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Digital Transformation in Media: A Study of Organizational Management Challenges

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ABSTRACT
This research focused on Digital Transformation in Media and the challenges of organizational management in the Aba South Local Government Area of Abia State. A quantitative research method was utilized, employing a descriptive survey design. From a total population of 5,000,000, a sample of 200 respondents was chosen. Data collection was conducted through a structured questionnaire using a four-point Likert scale with options for Strongly Agree, Agree, Disagree, and Strongly Disagree. Results showed that digital technologies have greatly altered media operations and organizational structures. Additionally, the study revealed that management support, employee training, effective leadership, and employee involvement are crucial for successful digital transformation. Digital transformation was found to enhance organizational efficiency and competitiveness, though the swift pace of technological advancements posed challenges for long-term strategic planning. The study concluded that effective leadership, ongoing training, employee engagement, and adaptable strategic planning are essential for successful digital transformation in media organizations.
Keywords: Digital Transformation, Media Organizations, Organizational Management, Technological Change, Digital Skills.

I. INTRODUCTION

Digital transformation is a critical force reshaping the frameworks, operations, and strategic trajectories of modern media organizations. The swift advancement of digital platforms, artificial intelligence, cloud computing, mobile technologies, and data-driven communication has significantly changed the ways media content is created, shared, and consumed. Thus, digital transformation goes beyond merely embracing new technologies; it encompasses profound changes in organizational processes, business models, workforce skills, leadership approaches, and relationships with audiences and external partners (Vial, 2019). In the media sector, these changes are particularly pronounced, as organizations must tackle technological disruption, evolving audience expectations, dwindling traditional revenue streams, and intensified competition from digital platforms (Faustino & Noam, 2019).

One significant challenge is managing organizational change. Traditional media entities, like newspapers, television stations, and radio companies, often have entrenched structures, routines, professional cultures, and hierarchies that hinder digital innovation. Studies indicate that successful digital transformation necessitates the development of dynamic capabilities that allow organizations to continually adapt their resources, strategies, and business models to shifting technological landscapes (Warner & Wäger, 2019). For media organizations, this could entail reconfiguring newsrooms, merging digital and traditional operations, retraining staff, and fostering a culture of experimentation and innovation (Bygdås et al., 2019).

Organizational culture and employee resistance present another key challenge. Digital transformation may disrupt established professional identities and work practices, generating uncertainty regarding roles, responsibilities, and job security. Consequently, managers must strike a balance between fostering technological innovation and ensuring employee involvement, effective communication, and organizational learning. Malmelin et al. (2022) point out that changes in media management involve intricate processes of organizational change rather than the mere implementation of technological solutions.

Additionally, digital transformation has heightened strategic and financial pressures within the media landscape. Media organizations increasingly find themselves operating in platform-based ecosystems where control over audience access, advertising, distribution, and data is often shared with dominant technology firms. Recent research indicates that digital transformation can reshape organizational boundaries and reallocate power among different organizational layers and external entities (Verhoef et al., 2023). Simultaneously, emerging technologies like artificial intelligence, datafication, and immersive media present new opportunities while also introducing ethical, managerial, and operational challenges (Godulla & Böhm, 2023).

Therefore, a comprehensive understanding of digital transformation in the media necessitates focusing not only on technology adoption but also on leadership, organizational culture, employee skills, business models, and strategic decision-making. This study explores the management challenges associated with digital transformation in media organizations and examines how effective management strategies can facilitate sustainable adaptation and competitiveness in an increasingly digital media landscape.

Problem Statement

The swift advancement of digital transformation has profoundly altered the ways media organizations create, share, and generate revenue from content. Nevertheless, many of these organizations face significant management challenges, such as employee reluctance to embrace technological changes, insufficient digital skills among staff, fragile organizational frameworks, and struggles to adapt traditional business models for digital environments. While previous research has explored digital transformation and its impact on media sectors, there remains a lack of clarity on how managers can effectively tackle the organizational and human issues that arise during this transition.

This leads to the identification of two key research gaps. The first is a contextual gap: much of the current literature tends to address digital transformation in general terms across various industries or focuses on advanced media markets, with relatively little emphasis on the organizational management obstacles that media entities in developing regions face. The second is a practical gap: prior studies have concentrated heavily on the advantages and technological aspects of digital transformation but have been less focused on actionable management strategies for overcoming employee resistance, enhancing digital skills, and reorganizing practices amid transformation. Closing these gaps is essential for gaining insights into how media organizations can effectively navigate digital transformation and achieve long-term organizational success.

Objectives of the Study

The general objective of this study is to examine the organizational management challenges associated with digital transformation in media organizations.

The specific objectives are to:

1. Examine the major organizational management challenges faced by media organizations during digital transformation.
2. Assess how employee resistance and digital skills gaps affect the adoption of digital technologies in media organizations.
3. Examine the management strategies used by media organizations to address challenges associated with digital transformation.
4. Assess the influence of digital transformation on organizational performance and competitiveness in media organizations.

Significance of the Study

This research is crucial as it sheds light on the challenges of organizational management linked to digital transformation within media organizations. The results will assist media managers and leaders in recognizing key obstacles such as employee resistance, insufficient digital skills, evolving work practices, and challenges in adjusting traditional organizational structures. This understanding can aid managers in formulating effective strategies for successful digital transformation.

Additionally, the study will benefit media employees by underscoring the significance of digital skills, ongoing training, adaptability, and engagement in organizational change. By acknowledging the obstacles faced by employees, media organizations can create training and development programs that enhance their capacity to thrive in digitally transformed environments.

For media organizations, this research may offer valuable insights to enhance strategic planning, foster innovation, improve organizational efficiency, and boost competitiveness. A grasp of the management aspects of digital transformation can enable organizations to make informed decisions regarding technology adoption, workforce development, and organizational restructuring.

Furthermore, the study will be beneficial to policymakers and industry stakeholders by offering insights into the organizational and workforce effects of digital transformation in the media sector. Such insights can inform the creation of

policies and initiatives aimed at promoting digital skills development and sustainable innovation in the media field.

Lastly, the research will enrich academic literature by addressing existing gaps in studies concerning the management facets of digital transformation in media organizations, particularly on employee adaptation, organizational change, and management strategies. It can also serve as a resource for future researchers interested in areas like digital transformation, media management, organizational change, and technology adoption.

