

**GHANA INSTITUTE OF JOURNALISM**

**THE EFFECT OF SHOWING TELEVISION PROGRAMMES DURING WORKING  
HOURS: A CASE STUDY OF GHANA BROADCASTING CORPORATION**

**BY**

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## STUDENT'S DECLARATION

I, Stephen Yao Klakani, the author of this work, do hereby declare that, except for the reference to other people's work which has been duly acknowledged, the work presented here is the result of my own effort for the award of a Master of Arts degree in Development Communication at the Ghana Institute of Journalism.

I also declare that this thesis, carried out under the supervision of Mr. Zakaria Tanko Musah, has neither in whole or in part been submitted to any institution for the award of any certificate.



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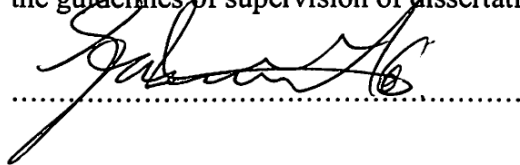
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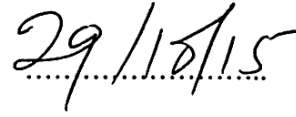
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**SUPERVISOR'S CERTIFICATION**

I hereby declare that the preparation of this dissertation was supervised by me in accordance with the guidelines of supervision of dissertation laid down by Ghana Institute of Journalism.

  
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**MR. ZAKARIA TANKO MUSAH**

  
.....

**Date**

## **DEDICATION**

To my dear wife, my children and friends who encouraged me throughout the exercise. I say God bless you all.

## **ACKNOWLEDGEMENT**

I principally acknowledge the Almighty God for taking me through this tough task. But for Him I wouldn't have come this far.

I owe an immeasurable gratitude to a lot of persons who contributed to the completion of my dissertation: for some, it was the provision of research materials, spending of precious time with me, giving words of encouragement, support and hope.

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## **ABBREVIATIONS**

<b>ABC</b>	<b>American Broadcasting Company</b>
<b>CBS</b>	<b>Columbia Broadcasting System</b>
<b>DVR</b>	<b>Audit Bureau of Circulations</b>
<b>GBC</b>	<b>British Broadcasting Corporation</b>
<b>GTV</b>	<b>Ghana Television</b>
<b>IPTV</b>	<b>Internet Protocol television</b>
<b>OC</b>	<b>Organizational Commitment</b>
<b>TV</b>	<b>Television</b>
<b>UNESCO</b>	<b>United Nations Educational, Scientific and Cultural Organization</b>
<b>UTV</b>	<b>United Television</b>
<b>VOD</b>	<b>Video on demand</b>

## **ABSTRACT**

This research examined the impact of LA GATA in the context of organizational productivity and employees performances by looking at how the showing of LA GATA during working hours (2pm-3:30pm) affect the organization and employees' performance with focus on areas like watching television during working hours, conscious effort made by employees to watch LA GATA during working hours and their views on the replay of LA GATA during working hours. The research was conducted at the Ghana Broadcasting Corporation in Accra. Purposive sampling technique was used to identify respondents due to the strategic locations of Television in their offices. Questionnaire was the main tool used in collecting data from respondents. The research findings revealed that the watching of LA GATA during working hours is one of the main causes of underperformance and organizational decline in productivity; highlighting areas like idleness, boredom, job un-satisfaction and non-existence of motivation for extra ordinary performances done by employees are some of the factors leading to employees involvement in watching LA GATA during official hours. The research concluded that the watching of LA GATA during working hours does organizations more harm than good notwithstanding the moral lessons staff claim they learn from it and therefore recommended that management of the organization should come up with an effective means to progressively monitor staff and also introduce incentive packages like promotions, increase in salaries among many others

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## CHAPTER ONE

### GENERAL INTRODUCTION TO THE STUDY

#### 1.1 Overview of the study

The global Broadcasting Industry has gone through major technological advances in the recent past, with features such as IPTV (Internet Protocol Television), VOD (Video on demand), Mobile TV and DVR's (Digital Video Recorders etc.), becoming increasingly common (Simpson and Greenfield 2012). Television is the most popular mass media in Ghana and many other parts of the world. Television is a medium used to disseminate information, news, and entertainment that includes moving pictures and sound. Over the years, programmes shown on most television stations have been streamlined to secure massive targeted audience in order to retain commercial value as a station. Some of these programs which are fascinating, romantic and intriguing are seen to be liked by most women, be it illiterate or literate. These interests in my opinion have gradually developed into an addiction, making employees to vacate their duty post and offices to go and watch them even during working hours. This research work critically looks at how these programs (LA GATA) have affected employees' performance and organizational production at large. The research consists of five major pieces. These include: the general introduction to the study, a literature review that examined current theoretical and practical perspectives on new media technology and its integration with old media, the methodology adopted to carry out the research work, the analysis of responds and finally, a look at the summary of findings and the various recommendations in the light of the study.

