana, 2018). Programme content creation occupies relevant position in the business space. Organizations both private and public ensures that programme content creation in the workplace occupy a separate business unit, which in addition to the programme content director, also live a range of media professionals saddled with the responsibility of selecting and evaluating quality of media content, researching needs and habits of media audiences, examination and evaluation of the broadcast contents,

continuous benchmarking and monitoring of the work of the competition in the industry (Iva & Biljana, 2018; Obono & Madu, 2010).

Programme content creation faces numerous challenges in the work organization. Internally, producing high quality content, generating contents consistently, prioritizing content expertise, understanding different buying segments, production of content in a suitable formats and measuring/evaluation of the return on investment of programme content creation are some of the challenges facing workplace management and the contents marketing unit (Kajander, 2019). Again, other factors associated with the challenges of programme content creation are competition in the market place, lack of time, support deficiency, inability to create relevant and useful contents, medium identification or exploration challenges etc (Kajander, 2019).

Furthermore, the programme content creator also faces challenges especially in this new age of digital marketing, which has shaped marketing and the way we do business. Therefore, marketers including marketing content creators must adapt by seeking new ways to attract and retain customers. In today's marketing, content is a most familiar word among digital marketers. The programme content creation should develop customer driven contents, contents associated with superior value relative to the competitions' content. Again, contents should be adapted to the dynamics or changes in the market (Kermal & Murat, 2017). This is one of the ways to create contents for the firm's brands.

Importantly, for a company to be successful in the content marketing space, the company should make significant investment in programme content development. The workplace management should assemble the right human capital, materials, methods and information to successfully drive the programme content conceptualization, development and implementation phases (Lawson, 2014). Without investment in resources, programme content development and operationalization will be nipped in the bud. Organizations which are into content marketing should make significant investment on programme content development.

2.3 The Concept of Marketing Performance

Marketing is one of the functions of business which create value for customers in the form of products and services as well as capturing value in return for the firm in the form of increase market share, sales growth, profit growth, customer satisfaction, shareholder's wealth maximization, employee retention and productivity (Kotler & Keller, 2012; Kotler & Armstrong, 2008). It is the managerial function of determining consumer demand on a product or service, motivating sales, distributing into ultimate consumption at a profit (Correard & Amrani, 2011). This, marketing performance is the ability of the work organization to provide valuable offerings to its target market as well as meeting the needs and expectations of the firm's stakeholders; customers, employees,

distributors, suppliers, shareholders, the community and the publics (O'sullivan & Abela, 2007).

Marketing performance of a company is usually determined by the successes and limitations recorded by the management in the light of known financial and non-financial measurement which articulates the going concern or otherwise of the workplace (Lamberti & Noci, 2010; Lehmann, 2004). According to Hacioglu and Gok (2013), marketing performance could be defined as the fulfillment or accomplishment of the marketing goals and objectives by bench marking stated marketing objectives with actual marketing results or outcomes in the light of known quantitative and qualitative factors; profit growth, sales growth, market share, customer satisfaction, employee retention, economic added value, shareholders value creation, product development success and innovation.

Marketing performance measurement variables or indicators are qualitative and quantitative factors which company management leverage to measure the marketing health of the work organization. These factors help the company to identify areas of the company's marketing strength and weakness and implement strategies on how best to enhance the future performance of marketing management (Liang, 2017). Hence, marketing performance valuation or measurement is also viewed as the means by which company management justify the investment and resources put into marketing activities. Marketing management makes investment in product development and management, pricing, promotion management, distribution management and logistics, employee development, investment in office, equipment and machineries in addition to depreciation (Kotler & Keller, 2012).

Marketing department of a work organization should make significant contributions by generating enough cash flows to take care of the company's overheads and transition the firm to superior profitability and performance by leveraging superior market share, sales growth, profit growth, retaining customers and acquiring new market segments and creation of shareholders values (Morgan, 2012; Liang, 2017). Thus, marketing performance drives the overall success and going concern of the firm. With a successful marketing performance, the profitability and going concern of the work organization is assured or guaranteed. It is therefore, necessary for workplace management to make significant investment in marketing management. The allocation of resources to marketing functions in the workplace will improve marketing performance and significantly enhance corporate performance (Ofer & Currim, 2013). Thus successful marketing performance management improves corporate or organizational performance.