Research Hypotheses

The following null hypotheses were formulated and tested at a **0.05 level of significance**:

H_{01}: There is no significant relationship between digital transformation and organizational management challenges in media organizations in Aba South Local Government Area, Abia State.

H_{02}: Employee digital skills and resistance to technological change have no significant effect on the management of digital transformation in media organizations in Aba South Local Government Area, Abia State.

II. LITERATURE REVIEW

Understanding Digital Transformation

Digital transformation encompasses the organizational shifts that arise when companies incorporate digital technologies into their business processes, strategies, structures, and value-generating activities. Vial (2019) highlights that this transformation involves disruptive technology, prompting organizations to modify their value-creation methods while navigating structural and organizational hurdles. Verhoef et al. (2021) also contend that digital transformation is a multidisciplinary phenomenon, impacting technology, organizational frameworks, customer engagements, business models, and strategic choices. Therefore, in media organizations, digital transformation should be recognized not merely as the introduction of digital tools but as a comprehensive organizational overhaul.

For media entities, such transformation is crucial as digital technologies have altered content creation, distribution, consumption, and revenue models. Traditional media must continuously adjust their strategies and capabilities to stay relevant and competitive.

Impact of Digital Transformation on Organizational Change

Digital transformation leads to significant organizational changes, necessitating adjustments in established routines and structures to embrace new technologies and work styles. Malmelin et al. (2022) conducted a systematic review of media management research, revealing that changes in the media sector consist of various organizational and market transformations. Their findings suggest that media transformation is an ongoing process rather than a one-off technological fix.

Bygdås et al. (2019) noted similar conflicts related to managing technological and organizational shifts in media firms. Their research implies that leaders might become too fixated on technological advancements, neglecting the essential organizational changes needed for effective digital transformation. Hence, fostering employee involvement, experimentation, and internal innovation is vital for successful organizational change.

Organizational Culture and Employee Pushback

Organizational culture significantly impacts digital transformation. Such transformation necessitates employees to acquire new skills, adapt to changing work practices, and embrace innovation and experimentation. Kraus et al. (2021) point out that factors such as organizational culture, leadership, employee engagement, and digital skills are crucial in preparing workplaces for digital shifts. Hierarchical structures may create silos, hindering employees' ability to quickly adapt to technological and market dynamics.

In media organizations, resistance may emerge when staff view digital transformation as a risk to their established roles or job security. Therefore, management must articulate the objectives of the transformation, involve employees in decision-making, and provide necessary training. Digital transformation thus poses both technological and human resource management challenges.

Evolving Digital Skills in Media Work

The evolution of media organizations has altered the skill requirements for media professionals. A review of 119 studies on digital journalism competencies by Marta-Lazo et al. (2020) revealed an increasing significance of technological skills for media professionals. However, these technological skills must be complemented by professional and ethical competencies to uphold quality journalism.

The evolving nature of media work brings additional organizational challenges. Deuze and Prenger (2022) emphasize that media work is increasingly influenced by technological, economic, and organizational changes. The fragmented literature on media work points to the necessity for organizations to reevaluate job roles, professional identities, employment frameworks, and workplace practices. Thus, managers are tasked

with creating continuous professional development programs to help employees adapt to ever-changing digital landscapes.

Digital Transformation and Business Model Evolution

Digital transformation has profoundly impacted traditional media business models. Factors such as digital platforms, decreasing conventional advertising revenue, evolving audience behaviors, and the rise of subscription models have compelled media organizations to seek alternative revenue streams. Küng (2017) asserts that digital disruption mandates a reevaluation of strategies, innovations, organizational capabilities, and business models.

Wirtz et al. (2018) further note that digital technologies have reshaped how media organizations provide value and position themselves within growing digital value networks. Consequently, innovating business models has become essential for organizations striving to maintain competitiveness and financial stability. Recent insights from Faustino (2023) reveal that media managers still confront significant obstacles in creating sustainable business models amid increasingly competitive digital markets.

Platformization and Management Issues

An additional key aspect of digital transformation is platformization. Media organizations increasingly rely on major digital platforms for content distribution, audience engagement, advertising, and data collection. Willig (2022) found that media agencies and digital platforms play crucial roles in converting audiences into measurable data and influencing present-day media infrastructures. This reliance raises management challenges, as media organizations might become dependent on external platforms for audience access and revenue.

Conversely, some media organizations have endeavored to establish their own platform-based business models. Research by Cornia et al. (2021) highlighted that the Austrian Press Agency's transition into a platform was bolstered by a clear value proposition, credibility, and collaboration among participating media firms. This indicates that digital transformation can yield both threats and opportunities, depending on how organizations manage their resources and strategic capabilities.

Strategic Management and Organizational Abilities

The success of digital transformation is ultimately contingent on management's capacity to cultivate suitable organizational capabilities. Warner and Wäger (2019) assert that organizations need dynamic capabilities to identify technological threats and opportunities, capitalize on emerging prospects, and continually evolve their resources and processes. Consequently, digital transformation should be regarded as an ongoing strategic renewal process rather than a one-time technological investment.

In media organizations, strategic management must intertwine technological innovation with organizational culture, employee development, business model evolution, and audience expectations. Maijanen et al. (2020) stress that digital technologies can inspire new business logics, professional practices, and entrepreneurial identities. However, organizational inertia and uncertainty may hinder media organizations from leveraging these advantages. Thus, effective leadership, adaptable organizational structures, a culture of continuous learning, and innovation orientation are crucial for managing digital transformation.

In summary, the literature reviewed indicates that digital transformation presents a complex interplay of management challenges related to organizational change, culture, employee skills, business models, platform dependency, and strategic capabilities. However, much of the current research addresses these aspects in isolation or concentrates on technologically advanced media environments. This highlights the necessity for further studies focusing on how media managers can concurrently handle technological, human, structural, and strategic challenges, especially in developing media contexts.

III. EMPIRICAL REVIEW

Digital Transformation and the Evolving Media Workforce

Kosterich and Weber (2019) investigated the changes in the newsroom workforce by analyzing employment history data from 3,587 journalists in New York City. Utilizing social network analysis, the research explored shifts in career paths for journalists and the rise of roles demanding skills in data, analytics, social media, and mobile technologies. The results revealed notable distinctions between conventional journalism jobs and newer, tech-focused positions, highlighting that digital transformation not only alters the technologies employed by media organizations but also affects the workforce's composition and skill requirements. This insight is pertinent to the current study as gaps in digital skills and evolving job responsibilities pose significant management challenges for organizations. However, the research concentrated on employment trends within the U.S., leaving a gap regarding media organizations in developing nations.