## 1.2 Background Description

The showing of programmes on television is meant to inform, entertain and educate viewers – both literate and the illiterate. According to Gerbner and Gross (1976), television's chief cultural function is to spread and stabilize social patterns, to cultivate not change but resistance to change. Television broadcast surfaced in Ghana precisely 31<sup>st</sup> July, 1965 (GBC at 80 Anniversary Lectures 2015). It is one of the most powerful media resources of reaching millions of viewers per second. It mostly serves as a credible source of information. Theoretically the media, especially television, have been shown to be an important source for learning behaviors and cultivating viewers' attitudes and perceptions (Glascok 2008:269). Bandura (1986p. 165) states, "that television can serve as an effective instrument for human development and enrichment". Ghana television advertisement began years after its establishment and having realized the immeasurable benefits gained by individuals and corporate bodies through television programmes, the placement of commercials has become a necessity. Programmes such as sports, business, current affairs, entertainments mostly dominate the screen on daily basis. One main entertainment programme that seems to be in vogue on our local television stations is the Soap Opera. Soap Opera basically is a continuous or social narrative in which a story is played out through connected episodes ([http://henryjenkins.org/2010/12/the\\_survival\\_of\\_soap\\_opera\\_par\\_3.html](http://henryjenkins.org/2010/12/the_survival_of_soap_opera_par_3.html))

It all began as far back January 1937, (<http://www.soap.sheknows.com>) when women listened to their soaps on the radio. It was a 15 minutes drama programme which was targeted at women—house wives, homemakers etc. Since soap operas rely heavily on authentic representations of their characters in order to maintain the loyalty of a mainly female audience (Geraghty 1991: 9). It was not men inclined. It was over eighty (80) years ago - back in the 1930's that the term

'Soap Opera' was first used by members of the American press to describe some of the first radio shows being produced and sponsored by companies of cleaning products and detergents. According to (<http://www.soaps.about.com>) in the 1920's the radio industry desperately wanted advertisers to help increase the stations ratings and profits. Radio executives managed to engage sponsors for the series aired. This was done through programmes that appealed to women. Therefore sponsors such as Procter and Gamble, Colgate -Palm Olive and Lever Brothers (now Unilever) were the maiden sponsors since these sponsors handle products that are female related hence the name Soap Opera.

Since the 1930's, Soap Opera have certainly gone through many transformations, from the early days of radio broadcasting to full one hour television formats. By the early 1960's, Soaps on radio faded out and gained prominence on television. After the 1952 premiere of "The Guiding Light", it was not long after when Soap Operas became part of network daytime television (Allen 1985). Columbia Broadcasting Services first led the way into the day time drama with the introduction of "As the World Turns" and "The Edge of Night". By 1963 both "National Broadcasting Company (NBC) and American Broadcasting Company (ABC) recognized the immense popularity of Soap Opera and began production for their own networks. ([http://henryjenkins.org/2010/12/the\\_survival\\_of\\_soap\\_opera\\_par\\_3.html](http://henryjenkins.org/2010/12/the_survival_of_soap_opera_par_3.html)). On April 1, 1963 both networks premiered their new daytime drama, with NBC's "The Doctors and ABC's General Hospital".

In the 1960's , not only Soap Opera demonstrated to be popular, but proved to be very profitable for the networks that produced them . In the 1980's with the change of viewer demographics and more women in workplaces, soaps opera began to focus their attention more on the younger viewers, including teenagers and college students. Tracey (1985) today in Ghana, virtually every

television station has one or more of the Soaps Opera for its viewers. In 1990's Metropolitan Entertainment owners of Metro TV and subsidiary of Ghana Broadcasting Corporation, aired a very popular soap opera titled "Bold and Beautiful". It ran virtually for one year and its viewership was impressive, followed by TV3 with Acapulco, Rosalinda, Promise and others. Viasat I currently show La Casa, UTV – La Gata.

Ironically the story lines of these telenovelas as it is sometimes called, is the same; love. They have the picture of poor beginning of two or more people who fall in love, faced opposition from all angles and finally end up as couples. Soap operas deal with thoughts and practical experiences of everyday life and, as Hobson (2003:29) claims, "It is the way that individual characters handle their lives and the way that their actions and experiences resonate with the experiences of the audience that forges the bond between the characters in the drama and the audience". Due to the complex but intriguing nature of these soaps opera, one can devote his or her time to constructively analyze developments as they unfold each time it is aired. These programmes serve as means of revenue generation as they are laced with commercials from both sponsors and ad spot buyers (Wicks 2000). Many breaks are created in them in order to contain as many adverts as possible. Ghana Television (GTV) creates three breaks for 30 minutes and six breaks in a 60 minutes episode respectively. So do Viasat1 and TV Africa but with TV3 and UTV, they create four breaks for 30 minutes and eight breaks respectively. However viewers are not discouraged by these numbers of breaks. The most disturbing issue about these soaps opera is that they are aired during working hours that is between 2pm-3:30pm. This inevitably affects productivity as workers especially women are seen glued to the television to consume the episode of the day. It is based on this background that the research is necessitated.