2.4 The Concept of Communication Technology

Communication technology is the subvariable of technology in this study. Communication technology is the tool employed to communicate messages and information from one individual to another to at least two people. It includes any

equipment or tools used to transfer or share information among people such as television, radio, phones, internet, podcasts etc. According to Sarokin (2019), communication technology could be defined as the transmissions of messages or exchange of information among people through the computers, the internet, television, radio, phones and podcasts etc. Communication technology helps individuals and organizations to transfer messages about their supply chains and business decisions to clients and partners who reside outside the environment (Sarokin, 2019). There are four main dimensions of communication technology that have contributed to the facilitation of messages and information which are telephone, radio, television and the internet (Novak, 2019).

Communication technology is highly beneficial to individuals, organizations, institutions and public government. Communication technology facilitates communication between individuals or groups who are not physically present or domiciled in the same location, to effectively engage themselves at a distance (Ongia, 2019). Communication technology systems such as telephones, telex, as well as most recent computer based technologies, drives the transmission of information, decision making in business and supply chains in the work/organizations. Communication technology provides individuals and institutions the opportunity to enjoy efficiency in communication in terms of cost and time, faster method of communication in times of emergencies, ability to communicate from anywhere around the world, facilitating long distant communications etc (Chiemeke & Longe, 2007).

Furthermore, irrespective of the advantages and benefits associated with communication technology, technology has some inherent disadvantages or limitations. Technology is difficult to use by older generations, cyber bullying and skyping is made possible, and information technology is not always reliable, making communication less personal, there is also the issue of not always being sure of the parties to the communication (Mackenzie, 2012). However, the advantages or benefits of communication technology quite outweigh that of the limitations associated with the use of the technology. We can therefore, redirect the limitations for advantages through training and retraining of the older generations, making the technology more reliable, effective and timely, having the right resources and infrastructures to successfully drive communication technology adoption and successful implementation (Achimugu et al., 2009).

Again, communication technology is a veritable tool and associated with several users. Individual, students or entrepreneurs, private business organization, educational institutions, government at all levels and their agencies have leveraged on technology for better results. (Pinto et al., 2012). We have unlimited users of communication technology in our society, and this has helped to connect people and business around the world, making individual, business and relationship exchanges easier to facilitate, decision making, more effective and timely, in business transactions locally or internationally. Communication technology has made the world a common global village, driving

globalization and integration of economies, businesses, social and cultural cities around the world (Haini & Pang, 2022). Globalization and liberalization of markets and economies around the world are largely driven by information, communication and transportation technologies (Khan, Miankhel & Nawaz, 2013).

2.5 The Moderating Influence of Communication Technology on Programme Content Creation and Marketing Performance

Technology application in business improves the success of work organization. Programme content development can be successfully implemented with the help of technologies in order to achieve desired business outcomes. Opara and Azuonwu (2020) investigated the moderating role of technology on the relationship between marketing channel strategies and organizational performance in the context of quoted brewery companies in South-south region of Nigeria. The study employed the partial correlation and the results of the study indicate that technology positively and significantly moderates the relationship between marketing channel strategies and organizational performance. Thus, technology helps to drive the superior performance of most organizations and industries.

A company with technology adoption orientation will achieve sustainable business performance. Saqib, Zarine and Srinivas (2018) evaluated technology orientation and moderating effect on the relationship between knowledge management practices and performance in manufacturing SMEs in the Sultanate Oman. The study employed quantitative research method and the finding is that technology positively and significantly moderates the relationship between knowledge management practices and performance of manufacturing small and medium enterprises in Sultanate Oman. This finding corroborates the empirical study of Ghezali and Boudi (2021), where the scholars studied the moderating effect of information technology capabilities on the relationship between marketing mix and corporate entrepreneurship. The study employed multiple regression analysis and the finding suggests that information technology positively and significantly moderates the relationship between marketing mix and corporate entrepreneurship.

Technology is imperative in marketing content development, both in traditional and online digital media. Technology is an enabler for business processes. Nuseir and Aljumah (2020) studied the role of digital marketing in business performance with the moderating effect of environmental factors among small and medium enterprises of United Arab Emirates. The study made use of structural equation modeling and with Smart PLS. The finding of the study shows that digital marketing positively and significantly influence business performance. This finding is consistent with the works of Mechaman et al (2021), where the scholars investigated the moderating effect of digital marketing on IT business alignment factors and SMEs performance in Iraq. The study employed Partial Least Square Regression model and the results indicate that digital marketing

positively and significantly moderates the relationship between information technology business alignment factors and performance of small and medium scale enterprises in Iraq.

Technology adoption in the 21st century is the best orientation for all businesses. It significantly drives marketing content development and business performance. Enehasse and Saglam (2020) studied the impact of digital media advertising on consumer behaviour intention. With the moderating role of brand trust. The study employed the Confirmatory Factor Analysis and the structural equation modeling techniques. The finding of the study is that digital media advertising positively and significantly impact consumer behaviour intention.