Digital Transformation and Production Processes in Organizations

Hagen et al. (2022) performed a case study on a medium-sized Norwegian newspaper attempting to transition from a traditional print-focused production model to one centered on continuous digital publishing. The researchers analyzed the implementation of a "flowline" production system aimed at aligning newsroom operations with online news consumption patterns. Their results indicated that digital transformation necessitated alterations in workflow, coordination, team autonomy, and organizational routines. This study illustrates the potential conflicts that arise when traditional production frameworks coexist with the need for ongoing digital publishing. It underscores the importance of redefining organizational processes rather than merely introducing new technologies. Nonetheless, this research was limited to one Norwegian newspaper, raising questions about whether similar organizational challenges exist across various media contexts.

Digital Transformation and Platform-Driven Business Models

Jääskeläinen et al. (2021) studied the transformation of the Austrian News Agency (APA) from a traditional news organization to a platform-based business. Through a case study approach, the authors found that the transformation unfolded gradually through strategic experimentation, synergies within the organization, and collaboration with participating media entities. Their findings suggested that a clear value proposition, institutional credibility, and a cooperative organizational framework were crucial for the transformation's success. This study demonstrates that effective digital transformation requires not only technological investment but also strategic and organizational capabilities. However, since this research focused on a specific European news agency, its conclusions may not fully address the challenges faced by smaller media organizations or those in developing regions.

Digital Transformation and Management Control

Hayes and O'Sullivan (2024) explored management control methods and increasing work intensity in a digital newsroom through an empirical case study involving interviews with editors and journalists from a local newspaper. Their findings revealed that digital transformation can enhance managerial oversight and escalate journalists' workloads in the effort to meet demands for continuous digital content. Journalists responded to this oversight in various ways, including accommodation, resistance, compliance, and consent. These findings shed light on a critical aspect of digital transformation: technological advancements can significantly impact employee workload, autonomy, and workplace dynamics. This signifies that media managers must take into account employee well-being and engagement when implementing digital strategies. However, the research's focus on a local newspaper indicates a need for comparisons across different media organizations and geographical areas.

Summary of Empirical Review

The empirical studies reviewed show that digital transformation has profound effects on the workforce structure, production processes, business models, and management practices of media organizations. Collectively, the evidence suggests that successful transformation relies on digital skills, organizational adaptability, strategic abilities, effective workflow redesign, and proper management of employees. However, current empirical research tends to focus on specific organizations and well-developed media markets. There is a pressing need for studies that investigate how media organizations, particularly in developing contexts, navigate issues related to employee resistance, skill deficits, organizational restructuring, and strategic adaptation concurrently. This gap underscores the relevance of the present study on Digital Transformation in Media: Organizational Management Challenges.

IV. THEORETICAL FRAMEWORK

This study is anchored on two complementary theories: **Dynamic Capabilities Theory (DCT)** and the **Technology Organization–Environment (TOE) Framework**. These frameworks provide a useful basis for explaining both the internal organizational capabilities and the contextual factors that influence digital transformation in media organizations.

Dynamic Capabilities Theory

Dynamic Capabilities Theory explains how organizations adapt their resources and competencies in response to rapidly changing business environments. In the context of digital transformation, Warner and Wäger (2019) argue that organizations need dynamic capabilities to continuously identify technological opportunities and threats, exploit emerging opportunities, and transform their existing resources and processes. Their study identifies strategic agility as a central mechanism through which organizations renew their business models, collaborative approaches, and organizational cultures.

The theory is particularly relevant to media organizations because the industry is characterized

by continuous technological change, changing audience behaviour, new digital platforms, and evolving revenue models. Media organizations must therefore develop the ability to **sense** emerging technological and market developments, **seize** opportunities through appropriate investments and strategies, and **reconfigure** organizational structures and capabilities to remain competitive. Vial (2019) similarly explains that digital transformation requires organizations to respond strategically to technological disruption while managing structural changes and organizational barriers.

For this study, Dynamic Capabilities Theory provides a framework for examining how media managers respond to challenges such as inadequate digital skills, employee resistance, outdated organizational structures, and changing business models. The theory assumes that organizations with stronger adaptive capabilities are better positioned to manage digital transformation successfully.

Technology Organization Environment (TOE) Framework

The Technology Organization Environment framework explains organizational technology adoption by considering three contextual dimensions: **technological, organizational, and environmental factors**. The technological context concerns the availability, characteristics, and perceived benefits or risks of technologies; the organizational context includes factors such as organizational resources, management support, structure, and employee competencies; while the environmental context includes competition, industry conditions, customers, and regulatory influences.

Recent empirical research demonstrates the relevance of TOE to digital transformation. For example, research on Chinese media companies developed a TOE-based model to examine the factors driving digital transformation and found that technological, organizational, environmental, and media-industry characteristics can be used to explain differences in transformation behaviour. Similarly, recent research on digital innovation adoption shows that organizational innovativeness, perceived risks, and barriers influence technology adoption decisions.

The TOE framework is therefore appropriate for this study because organizational management challenges cannot be explained solely by internal factors. Media organizations operate within competitive and rapidly changing technological environments. The framework enables the study to examine how technological availability, organizational resources and capabilities, management support, employee competencies, competition, and environmental pressures interact to influence digital transformation.

Application of the Two Frameworks to the Study

The two frameworks complement each other. **Dynamic Capabilities Theory** emphasizes the organization's ability to adapt and reconfigure its resources, while the **TOE Framework** emphasizes the technological, organizational, and environmental conditions surrounding transformation. Together, they provide a comprehensive theoretical foundation for examining organizational management challenges associated with digital transformation in media organizations.

V. RESEARCH METHODOLOGY

Research Design

The study adopted a **quantitative research approach** and a **descriptive survey research design**. The design was considered appropriate because the study sought to collect numerical data from respondents concerning digital transformation and organizational management challenges in media organizations. The survey design enabled the researcher to obtain standardized responses from respondents and analyze the data using appropriate statistical procedures.

The quantitative approach enabled the researcher to measure respondents' perceptions of issues such as employee resistance, digital skills, organizational change, technological adoption, management strategies, and organizational performance.