### **1.3 Statement of problem**

According to Brown and Singhal (1999) soap opera have become a common source of both entertainment and education in Ghana. Over twenty-five (25) television stations in the country show at least one interesting soap opera on their channels. These programmes are aired everyday-Monday to Friday in the evenings and repeated the following day. This is to create an opportunity for viewers who were not able to watch it the previous day, to do so the next day between the hours of 10am and 3pm. La Gata, a popular television series is currently running on UTV from Mondays through to Thursdays at 8pm and repeated at 2pm- 3:30pm the next day during official hours for which some employees suspend every activity – typing of minutes, filing of documents, prospecting by marketing ladies to make time to watch the programme or work as they watch it. This directly affects productivity.

### **1.4 OBJECTIVES OF THE STUDY**

#### **1.4.1 General Objective**

The main objective of this study is to explore how the watching of LA GATA affects employees' performance and organizational productivity using Ghana Broadcasting Corporation as a case study.

#### **1.4.2 Specific Objectives**

The specific objectives of this research are:

1. To establish whether or not watching La Gata between the hours of 2: 00pm -3: 30pm affect productivity.

2. To identify the impact of the attitude of employees' who watch LA GATA during working hours.
3. To examine some of those factors that leads to the unacceptable behavior of watching telenovelas during working hours.
4. To examine the relationship between employees' behavior at work and motivation.

### **1.5 Research Questions**

The study seeks to answer the following research questions:

1. Do people watch LA GATA during working hours?
2. What is the impact of the attitude of employees' who watch LA GATA during working hours?
3. What are some of the factors that lead to the unacceptable behavior of watching telenovelas during working hours?
4. What is the relationship between employees' behavior at work and motivation?

### **1.6 Significance of the Study**

The rate at which telenovelas are finding their way into the Ghana media broadcasting stream is alarming as it is on the increase, especially its been shown during working hours. By researching into the Ghanaian perspective on the issue of how it impacts on employees' performance and organizational productivity, this study will undoubtedly enrich current discourse on the impact of television within the Ghanaian setup and help provide a Ghanaian perspective on the issue whilst adding to the growing academic literature on television programmes usage in Ghana and Africa

at large. The study will also contribute to establish the fact that employers are always at the losing end anytime these programmes are shown during working hours and the revenue that is unknowingly lost. This study will help come up with holistic measures to curb the situation which will in the long term enhance productivity.

### **1.7 Scope of Study**

The study covers the views of employees of Ghana Broadcasting Corporation who watch or do not watch LA GATA on UTV. This choice is to help get different views on the issue so as to aid the interpretation of findings made and to avoid incomplete and efficient conclusions. The study will also look at the relationship between motivation, job satisfaction and employees' performance when the watching of LA GATA during working hours comes into play. Another area that will be looked at is the rationale behind the unacceptable behavior of watching this series during working hours. Geographically, the study was conducted in Accra, the capital of Ghana.

### **1.8 Organization of the Study**

The study will be organized into five chapters:

1. Chapter one consists of background of the study, statement of the problem, objectives, research questions, significance, scope and the organization of the study.
2. Chapter two involves literature review of related studies, theoretical framework and operational definition of terms and concepts.
3. Chapter three covers methodology, research design, population and sample size, sampling techniques, data collection methods and data handling and analysis.
4. Chapter four involves data analysis

5. Chapter five comprises the summary of findings, limitation of the study, conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Television is the most powerful and influential medium of communication around the globe. Due to its powerful effect, most advertisers rely on television for advertisement of their products to attract targeted people from all walks of life. According to UNESCO's statement dated 26th July 2000, the adolescents in America spend on the average 28 hours per week in watching television. Thus television is the most powerful medium which affects through its content and has the potential to negatively influence our effectiveness in all areas of our life.

#### **2.2 Rationale behind Television Programs**

According to Kotler and Armstrong (1993) an ideal advertising is aimed at providing positive information in order to gain commercial benefits through a stylish, attractive and refined way, which can persuade and compel the users to buy the product which is being advertised. These adverts are packaged within well-constructed and persuasive programs so as to get the attentions of the targeted audience in order to showcase those products. T.V adverts are very vital in the expansion of business, especially in marketing. Undoubtedly, television is the most popular medium due to its sound with picture and for this reason the best tool for selling brands and services (Muniz and O'guinn 2001). It is often said that a picture can tell more than thousand words, that's why television advertisements are the best to demonstrate the product in an attractive manner. Currently, T.V stations are now developing persuasive contents in order to set the platform for commercial activities so as to make profit (Doyle 2013). It can arguably be established that some of these programs shown on T.V come with educative elements in all areas

of life, but having them shown during working hours have affected the performances of some organizations especially in the public sector where strict supervisory work is overlooked.