Again, brand trust significantly moderates the impact of digital media on consumer behaviour intentions. Ringim, Razalli and Hasnan (2012) examined the moderating effect of information technology (IT) capability on business process re-engineering factors and organizational performance in banks. The study employed hierarchical regression analysis and the finding of the study suggests that information technology capability positively and significantly moderates the relationship between business process re-engineering factors and organizational performance in banks.

Information and communication technology is an excellent driver of the 21st century business. Lima et al (2017) studied the moderating effect of information and communication technology on LPD's impact on firm performance in developing and emerging markets. The study employed confirmatory factor analysis and regression mode. The finding of the study indicates that information and communication technology significantly moderates the impact of LPD's on firm performance. This finding is consistent with the empirical works of Adiele and Asiegbu (2014) where the scholars evaluated the moderating influence of information technology capability on physical evidence and customer, shows that information technology capability significantly moderates the relationship between physical evidence and customer patronage of banks in Nigeria.

The management of knowledge in the work organization is largely driven by information and communication technologies. Tearev (2018) examined the moderating role of information and communication technologies on the relationship between knowledge management practices and organizational performance in Russian companies. The study employed the quantitative research method, and the findings indicate that information and communication technologies significantly and positively moderate the relationship between knowledge management practices and organizational performance in Russian organizations. From the revelations above, technologies adopted by the television stations in South-south, Nigeria will enhance the relationship between programme content creation and marketing performance.

Conceptual Framework of Study Variables and Hypothesis Development

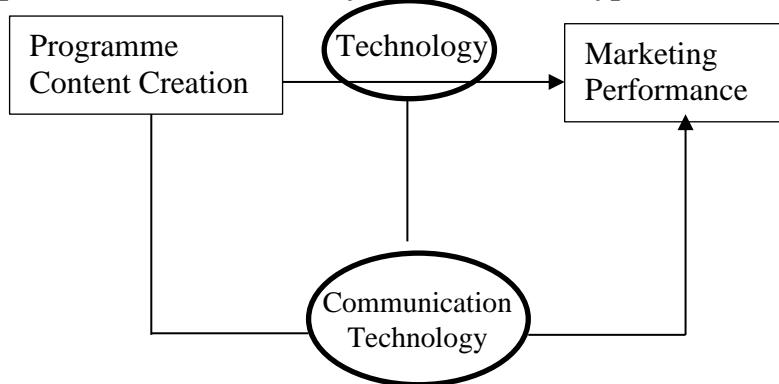


Fig. 1 Conceptual framework of study variables

Source: Oko and Kalu (2014), Nwokah and Divia (2015), Vulani (2016)

3. Methodology

This study employed the quantitative research methods. The cross-sectional survey research design was employed, the hypotheses testing or explanatory research design was used specifically with a correlational method of investigation. The population of the study was nineteen (19) television stations operating in the South-south region of Nigeria which were fully studied. However, three managers; programme manager, general manager and marketing manager in each firm constituted the respondents of the study. Thus, fifty seven (57) respondents were employed for the survey. Data were collected through primary sources. Fifty seven (57) copies of the questionnaire were distributed to the managers of the television stations, three (3) copies to the managers in each of the firm; programme manager, marketing manager and the general manager. The study instrument was pilot tested and the Cronbach's Alpha Reliability coefficient was employed with the confirmatory factor analysis. All the study variables were within the recommended threshold. The study employed both descriptive and inferential statistics with the aid of the statistical package for social sciences (SPSS) version 25.0.

4. Results and Discussions

4.1 Univariate Analysis

Table 1 Demographic Information of Managers

Variables	Frequency	Percentage (%)
Total questionnaire distributed	57	100
Total questionnaire returned	52	91
Total questionnaire validly used	50	88
Gender of Respondents		
Male	22	44

Female	28	56
Total	50	100
Age Distribution of Respondents		
21-38	8	16
39-49	20	40
50-59	19	38
60-above	3	6
Total	50	100
Marital Status of Managers		
Married	42	84
Divorced	4	8
Single	4	8
Total	50	100
Educational Status of Managers		
HND/First degree	34	68
Master's degree	15	30
Ph.D	1	2
Total	50	100
Distribution of Years of Managers Working Experience		
Less than 5	1	2
5-10	1	2
11-15	9	18
16-20	13	26
21-25	10	20
26-30	8	16
31-35	8	16
Total	50	100

Source: Research Data, 2024

Table 1 provides answers for the demographic factors of the respondent managers. Fifty seven (57) copies of the questionnaire were distributed to the managers; only fifty (50) copies were validly used of the returned fifty two (52) copies which represent 88% of the total number of questionnaire administered to the respondents. Measurement of the respondents in terms of gender revealed that 22 respondents representing 44% were male managers while 28 respondents representing 56% were female managers. The industry in the south-south region constitutes more of female managers. The age distribution of the respondents shows that eight (8) respondents representing 16% were in the age range of 21-38, 20 respondents representing 40% were in the age range of 39-49. Again, 19

respondents representing 38% were in the age range of 50-59 while 3 respondents representing 6% were in the age range of 60 and above.