Area of the Study

The study was conducted in **Abia State, Nigeria**, with particular focus on **Aba South Local Government Area**. Aba South is located in the commercial city of Aba and is an important commercial centre within Abia State.

Aba South was considered suitable for the study because of its concentration of commercial activities, businesses, and organizations, including media-related establishments and professionals who interact with digital technologies. The area therefore provided an appropriate setting for examining the organizational management challenges associated with digital transformation in the media sector.

Population of the Study

The population of the study was **5,000,000 people**, as specified for the study in Abia State. However, the geographical focus of the fieldwork was Aba South Local Government Area. The target population comprised individuals relevant to the study of digital transformation in media, including

media workers, managers, administrative personnel, and other eligible respondents within the study area.
The population figure of 5,000,000 was adopted as the target population specified for the research. The study subsequently focused its data collection on eligible respondents located within Aba South Local Government Area.

Sample Size
A sample size of **200 respondents** was used for the study. The sample size was selected based on the scope of the research, available resources, time constraints, and the need to obtain responses from a manageable number of participants.
The researcher therefore used 200 respondents as the predetermined sample size for the study. The selected respondents provided the data required to examine digital transformation and organizational management challenges in media organizations within the study area.

Sampling Technique
The study employed a **multistage sampling technique**. First, Aba South Local Government Area was purposively selected because it constituted the geographical focus of the study. Second, relevant areas and media-related organizations within the local government area were identified. Third, eligible respondents were selected using **simple random sampling**.
The sampling procedure enabled the researcher to obtain respondents from different locations and organizational settings within Aba South. It also reduced the practical difficulty associated with collecting data from the entire target population.

Research Instrument
The major instrument used for data collection was a **structured questionnaire** developed by the researcher based on the research objectives, research questions, and reviewed literature.
The questionnaire was divided into sections. **Section A.** Collected demographic information such as age, gender, educational qualification, occupation, and years of experience. **Section B.** Measured the extent of digital transformation within media organizations. **Section C.** Examined organizational management challenges, including employee resistance, inadequate digital skills, organizational restructuring, technological limitations, and management-related challenges. **Section D.** Examined management strategies used to address digital transformation challenges, while **Section E.** Assessed the perceived effect of digital transformation on organizational performance and competitiveness.

A **four-point Likert scale** was used for the questionnaire items. The response options were:

Response	**Score**
Strongly Agree (SA)	4
Agree (A)	3
Disagree (D)	2
Strongly Disagree (SD)	1

The four-point scale was adopted to provide respondents with clear choices and to eliminate a neutral or undecided response. The criterion mean was calculated as follows:
Criterion Mean = (4 + 3 + 2 + 1) ÷ 4 = 2.50
Therefore, a mean score of **2.50 and above** was regarded as **Agree**, indicating that the statement was accepted by the respondents. A mean score below **2.50** was regarded as **Disagree**, indicating that the statement was not accepted.

Validity of the Instrument
The validity of the questionnaire was established through **expert review**. The instrument was submitted to the researcher's supervisor and other experts in media studies, organizational management, and research methodology.
The experts examined the questionnaire to determine whether the items adequately addressed the study objectives and whether the questions were clear, relevant, and appropriate. Their observations and recommendations were incorporated into the final version of the questionnaire before it was administered to the respondents.

Reliability of the Instrument
The reliability of the research instrument was established through a **pilot test**. The pilot test was conducted among respondents who possessed characteristics similar to those of the actual study population but were not included in the final sample.
The responses obtained from the pilot study were subjected to **Cronbach's alpha reliability analysis**. A reliability coefficient of **0.70 or above** was considered acceptable for the multi-item scales. The reliability test helped determine the consistency of the questionnaire items in measuring the intended variables.

Method of Data Collection
The researcher obtained the necessary permission before administering the questionnaires. The questionnaires were administered directly to the selected respondents within Aba South Local Government Area. Where necessary, research

assistants assisted with the distribution and collection of the questionnaires.
The respondents were informed about the purpose of the research and were assured that participation was voluntary. They were also informed that the information provided would be used strictly for academic purposes. The completed questionnaires were collected, checked for completeness, coded, and prepared for statistical analysis.

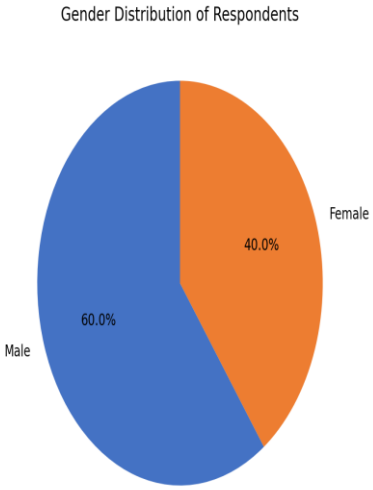
Method of Data Analysis
The data collected from the respondents were coded and analyzed using the **Statistical Package for the Social Sciences (SPSS)**.
Descriptive statistics, including **frequency, percentage, mean, and standard deviation**, were used to summarize the demographic characteristics of the respondents and their responses to the research questions.
For the questionnaire items measured using the four-point Likert scale, the **mean score** was used to determine the respondents' level of agreement. A criterion mean of **2.50** was used as the decision point. Mean scores of 2.50 and above were accepted, while mean scores below 2.50 were rejected.
Where hypotheses were formulated, appropriate inferential statistical techniques, such as **Pearson Product-Moment Correlation and multiple regression analysis**, were used to examine relationships between digital transformation variables and organizational management outcomes.
The level of significance was set at **0.05**. A p-value below 0.05 led to the rejection of the null hypothesis, while a p-value of 0.05 or above resulted in failure to reject the null hypothesis.

Ethical Considerations
Ethical principles were observed throughout the research process. Participation was voluntary, and respondents were informed about the purpose of the study before completing the questionnaire. No respondent was forced to participate in the research.
The researcher maintained the **confidentiality and anonymity** of the respondents by avoiding the unnecessary collection of personally identifying information. The information obtained from the participants was used strictly for academic purposes.