### **2.3 Impact of T.V Programmes**

A study conducted by Shin on the effects of television viewing on the performances of student is a vivid pointer to what television programs can do to its viewers; talk less of when it is shown during working hours. Shin (2004) in his study on television viewing and its effect on the performance of the students established three hypotheses for its negative impact. The first hypothesis is the time displacement which means that television watching diverts the students from the intellectual thinking, which is why the performance and grades of students are affected. Another hypothesis named as the mental-effect hypothesis in which watching television can lead to the laziness of the mind. Shin proved that watching television does not require more mental attention as compared to other forms of communication i.e., reading and writing, which means that less mental capabilities are utilized during television viewing than any other activity. The third hypothesis is arousal hypothesis which concludes that television viewing can deteriorate the academic performance as it encourages spontaneous behaviors and discourages sustained activities. The third hypothesis also concluded that television viewing can lead to damaging the intellectual process of the children; as a result children fail to concentrate on their studies in classroom. Relatively these apply to all viewers at all levels but for the purposes of this study, concentration will be on employee's productivity at work when employees use official time to watch LA GATA. In my view, Shin's work makes us realize that although television watching is not evil it becomes distractive and affects our maximum output when watched simultaneously while involved in an activity or allocating much time to watch it.

A number of theories have emerged as relevant in understanding the effects of viewing television on a general audience. Dorfman, Woodruff, Chavez, and Wallack (1997) developed content analysis study on California news stories aiming for support of McCombs and Shaw's agenda-setting theory. Zillmann's excitation transfer theory has also been used as background for research investigating mental effects from television viewing (Weaver 2011); (Huesmann, Moise-Titus, Podoloski, and Eron 2003); (Peters and Blumberg 2002). Both of these theories have been used to investigate the different ways television may alter the way viewers of all ages think and possibly act.

In a related study in Latin America by Barbero and Martín (1998) on the characteristics of the viewers of telenovelas, characterized its audience as female and less educated. It focused on the core commercial interests of telenovelas and its ability to sell laundry, soap/detergent and other household products (<http://www.zonalatina.com/1998>). "As a way to reach a mass audience, no other medium today has the unique creative abilities of television; the combination of sight, sound and motion; the ability to demonstrate the product; to use specific effects; the chance to develop the empathy of the viewer; and the believability of seeing it happen right in front of your eyes" (Arens, Arens and Weigold 2011:492). Television stations use these as a means to get the attention of mostly females since they are the ones that take care of the house and its sanitary issues. This helps them to solicit for adverts and programs which they fit into the timeline for showing LA GATA in order to make profit since more viewers of a particular program are potential avenues of commercial value.

Gerbner et al. (1976) asserts that television is the central cultural arm of American society. Postman (1992 p. 12) warns, however, that it is not always clear, at least in the early stages of a new technology fusion into a culture, who will gain most by it and who will lose most. According to Postman this is because the changes brought about by technology are subtle if not mysterious and one might even say wildly unpredictable. Postman's point was that technology creates new conception of what is real or true. Television was not invented with the intention of imposing antisocial behaviors up on its viewing audience. Still, as Postman cautions, unforeseen consequences stand in the way of all those who think they see clearly the direction in which a new technology will take us, as it is in some organizations where employees tread on the blind spot of watching telenovelas like LA GATA during official working hours. The proliferation of technological devices like smartphones, tablets, iPad among many others have become very handy as against the old fashioned television some years ago. These items have served as elements of distraction especially in the working environment where an employee who finds him or herself idle is tempted to access programs or activities of interest just to while away time. In as much as they were invented to aid and enhance what we do, it has more of become obstacles to organizational productivity and employee performance enhancements. Three theories that were critically looked at in view of the above are the motivational theory, uses and gratification theory and organizational commitment theory. These will help ascertain how behavioral makeup of employees and organizational relationship with its employees serves as a catalyst to propel people into misusing officially allocated hours to satisfy the personal gratifications.

## **2.4 Theoretical Framework**

According to Bandura (1971:46) social learning theory, people in their everyday lives continually observe the actions of others and the occasions on which they are rewarded, ignored, or punished. This theory stems from the idea of *modeling* behavior. In terms of mass media, Bandura (1986:70) offers that an influential source of social learning at any age is the abundant and varied symbolic modeling provided by television and other visual media. Through his work with the Cultural Indicators Project, Gerbner has investigated the various symbolic models upon which television viewers rely. The Cultural Indicators Project, which began examining the images of broadcast television programming in 1967, conducts both content analysis and cultivation analysis Signorielli, Gerbner, and Morgan (1995) on this —artificial reality that makes TV violence so popular. Cultivation analysis, specifically, inquiries into the assumptions television fosters about the facts, norms, and values of society Gerbner and Gross (1976). Relatively this will help in determining the various attitude employees have adopted into the working environment in areas like dressing, relating to individual employees and superiors to ascertain its impact whether positive or negative.