Analysis associated with the marital status of respondents revealed that 42 respondents representing 84% were married, 4 respondents representing 8% were divorced while another 4 respondents representing 8% were single managers. Data shows that the industry constitutes more of married managers. The educational status of managers shows that 34 respondents representing 68% were HND/first degree qualified managers. 15 respondents representing 30% were master's degree holders while one (1) manager representing 2% was a Ph.D holder. The data revealed that managers in the industry have requisite educational qualifications. Again, distribution of years of managers working experience indicates that one (1) respondent representing 2% was less than five (5) years' experience. Another one (1) respondent representing 2% has 5-10 years working experience. Nine (9) respondents representing 18% have 11-15 years working experience. Thirteen (13) respondents representing 26% of the total number of managers have worked for 16-29 years. Again, 10 respondents representing 20% have 21-25 years industry experience while eight (8) respondents representing 16% have 26-30 years working experience. Similarly, another eight (8) respondents representing 16% have 31-35 years industry experience. Thus, managers in the industry have qualify and productive years of working experience in the television industry in south-south, Nigeria.

4.2 Multivariate Analysis

4.2.1 Hypothesis 1

H_01 : Communication technology does not significantly moderate the relationship between programme content creation and marketing performance of television stations in South-south, Nigeria,

H_{A1} : Communication technology significantly moderate the relationship between programme content creation and marketing performance of television stations in South-south, Nigeria

Table 2 Correlation among Programme Content Creation, Marketing Performance and Communication Technology

Control Variables			Programme Content Creation	Marketing Performance	Communication Technology
-none-a	Programme Content Creation	Correlation	1.000	.933	.776
		Significance (2-tailed)		.000	.000
		df	0	48	48
	Marketing Performance	Correlation	.933	1.000	.732
		Significance (2-tailed)	.000		.000
		df	48	0	48
		Correlation	.776	.732	1.000

	Communication Technology	Significance (2-tailed)	.000	.000	
		df	48	48	0
Communication Technology	Programme Content Creation	Correlation	1.000	.850	
		Significance (2-tailed)		.000	
		df	0	47	
	Marketing Performance	Correlation	.850	1.000	
		Significance (2-tailed)	.000		
		df	47	0	

a. Cells contain zero-order (Pearson) correlations.

Source: SPSS Output, Version 25.0

Table 2 provide an explanation of the moderating influence of communication technology on the relationship between programme content creation and marketing performance. From the partial correlation model, it was revealed that the correlation coefficient value for the relationship between programme content creation and marketing performance without the intervention of communication technology is 0.933, indicating a very strong relationship existing between the variables. However, with the introduction of communication technology, the correlation coefficient value changed to 0.850 indicating a significant influence of communication technology on the relationship between programme content creation and marketing performance in the context of television station in South-south, Nigeria. Thus, the probability value is 0.000 which is less than the critical value of 0.05. We therefore reject the null hypothesis and accept the alternate hypothesis which states; communication technology significantly moderate the relationship between programme content creation and marketing performance of television stations in South-south, Nigeria.

4.3 Discussion of Findings

This study investigated the moderating influence of communication technology on the relationship between programme content creation and marketing performance in the context of television stations in South-south region of Nigeria. The result of the study revealed that communication technology positively and significantly moderates the relationship between programme content creation and marketing performance in the context of television stations in South-south region of Nigeria. This finding is consistent with previous studies. Opara and Ozuonwu (2020) investigated the moderating role of technology on the relationship between marketing channel strategies and organizational performance in the context of quoted brewery companies in South-south region of Nigeria. The study employed partial correlation and the findings of the study is that technology positively and significantly moderate the relationship between marketing

channel strategies and organizational performance in the context of brewery companies in South-south region of Nigeria.