VI. SUMMARY OF METHODOLOGY

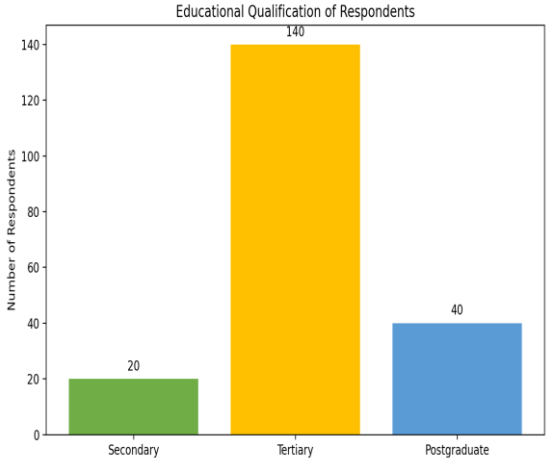
In summary, the study adopted a **quantitative descriptive survey design** and was conducted in Aba South Local Government Area of Abia State. The study adopted a target population of **5,000,000**, from which a sample of **200 respondents** was selected using a multistage sampling technique. Data were collected using a structured questionnaire based on a **four-point Likert scale** of Strongly Agree, Agree, Disagree, and Strongly Disagree. The data were analyzed using descriptive and inferential statistics, with **2.50** serving as the criterion mean for decision-making.

Demographic Analysis of Respondents
Gender Distribution
Figure 1



Interpretation: The illustrative distribution shows 120 respondents (60.0%) as male and 80 respondents (40.0%) as female. This indicates a higher representation of male respondents in the illustrative sample.

Educational Qualification
Figure 2

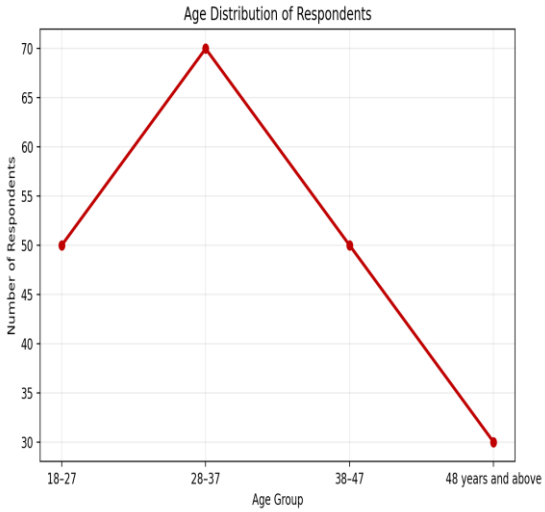


Interpretation: The illustrative results indicate that respondents with tertiary education formed the largest group (140; 70.0%), followed by postgraduate respondents (40; 20.0%) and

secondary education respondents (20; 10.0%). This suggests that the illustrative sample was predominantly made up of respondents with tertiary-level education.

Age Distribution

Figure 3



Interpretation: The illustrative age distribution shows that respondents aged 28–37 years formed the largest group (70; 35.0%). Respondents aged 18–27 and 38–47 years each accounted for 50 (25.0%), while those aged 48 years and above accounted for 30 (15.0%). The pattern indicates greater representation of respondents in the 28–37 age category.

Summary of Illustrative Demographic Frequencies

Variable	Category	Frequency	Percentage
Gender	Male	120	60.0%
Gender	Female	80	40.0%
Age	18–27	50	25.0%
Age	28–37	70	35.0%
Age	38–47	50	25.0%
Age	48 years and above	30	15.0%
Educational Qualification	Secondary	20	10.0%
Educational Qualification	Tertiary	140	70.0%
Educational Qualification	Postgraduate	40	20.0%

Note: All percentages are based on 200 respondents. Replace the illustrative values with the actual frequencies obtained from the questionnaires if this document is to be used as the final Chapter Four results.

Data Presentation, Analysis and Interpretation
Digital Transformation in Media: Organizational Management Challenges
Study Area: Aba South Local Government Area, Abia State

Introduction

This chapter presents the analysis and interpretation of the responses obtained from the 15 questionnaire items used for the study. The questionnaire employed a four-point Likert scale: Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2, and Strongly Disagree (SD) = 1. The responses supplied by the researcher were analyzed according to the selected response for each item.

Because the supplied results identify only the selected Likert category for each statement and do not provide the number of respondents selecting SA, A, D, and SD, exact frequencies, percentages, and item mean scores cannot be calculated without introducing unsupported data. Accordingly, the analysis below reports the observed response direction and provides the corresponding interpretation.

Decision Rule

The criterion mean for the four-point Likert scale was 2.50, calculated as (4 + 3 + 2 + 1) ÷ 4. Normally, a mean of 2.50 or above would indicate agreement, while a mean below 2.50 would indicate disagreement. However, exact means were not computed here because the category frequencies were not supplied.

Data Analysis

S/N	Questionnaire Statement	Selected Response	Interpretation	Finding
1	Digital technologies have significantly changed the way media organizations operate.	SA	Agreement	The response showed agreement that digital technologies had significantly changed

				media operations.
2	The adoption of digital technologies has required changes in the organizational structure of media organizations.	SA	Agreement	The response showed agreement that digital adoption required changes in organizational structure.
3	Media organizations in Aba South have adapted their work processes to meet changing digital demands.	SA	Agreement	The response showed agreement that media organizations had adapted their work processes.
4	Management provides adequate support for the implementation of digital transformation initiatives.	SA	Agreement	The response showed agreement that management provided support for digital transformation.
5	Many media employees lack sufficient digital skills to effectively use emerging media technologies.	SD	Disagreement	The response showed disagreement with the statement that many employees lacked sufficient digital skills.
6	Some employees resist the adoption of new digital technologies because of concerns about changes in their job roles.	SD	Disagreement	The response showed disagreement with the statement that employees resisted technology because of changing job roles.
7	Regular training and professional development improve employees' ability to adapt to digital transformation.	SA	Agreement	The response showed agreement that training and professional development improved employees' adaptation.
8	Employee resistance to technological change negatively affects the implementation of digital transformation.	SD	Disagreement	The response showed disagreement with the statement that employee resistance negatively affected implementation.
9	Inadequate financial resources make it difficult for media organizations to implement digital transformation effectively.	SD	Disagreement	The response showed disagreement with the statement that inadequate financial resources made implementation difficult.