## **2.5 Motivational Theory**

In any discipline, the importance of getting people to do what you want is a key leadership skill. A complex and dynamic environment demands that leaders of the organization must create an environment in which employee will feel trusted and empowered to take decisions in the organization. This invariably leads to enhancing the motivation level of employees and ultimately organizational productivity as well. Smith and Rupp (2003) stated that performance is a role of individual motivation and organizational strategy whiles Luthans and Stajkovic (1999)

concluded that the advancement of human resources through rewards, monetary incentives, and organizational behavior modification has generated a large volume of debate in the human resource and sales performance field. These are indicative of the indispensable role motivation plays in an organization and how an organization can predict the depths of their output by looking at the environmental structures put in place to aid and motivate employees.

Companies rely on their employees to produce products or provide services in a timely fashion. And while employees can easily learn the tasks and procedures required to carry out their roles, organizations can benefit from providing motivational incentives for exceptional job performance. Motivational theory in an organization has to do with the way in which a company motivates its employees to perform as a group and within their individual job roles. Human motivation is a complex and well-studied field that has broad roots in a diverse collection of academic disciplines including psychology, sociology, education, political science, and economics. In simplified terms, motivation can be defined as, “what causes people to behave as they do” (Denhardt et al. 2008:146).

## **2.6 What is Motivation?**

The term “motivation” can be traced to the Latin word “*movere*” which means “to move” (Luthans 1999). However, this is an inadequate explanation of the complex process of motivation. A more detailed definition was presented by Analoui (2000 p. 324) when he illustrated that “Motivation is the internal drive necessary to guide people’s actions and behaviors toward achievement of some goals”. This drive or force comes from the desire to satisfy certain needs and expectations (Mullins 2007). Similarly, Kast and Rosenzweig (1979) defined motivation as “what perhaps prompts a person to act in a certain way or at least develop a propensity for specific behavior”. Luthans (1999) points out that the key to understanding the

process of motivation lies in the meaning of, and relationship between, needs, drives, and incentives. Therefore, motivation according to his point of view is a “process that starts with a physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive”. Moreover, the term is used to express the readiness to increase one’s efforts on a specific task in order to get specific incentives (Molander 1996). Although the previous definitions may seem to vary, the general agreement is that, motivation as a dynamic process starts with human needs which, in turn, makes people act in a certain way to achieve the organizational goals and objectives, and hence satisfy their needs. Moreover, there seems to be a hidden agreement between researchers about the main characteristics of the motivation phenomenon, as there are three common denominators which characterize the phenomenon. That is, when researchers discuss motivation, they primarily focus on the following Steers et al., (1992:8):

- What energizes human behavior?
- What directs or channels such behavior?
- How this behavior is maintained or sustained within organizations?

There tends to be a general consensus as to the definition of motivation which reflects that: (1) motivation is goal directed (Lawler 1994), (2) motivation outlines the achievement and pursuit of goals (Denhardt et al., 2008) and (3) motivation is environmentally dependent (Pettinger 1996). Campbell and Pritchard (1976) define motivation as being the set of psychological processes that cause the initiation, direction, intensity, and persistence of behavior. Because motivation is so difficult to define, it may help in determining what motivation is not. Denhardt, Denhardt and Aristigueta (2008) outline four examples. Motivation is not: (1) directly observable, (2) the same as satisfaction, (3) always conscious, and (4) directly controllable.

“Motivation is an internal state that causes people to behave in a particular way to accomplish particular goals and purposes. It is possible to observe the outward manifestations of motivation but not motivation itself” (Denhardt et al., 2008:147). For instance, the acquisition of money may be an extrinsic motivator, but it is simply the manifestation of the internal drive to meet intrinsic needs like purchasing food, paying rent for shelter, or acquiring high social status.

Motivation is not the same as satisfaction. “Put simply, satisfaction is past oriented, whereas motivation is future oriented” (Denhardt et al. 2008:147). While a worker may be very satisfied by the compensation of their job, there are countless instances where these workers are not entirely motivated to continue doing what they want to do (Igalenss and Roussel 1999). According to Denhardt et al. (2008 p. 147) “Motivation is not something that people do to others. Motivation occurs within people’s minds and hearts. Managers can influence the motivational process, but they cannot control it”. Motivation refers to “the reasons underlying behavior” (Guay et al. 2010:712). Paraphrasing Gredler, Broussard and Garrison (2004:106) broadly define motivation as “the attribute that moves us to do or not to do something”. Motivation is one of the most important factors for any organization. According to Thompson and McHugh (2002), it is one of the five factors that determine the existence of any organization, as they put motivation on an equal footing with men, money, machines, and morale. Determining and understanding the factors that motivate employees is an essential need, since the performance of any organization depends on the availability of a satisfied and motivated workforce.