Furthermore, our empirical results are corroborated by Saqib, Zarine and Srinivas (2018), the scholars investigated technology orientation and moderating effect on the relationship between knowledge management practices and performance in manufacturing SMEs in the Sultanate Oman. The study employed quantitative research methods and the findings reveals that technology positively and significantly moderates the relationship between knowledge management practices and performance of manufacturing small and medium enterprises in Sultanate Oman. This also corroborates the works of Ghezali and Borudi (2021), the scholars studied the moderating effect of information technology capabilities on the relationship between marketing mix and corporate entrepreneurship. The study employed multiple regression analysis and the findings reveals that information technology positively and significantly moderate the relationship between marketing mix and corporate entrepreneurship.

The works of Mechanmo et al. (2021) investigated the moderating effect of digital marketing on IT business alignment factors and SMEs performance in Iraq. The study employed partial least square regression model and the result indicates that digital marketing positively and significantly moderate the relationship between information, business alignment factors and performance of SMEs in Iraq. This is also in agreement with Enehasse and Saglam (2020), when the scholars studied the impact of digital media advertising on consumer behaviour intention with the moderating role of brand trust. The study employed confirmatory factor analysis and the structural equation modeling techniques. The finding of the study is that digital media advertising positively and significantly impact consumer behavior intention.

In addition, the findings of our study can also be supported with Adiele and Asiegbu (2014). The scholars evaluated the moderating influence of information technology capability on physical evidence. The results revealed that information technology capability significantly moderate the relationship between physical evidence and customer patronage of banks in Nigeria. This is also consistent with Tearev (2018), where the scholar examined the moderating role of information and communication technologies on the relationship between knowledge management practice and organizational performance in Russian organization. The study employed qualitative research method. The findings indicate that information and communication technology significantly and positively moderate the relationship between knowledge management practices and organizational performance in Russian organization.

Similarly, Lima et al (2017) study is in agreement with our study findings. The scholars examined the moderating effect of information and communication technology on LPD's impact on firm performance in developing and emerging markets. The study employed confirmatory factor analysis (CFA). The findings of the study revealed information and communication technology positively and significantly moderate the

impact of LPD's on firm performance. Communication technology positively and significantly moderates the relationship between programme content creation and marketing performance in a context specific of television stations in South-south, Nigeria.

5. Conclusion

This study investigated the moderating influence of communication technology on the relationship between programme content creation and marketing performance in the context of television stations in south-south, Nigeria. From the empirical evidences the study conclude that communication technology significantly improves programme contents and enhance marketing performance of television stations in South-south, Nigeria.

6. Recommendations

The following recommendations were made;

- i. The management of the television stations in South-south, Nigeria should focus on digital content creation in order to reach mass audiences with the television programmes. This will significantly improve marketing performance of television stations in South-south, Nigeria.
- ii. The television stations executives should make significant investment in different programme contents; education, news, entertainment, business and cultural contents. This will successfully drive the marketing performance of the television stations in South-south, Nigeria.
- iii. The executive level management in the television industry should make substantial investment in communication technologies. This will lead to effective and efficient management of programme contents which will significantly improve marketing performance of TV stations in South-south, Nigeria

7. Contribution to Knowledge

Several research works have been conducted around the constructs of content creation and marketing performance. Thus, Opara and Azuonwu (2020) studied the moderating role of technology on the relationship between marketing channel strategies and organizational performance in the context of quoted brewery firms in South-south, Nigeria. The study made use of partial correlation. Again, Saquib, Zanrie and Srinivas (2018) evaluated technology orientation and moderating effect on the relationship between knowledge management practices and performance of SME manufacturing organizations in Sultanate Oman. The study employed quantitative research method.

Furthermore, Ghazali and Boudi (2021) evaluated the moderating effect of information technology capabilities on the relationship between marketing mix and corporate entrepreneurship. The study made use of multiple regression analysis.

Furthermore, Nuseir and Aljumah (2020) studied the role of digital marketing in business performance with the moderating effect of environmental factors among small and medium enterprises of United Arab Emirates. The study made use of structural equation modeling with SMART PLC. However, the moderating influence of communication technology on programme content creation and marketing performance in the context of television stations in South-south Nigeria was neglected by previous research works. This study was able to fill this gap in the technology, content creation and marketing performance literature.

8. Theoretical/Practical Implications

The theoretical implication of this study is that this study will be of valuable material for scholars and students specializing in the areas of digital technology innovation, content marketing and marketing performance management. The practical implication of this research work is that managers and employees of the television stations in South-south, Nigeria will be guided on how well to operationalize content marketing in the digital marketing space.

9. Suggestion for Further Studies

Since this study is limited to the television stations in South-south, Nigeria, future research efforts should replicate this study in other regions of Nigeria, other nations and cultures. Again, it can also be studied in other sub-sectors of the communication industry. This is to test whether similar or different results will be obtained from these potential studies.

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