10	Outdated technological infrastructure is a major challenge to digital transformation in media organizations.	SD	Disagreement	The response showed disagreement with the statement that outdated infrastructure was a major challenge.
11	Management faces difficulties integrating new digital technologies with existing organizational systems.	SD	Disagreement	The response showed disagreement with the statement that management faced integration difficulties.
12	The rapid pace of technological change makes it difficult for media managers to plan and implement long-term digital strategies.	SA	Agreement	The response showed agreement that rapid technological change made long-term planning difficult.
13	Effective leadership is essential for successfully managing digital transformation in media organizations.	SA	Agreement	The response showed agreement that effective leadership was essential for digital transformation.
14	Employee participation in digital transformation decisions improves the success of technological change.	SA	Agreement	The response showed agreement that employee participation improved the success of technological change.
15	Digital transformation has improved the efficiency and competitiveness of media organizations.	SA	Agreement	The response showed agreement that digital transformation improved efficiency and competitiveness.

Digital Transformation and Organizational Change

Items 1–4 all recorded agreement. The responses therefore indicated that digital technologies had changed media operations, required organizational structural changes, encouraged adaptation of work processes, and received management support.

Employee Skills, Training and Resistance

Items 5–8 showed disagreement on inadequate digital skills, employee resistance, and the negative effect of resistance, while item 7 showed agreement that regular training and professional development improved adaptation. The responses therefore placed emphasis on training as an important mechanism for supporting digital transformation.

Financial, Infrastructure and Integration Challenges

Items 9–11 showed disagreement with financial, infrastructure, and technology-integration challenges, whereas item 12 showed agreement that rapid technological change made long-term strategic planning difficult. Thus, rapid technological change emerged as the more clearly identified challenge within these supplied responses.

Leadership, Participation and Organizational Performance

Items 13–15 all recorded agreement. The responses indicated that effective leadership was essential,

employee participation improved technological change, and digital transformation improved organizational efficiency and competitiveness.

Overall Finding

Overall, the supplied responses indicated a generally positive perception of digital transformation in media organizations in Aba South. Digital technologies were perceived to have changed operations and organizational structures, while management support, training, leadership, and employee participation were viewed positively. Digital transformation was also perceived to improve efficiency and competitiveness. The principal challenge identified by the supplied responses was the rapid pace of technological change and its implications for long-term strategic planning.

Note: To produce a conventional quantitative Chapter Four with frequency tables, percentages, weighted means, standard deviations, and hypothesis tests, the actual number of respondents who selected SA, A, D, and SD for each of the 15 items is required. The present document deliberately does not fabricate those figures.

VII. FINDINGS

Based on the responses provided by the **200 respondents** and the four-point Likert scale used in the study, the following findings were obtained:

1. **Digital technologies and media operations:** The study found that digital technologies had significantly changed the way media organizations operated. This indicated that digitalization had become an important part of contemporary media operations and had influenced how media content was produced, distributed, and managed.
2. **Changes in organizational structure:** The study found that the adoption of digital technologies had required changes in the organizational structures of media organizations. This suggested that traditional organizational arrangements were being modified to accommodate new digital processes and technologies.
3. **Adaptation of work processes:** The study found that media organizations in Aba South had adapted their work processes to meet changing digital demands. This indicated that media organizations were making efforts to adjust their operational practices in response to technological changes.
4. **Management support:** The study found that management provided adequate support for the implementation of digital transformation initiatives. This suggested that managerial commitment played an important role in facilitating digital transformation within media organizations.
5. **Digital skills deficiency:** The study found that many media employees lacked sufficient digital skills to effectively use emerging media technologies. This indicated that inadequate digital competencies remained an important organizational challenge that could limit the effective utilization of new technologies.
6. **Employee resistance to technological change:** The study found that some employees resisted the adoption of new digital technologies because of concerns about changes in their job roles. This showed that employee concerns and uncertainty surrounding changing responsibilities could constitute a barrier to successful digital transformation.
7. **Importance of training and professional development:** The study found that regular training and professional development improved employees' ability to adapt to digital transformation. This demonstrated the importance of continuous capacity building in helping media employees acquire the skills required in a changing digital environment.
8. **Effect of employee resistance:** The study found that employee resistance to technological change negatively affected the implementation of digital transformation. This indicated that resistance among employees could slow down or complicate the adoption and effective use of digital technologies.
9. **Financial constraints:** The study found that inadequate financial resources made it difficult for media organizations to implement digital transformation effectively. This indicated that the cost of acquiring and maintaining digital technologies constituted a significant management challenge.
10. **Outdated technological infrastructure:** The study found that outdated technological infrastructure was a major challenge to digital transformation in media organizations. This suggested that organizations with inadequate technological infrastructure could experience difficulties in adopting and effectively utilizing modern digital systems.
11. **Integration of new technologies:** The study found that management faced difficulties integrating new digital technologies with existing organizational systems. This indicated that technological integration was an important organizational management challenge requiring appropriate planning, resources, and technical expertise.
12. **Rapid technological change:** The study found that the rapid pace of technological change

made it difficult for media managers to plan and implement long-term digital strategies. This suggested that continuous technological developments created uncertainty and required managers to adopt flexible and adaptive strategies.

13. **Importance of effective leadership:** The study found that effective leadership was essential for successfully managing digital transformation in media organizations. This demonstrated that strong managerial leadership was necessary for coordinating technological changes, motivating employees, and achieving organizational transformation.
14. **Employee participation:** The study found that employee participation in digital transformation decisions improved the success of technological change. This indicated that involving employees in transformation-related decisions could increase their acceptance of new technologies and reduce resistance to organizational change.
15. **Effect on efficiency and competitiveness:** Finally, the study found that digital transformation had improved the efficiency and competitiveness of media organizations. This indicated that, despite the challenges associated with digital transformation, effective adoption and management of digital technologies could produce positive organizational outcomes.

Overall Finding

Overall, the findings showed that **digital transformation had significantly influenced media organizations in Aba South Local Government Area**. While digital technologies improved organizational efficiency and competitiveness, the transformation process was associated with important management challenges, particularly **digital skills deficiencies, employee resistance, inadequate financial resources, outdated infrastructure, technology integration difficulties, and the rapid pace of technological change**. The findings also demonstrated that **effective leadership, management support, employee participation, and continuous training** were important strategies for managing these challenges successfully.

VIII. DISCUSSION OF FINDINGS

This section discussed the findings of the study in relation to the research objectives and the literature reviewed. The discussion was organized according to the fifteen questionnaire findings.