Moreover, motivation can influence managers’ effectiveness as, according to Analoui (2009), motivation is one of the parameters of managerial effectiveness. Motivation is considered as the engine and the steering wheel of a car, as they believe that motivation generates the energy and

controls the behavior of any person. Because, if we discover and understand what motivates an employee, we will then be able to know the correct button to press to make him work harder, the correct levers to drag to make him change his behavior, and the correct rewards that can be used to direct his attitudes (Huczynski 2001).

## **2.7 What is Job Satisfaction?**

Job satisfaction is one of the most widely studied subjects in the management field Loi and Yang (2009), as it is considered as one of the determinants of the quality of the working context in any organization. The starting point in exploring employees' satisfaction and motivation was Taylor's scientific study in 1911, but the real beginning of job satisfaction and motivation researches began with Mayo's et al. (1924), which shed light on the importance of the human element as being the most valuable resource in any organization. Thousands of researches in job satisfaction have been conducted since the Hawthorne studies and a great number of theories and models were established to explain the complex nature of the job satisfaction phenomena (Locke 1983).

In order to fully comprehend human phenomenon, it is important to look at the different definitions of job satisfaction. The term "satisfaction" is normally used to describe the status of people when their needs have been fulfilled. However, the term "job satisfaction" has been defined in numerous ways according to numerous points of view and no one can claim that there is an ideal definition that can be used by all researchers. However, it can be said that definitions of job satisfaction centralize on two main dimensions. The first dimension is focusing on the factors or conditions that give rise to the feeling of happiness or satisfaction. For example, Hoppock (1935 p. 47) defined job satisfaction as "Any combination of psychological, physiological, and environmental circumstances that cause a person to say, I am satisfied with

my job". Porter and Lawler (1968) defined it as "the extent to which rewards actually received meet or exceed the received equitable level of rewards. The greater the failure of actual rewards to meet or exceed perceived equable reward, the more dissatisfied a person is considered to be in a given situation". Consistent with the previous definitions, Mumford (1970 p. 72) looked at the satisfaction concept as the "degree of fit" between organizational demands and individual needs, and that the employee's satisfaction with his job and the employer's satisfaction with his job and with work performance will only be high when this fit is a good one".

Vecchio (1995) argued that "job satisfaction is the emotional reaction to work experience". Smith et al (1969) supported this orientation when they defined job satisfaction as " the feelings a worker has about his job which are associated with perceived difference between what is expected as a fair and reasonable return and what is experienced, in relation to the alternatives available in a given situation". Consistent with the same line of thinking, Spector (1997) defined job satisfaction as "the global feeling about the job or a related constellation of attitudes about various aspects or facts of the job." Finally, Locke (1976) defined it in the same manner by defining it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". When employees puts in extra effort to perform beyond expectation and they are not rewarded accordingly, they feel dejected and demoralized and therefore they choose rather to spend their time on something else other than to go the extra mile to heighten organizational output. Again the conduciveness of the working environment has direct impact on the employees' behavior especially when the organization lacks certain things required to enhance employees work and to make them put in their best. These different dimensions of job satisfaction will help determine the underpinning factors that lead to the unethical behavior of employees watching LA GATA during official hours.

## **2.8 The relationship between motivation and job satisfaction**

Some researchers see job satisfaction as a consequence of job motivation. According to Sorge and Warner (1997), job satisfaction is the main result of work motivation. They argued that when the individual needs something, that need will cause tension, which will give rise to actions toward achieving the goals that may lead to satisfying his needs which, in turn, finally result in satisfaction.

On the other hand, other writers see job motivation as a consequence of job satisfaction. Kreitner et al. (2002), for example, argued that managers can enhance employees' motivation by increasing their job satisfaction. Contrary to the previous opinions, some researchers assumed that job satisfaction and motivation are different phenomena; Hersey and Blanchard (1988) argued that while satisfaction is related with the past, motivation is related to the future, as they see satisfaction as a result of past organizational events, while motivation is a result of individuals' expectations about the future. Therefore, it can be said that job satisfaction and motivation are not the same, as each has its own identity. This study therefore investigates into the issue under study to ascertain if the absence of motivation and satisfaction is one of the underpinning reasons for which employees choose to divert their energy into watching telenovelas during working hours or not. In view of the above, job satisfaction and job motivation are complementary. When an employee feel motivated, he or she will be satisfied because the appropriate reward is remitted to him or her and when he or she feel satisfied with her job he or she is always motivated to put in him or her best.

## **2.9 Uses and Gratification Theory**

Uses and gratifications theory, first advanced in the 1940s by Lazarsfeld and Stanton (1944), attempts to explain the reasons people use mass media and the different types of gratification

they receive from it. Gratifications, simply stated, are rewards or satisfactions obtained by the individual. The theory relies on the belief that the audience is not merely a group of passive media consumers, but that they play an active role in selecting different media to meet their needs Infante, Rancer and Womack (1997); Lowery and De Fleur (1983). The theory came into prominence in the late 1950s and early 1960s at a time when researchers realized that traditional effects theories did not adequately explain audience experiences with mass media Blumler (1979); Swanson (1979).

Rubin (1986) stated two underlying presumptions of the uses and gratifications model. First researchers need to understand audience needs and motives for using mass media in order to comprehend the effects of the media. Second, understanding audience consumption patterns will enhance understanding of media effects. Rubin (1983) also found five reasons for adults using television: passing time, information, entertainment, companionship, and escape. In a subsequent study Rubin (1984) identified two types of television viewers – ritualized and instrumental. Ritualized users are frequent T.V viewers who use television mainly as a diversion. Instrumental users usually have a specific purpose in mind when they watch TV and often use it for information purposes. Ritualized viewers as stated by Rubin will aid this research to determine how employees use the watching of LA GATA during official hours as a diversion and the underlining reasons from their behavior be it for passing away time and entertainment among many other things.

In a study on the Television Programmes Popularity among Chennai Urban Women, designed to compare the viewing habits of working women and homemakers to analyze the respective role played by this important medium in these two groups of people. The researcher sought to determine which set of the women are heavy television viewers and what sort of television

programmes were important to them. Out of the 350 respondents contacted, 185 established that they prefer soaps opera to any other programme (Pugalendhi, R. 2015). This demonstrates that majority of working women and homemakers heavily patronized watching television. Doing a research like this will help prove or contradict the views of researchers on the fact that Soap Opera shows are more women inclined than men.

Luo Lu and Michael Argyle (1993) on the topic 'TV Watching Soap and Happiness', stated that, it handled 114 respondents who reported the amount of time they spend in watching television in general, especially soap opera. It identified further that more leisure time is spent in watching television and on the average about 4.75 hours are spent by women while the men spent 3.75 in Britain. As to whether happiness is derived from watching television, 17% according to the findings, of Americans gained "great satisfaction" as against 32% for reading, 26% for sports and 25% for games respectively (Robinson 1977). The study stated that "soap opera" has become very popular in recent years in several parts of the world (Kaohsiung 1993). This may be due to the offering of powerful gratification. Lovers of soap opera according to the study identified that it serves as a source of entertainment and escapism - you can have a little romance, glamour, passion, love and hate in your life - 92%. Further assertion made by them is that it creates an environment of realism. That is, it deals with challenges that are of everyday life - joblessness, racism, adultery, defilement, rape, alcoholism and drugs. It also serves as educational medium - making it possible to relate to the situation and sometimes sort out your own problems by imitating what the characters have done but does this enhance employees' performance or is it ethical for employees to abandon duty post and offices to watch LA GATA during official hours? These and many questions arise as we look at LA GATA showed during official hours and in the context of organizational requirements, employee performance and

productivity.

### **2.10 Organizational Commitment Theory**

The term commitment means “engagement or involvement that restricts freedom of action” (Oxford Dictionary). Mowday, Porter, and Steers (1982), obviously understates the complexity involved in a person’s attitude within his or her employing organization.

The concept of commitment in the workplace remains a much researched topic and an intriguing trait of employee behavior. Studies in this area have also affected the conceptualization of commitment towards the job, occupation, the workgroup, representative employee bodies, and work itself. Research in this area has stemmed primarily from the need to establish a relationship between antecedents of organizational commitment and organizational outcomes in order to create and sustain a committed workforce contributing positively towards organizational commitment. There has been substantial reviews of the organizational commitment literature from the approach proposed by Becker (1960) through to Meyer and Allen (1999) Employee commitment still remains one of the most intriguing and challenging concepts in the fields of management, organizational behavior and Human Resource Management (Cohen 2003); (Morrow 1993). Organizational Commitment is a core predictor of employee’s attitude to the organization and is a strong indicator of turnover behavior, withdrawal tendency and organizational citizenship behavior.

The leading study to Organizational Commitment has been the three dimensional approach proposed by Meyer and Allen (1984 p.1997), which categorizes commitment into three distinctive scales, namely, affective, normative and continuance commitment. Although these concepts find their roots in earlier studies Becker (1960), Porter, Steers, Mowday and Boulian

(1974) on organizational commitment have contributed significantly to the development of the concept, yet the limitations of these studies have prevented the construct of Organizational Commitment to be developed holistically and diminished the predictive validity of the Organizational Commitment dimensions (Cohen 2003); (Ko, Price, and Mueller 1997). Hence this study seeks to look at how the inappropriate behavior of employees in abandoning official work to make time to watch telenovelas like LA GATA which are shown during working hours, have affected the three distinctive scales of organizational commitment.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter focuses on the procedures that will be followed in collecting and analyzing data. Discussed in details are the research design; the location of the study; population of the study; sampling procedure and sample size; instrument for data collection, data analysis and the method used by the study in analyzing data collected.