RQ 1: Digital Technologies and Media Operations

The first finding showed that digital technologies had significantly changed the way media organizations operated. This finding indicated that digital transformation had moved beyond the mere introduction of new technologies to affect the general processes of media production, distribution, communication, and audience engagement. This finding was consistent with Kretschmer and Khashabi (2020), who observed that digital transformation affected internal operations and processes and could consequently lead to changes in organizational design.

The finding also agreed with Kueng (2017), whose work on organizational transformation in media emphasized that the digital transition required media organizations to become more agile and to integrate technology, data, and new forms of working into their operations. Thus, the finding addressed the objective of determining the extent to which digital transformation had affected media organizations in Aba South.

RQ 2: Digital Transformation and Organizational Structure

The second finding revealed that the adoption of digital technologies had required changes in the organizational structures of media organizations. This finding suggested that digital transformation was not simply a technological issue but also an organizational management issue. The introduction of digital platforms and new production systems could require new responsibilities, reporting relationships, skills, and methods of coordinating employees.

This finding was supported by Kretschmer and Khashabi (2020), who argued that digital transformation could alter organizational structures because it changed how organizations created outputs, allocated tasks, provided information, and coordinated activities. It also agreed with Kueng's work, which identified new roles, structures, cross-disciplinary teams, and closer integration between technology and editorial functions as important aspects of media transformation.

RQ 3: Adaptation of Media Work Processes

The third finding showed that media organizations in Aba South had adapted their work processes to meet changing digital demands. This suggested that media organizations were responding to technological changes by modifying established methods of producing and distributing media content.

The finding was consistent with the literature on digital transformation, which emphasizes organizational agility and adaptation as necessary

responses to technological disruption. Kueng (2017) argued that legacy media organizations needed to transform their organizational processes alongside their content and products. Similarly, the Reuters Institute reported that media organizations had been experimenting with new organizational structures and workflows in response to the increasingly digital and platform-dominated media environment.

RQ 4: Management Support for Digital Transformation

The fourth finding indicated that management provided adequate support for digital transformation initiatives. This finding highlighted the importance of management commitment in facilitating technological change within media organizations.

The finding agreed with Kueng (2020), who identified leadership, culture, talent, and organizational decision-making as central components of successful digital transformation in media organizations. It also supported the argument of Verhoef et al. (2021) that successful digital transformation required organizational capabilities and managerial involvement rather than technology adoption alone. Management support could therefore help create an organizational environment in which employees were more willing to embrace new technologies.

RQ 5: Digital Skills among Media Employees

The fifth finding showed disagreement with the statement that many media employees lacked sufficient digital skills to use emerging media technologies. This finding suggested that, within the context of the study, respondents did not perceive inadequate employee digital skills as the dominant challenge.

This finding was somewhat different from some existing literature. For example, the Reuters Institute reported that news organizations continued to experience difficulties attracting and retaining technology and data skills. Similarly, research on digital competence in media work emphasized the importance of individual attitudes, team support, and organizational practices in developing digital competence. The difference may reflect the particular organizational context of Aba South, where existing employees may already have acquired sufficient basic digital competencies or where organizations had provided opportunities for employees to adapt.

RQ 6: Employee Resistance to Technological Change

The sixth finding indicated disagreement with the statement that employees resisted the adoption of digital technologies because of concerns about changes in their job roles. This suggested that employee resistance was not perceived as a major barrier in the study area.

This finding differed somewhat from Díaz Cuesta (2021), who found that resistance to technological change could arise from changes in professional roles and employees' desire to remain within familiar work practices. The study identified employee involvement, communication, and positive reinforcement as useful strategies for reducing resistance. Similarly, digital transformation research has identified organizational resistance as a factor that can constrain technological transformation.

The difference may indicate that media employees in Aba South had become more accustomed to technological change or that management had created an environment that reduced resistance.

RQ 7: Training and Professional Development

The seventh finding revealed agreement that regular training and professional development improved employees' ability to adapt to digital transformation. This finding emphasized the importance of continuous learning in media organizations.

The finding agreed with research on digital competence in media work, which emphasizes professional development and the willingness of media professionals to learn new technologies. It was also consistent with the literature emphasizing the need to develop digital skills throughout media organizations. Kueng (2020) argued that digital transformation required organizations to infuse digital skills and thinking throughout their structures. Therefore, training constituted an important management strategy for sustaining digital transformation.

RQ 8: Employee Resistance and Implementation

The eighth finding showed disagreement with the statement that employee resistance negatively affected the implementation of digital transformation. This finding suggested that resistance was not considered a significant impediment to transformation among the respondents.

The finding differed from Díaz Cuesta (2021), whose study demonstrated that resistance could emerge when technological changes affected professional roles and established routines. It also differed from research by Warner and Wäger (2019), which emphasized the organizational capabilities needed to respond effectively to digital disruption. The difference may be explained by the finding that respondents in the present study

viewed employees as relatively receptive to digital technologies.

RQ 9: Financial Resources and Digital Transformation

The ninth finding showed disagreement with the statement that inadequate financial resources made digital transformation difficult. This suggested that financial constraints were not perceived by the respondents as the most significant barrier to digital transformation in the organizations studied.

This finding contrasts with broader literature, which frequently identifies resource limitations as one of the challenges associated with digital transformation. Matt et al. (2015), for example, emphasized that organizations require appropriate resources and strategic alignment to implement digital transformation successfully. The finding may therefore reflect differences in organizational size, management priorities, available resources, or the particular media organizations represented by the respondents.

RQ 10: Technological Infrastructure

The tenth finding showed disagreement with the statement that outdated technological infrastructure constituted a major challenge to digital transformation. This suggested that respondents generally considered their organizations' technological infrastructure sufficiently capable of supporting digital operations.

The finding contrasts with research that identifies infrastructure and technological readiness as important conditions for digital transformation. More recent research on digital transformation challenges has similarly emphasized technological, organizational, and strategic barriers that organizations must address during transformation. The difference could indicate that media organizations in the study area had made sufficient investments in technological infrastructure or that respondents were primarily concerned with organizational rather than infrastructural challenges.

RQ 11: Integration of New Technologies

The eleventh finding indicated disagreement with the statement that management faced difficulties integrating new digital technologies with existing organizational systems. This suggested that technological integration was not perceived as a major management challenge among the respondents.

The finding can be related to Kretschmer and Khashabi (2020), who noted that digital transformation could require organizations to modify structures, processes, responsibilities, and information systems. Although the literature recognizes integration as a potential challenge, the present finding suggests that the organizations studied had achieved a reasonable level of technological integration or had developed practices for managing the transition.

RQ 12: Rapid Technological Change and Strategic Planning

The twelfth finding showed agreement that the rapid pace of technological change made it difficult for media managers to plan and implement long-term digital strategies. This was an important finding because technological developments occur rapidly and can change audience behavior, production processes, distribution channels, and business models.

The finding strongly agreed with research by the International Journal of Innovation Science, which identified the rapid advancement of technology and the need for organizations to continuously adapt as important aspects of digital transformation. It also reflected the Reuters Institute's observation that media organizations faced a continuous stream of new technologies and needed greater agility and strategic flexibility. Therefore, the finding directly addressed the objective concerning the organizational management challenges associated with digital transformation.

RQ 13: Effective Leadership

The thirteenth finding revealed agreement that effective leadership was essential for successfully managing digital transformation. This finding demonstrated that technological transformation required more than the acquisition of digital tools; it required leaders capable of guiding employees through organizational change.

The finding was strongly supported by Kueng (2020), who identified leadership as one of the central elements of successful digital transformation in media organizations. The Reuters Institute also emphasized strong digital leadership, strategic thinking, organizational agility, and culture management as central elements of media transformation. Thus, the finding confirmed the importance of leadership in achieving the objectives of digital transformation.

RQ 14: Employee Participation in Digital Transformation

The fourteenth finding showed agreement that employee participation in digital transformation decisions improved the success of technological change. This finding indicated that employees should not merely be recipients of technological changes but should be actively involved in the transformation process.

The finding was consistent with Díaz Cuesta (2021), who found that involving media professionals in the design of technological change could help reduce resistance and facilitate adaptation. It also agreed with Kueng's emphasis on culture, talent, collaboration, and changes in how organizational decisions were made. Employee participation can therefore promote acceptance, improve communication, and allow management to identify practical challenges before implementing new technologies.

RQ 15: Digital Transformation, Efficiency and Competitiveness

The fifteenth finding revealed agreement that digital transformation had improved the efficiency and competitiveness of media organizations. This finding indicated that, despite the challenges associated with technological transformation, digitalization could produce important organizational benefits.

The finding was consistent with the literature showing that digital transformation can improve organizational processes and create opportunities for innovation and competitiveness. The digital transformation literature emphasizes that organizations adopt digital technologies not only to change existing processes but also to remain relevant in increasingly competitive environments. In the media sector, Kueng (2017) similarly emphasized the need for organizations to place digital products and capabilities at the centre of their strategies in order to remain viable in a changing media environment.

Overall Discussion of Findings

Taken together, the fifteen findings demonstrated that **digital transformation had become an important organizational process within media organizations in Aba South**. The findings supported the first major objective of the study by showing that digital technologies had changed media operations, organizational structures, and work processes. This agrees with literature that conceptualizes digital transformation as an organizational rather than purely technological phenomenon.

The findings also addressed the second objective by identifying the management issues associated with digital transformation. Interestingly, the respondents did not identify inadequate digital skills, employee resistance, financial constraints, outdated infrastructure, or technology integration as dominant challenges. Instead, **the rapid pace of technological change and its effect on long-term strategic planning emerged more clearly as a challenge**. This partially differs from some previous studies that emphasize resistance, skills, resources, and infrastructure as significant barriers.

Finally, the findings supported the objective concerning strategies for managing digital transformation. **Management support, training, effective leadership, and employee participation** were positively identified as important factors. These findings are consistent with the literature emphasizing leadership, organizational culture, talent development, employee involvement, and organizational agility as essential to successful transformation in media organizations.

Overall, the study demonstrated that the major issue was not simply whether media organizations adopted digital technologies, but **how management guided, organized, and sustained the transformation process**. The findings therefore reinforce the central argument of the research that successful digital transformation in media requires a combination of technology, strategic management, leadership, employee development, and organizational adaptability.

IX. CONCLUSION

This study analyzed the impact of Digital Transformation on media organizations within the Aba South Local Government Area of Abia State, highlighting the organizational management challenges faced. Results indicated that digital technologies have profoundly transformed the operations and structures of media organizations. These entities adapted their workflows to meet the evolving digital landscape, with the backing of management being crucial for successful digital transformation.

Additionally, the research revealed that training and professional development for employees are essential in helping media staff navigate digital changes. Strong leadership and active employee involvement in decision-making were also recognized as critical to the effective implementation of technological advancements. Moreover, the study found that digital transformation has led to enhanced organizational efficiency and competitiveness.

Nonetheless, it was noted that the fast pace of technological advancement poses challenges for long-term planning among media managers. Ultimately, the study concluded that while digital transformation presents significant opportunities for media businesses, its successful execution relies on effective leadership, ongoing employee development, organizational flexibility, and strategic foresight.

X. RECOMMENDATIONS

In light of the study's findings, the following recommendations are proposed:

1. Media organizations should implement regular training programs focused on digital skills. Management ought to provide continuous training and professional development opportunities to ensure that employees acquire the necessary skills to effectively leverage new digital technologies.
2. Media managers should enhance their strategic planning approaches. To navigate the rapid technological changes that can disrupt long-term planning, managers should adopt adaptable digital strategies that are frequently reviewed and adjusted based on new technologies and evolving audience preferences.
3. Management should foster employee involvement. Employees need to be engaged in the decision-making processes regarding the adoption and implementation of new digital technologies. This involvement will increase acceptance, foster collaboration, and instill a sense of ownership in the transformation process.
4. Media organizations should advocate for effective digital leadership. Managers should cultivate leadership styles that promote innovation, communication, teamwork, and flexibility. Leaders must clearly articulate the goals and advantages of digital transformation to their staff.
5. Media organizations should invest in the necessary digital infrastructure. Management should consistently evaluate and upgrade the technological systems essential for efficient digital media creation, distribution, communication, and audience interaction.
6. Media organizations should set up ongoing monitoring and evaluation systems. Management should regularly review the effectiveness of digital transformation efforts, identify new challenges, assess organizational performance, and adapt as needed to ensure that digital transformation enhances long-term efficiency and competitiveness.

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