#### **3.2 Research design**

This is the blueprint for conducting the study. It maximizes control over factors that could interfere with the validity of the findings. Designing a study helps the researcher to plan and implement the study in a way that will help him or her to obtain intended results, thus increasing the chances of obtaining information that could be associated with the real situation (Burns and Grove 2001).

The study adopted descriptive research design specifically the survey method in examining how the viewing of telenovelas like LA GATA during working hours impact employees' performance and organizational productivity using Ghana Broadcasting Corporation as a case study.

Ghana Broadcasting Corporation (GBC) is the public broadcaster in Ghana. It is funded by broadcasting television commercials and the levying of the television license, costing 3 GHC. The broadcasting service, established in 1954, was originally known as the Gold Coast Broadcasting System before it was renamed to the Ghana Broadcasting Corporation upon the country's independence in 1957. Throughout its history it has been independent of the government's Information Service Department with staff strength of close to 5,000 across the

nation. The GBC operates four television stations namely; GTV, GTV Sports Plus, GTV Life and GBC 24. The station GTV broadcasts to the entire nation via satellite while the others are limited to Accra and Kumasi. Additionally, GBC operates 2 national and 10 regional stations, which are located in the ten regions of Ghana.

The choice of organization was motivated by proximity and also as staff, access to relevant data and suitable working environment in view of the research focus. According to Glass and Hopkins (1984) descriptive research involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data collection. It often uses visual aids such as graphs and charts to aid the reader in understanding the data distribution. Descriptive studies are aimed at finding out "what is," so observational and survey methods are frequently used to collect descriptive data (Borg and Gall 1989). Suen and Ary (1989) observational methods are concerned with naturally occurring behaviors observed in natural contexts or in contexts that are contrived to be realistic. According to them there are two approaches to the direct observation of behavior: a quantitative approach that employs structured observation methods and a quantitative approach that features unstructured observation.

According to Aliaga and Gunderson (2000:1), quantitative research is the "Explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics)". Questionnaires were the main instruments used to collect data. According to the business dictionary (<http://www.businessdictionary.com/definition/questionnaire.html>) questionnaire is a list of a research or survey questions asked to respondents, and designed to extract specific information. The questionnaire comprised both closed-ended and opened-ended questions. An open-ended question is designed to encourage a full, meaningful answer using the subject's own knowledge

and/or feelings while closed-ended question, which encourages a short or single-word answer (<http://www.mediacollege.com/journalism/interviews/open-ended-questions.html>). Closed-ended questions were used in gathering quantitative data. The use of questionnaire was employed to collect data from the staff of Ghana Broadcasting Corporation, since this method is quicker in collecting information from a number of people at the same time. Secondly, the questionnaire was the most convenient method of eliciting responses to questions (Dawson 2009). The questions were based on the research questions in chapter one. The survey method will be useful in exploring how external factors like television programs affect the performance of the organization when employees' engage themselves in watching them during working hours. Surveys, simply defined, are series of questions used to gain information (Ary, Jacobs, and Razavieh 2002); (Fowler 2002); (Jobe and Mingay 1991). Surveys appear frequently in the lives of people as they read magazines, surf the internet, or sometimes through phone or mail solicitation (Fowler 2002). People are familiar with survey mechanisms, and this makes them an easy research method to administer (Baxter and Babbie 2004); (Fraenkel and Wallen 2006). This research design was used because it is an efficient approach for collecting descriptive data regarding characteristics of a sample of the population and its current practices.

### **3.3 Target Group**

The research was conducted at the Ghana Broadcasting Corporation in the Greater Accra Region of Ghana since the researcher found it convenient in terms of geographical reach and in addition to that the television station, UTV which shows LA GATA is situated in Accra. The study population comprises the staff of the organization. The staff of Ghana Broadcasting Corporation were selected in order for the researcher to get relevant data since the research is to evaluate how

the watching of LA GATA during working hours impact staff performances and organizational productivity.

### **3.4 Sampling**

Polit and Hungler (1999:95) the process of selecting a portion of the population to represent the entire population is known as sampling. Fraenkel, Wallen, and Hyun (2012) define sampling as the process of selecting individuals to participate in a research. For David (2005) and Mercado (2006), sampling essentially involves a system of selecting a population representation from the general population depending on the objective of the study, availability of money, time and effort in gathering research data.

#### **3.4.1 Sampling Technique**

There are two broad types of sampling, the non-random or non-probability and the random or probability sampling (David 2005); (Fraenkel, Wallen, and Hyun 2012); (Mercado 2006). Gill and Johnson (2002) and Tejero (2006) do not state that there are two types of sampling but they discussed the non-probability sampling and random sampling.

Non- probability Sampling is a judgmental sampling. It does not give any member of the population an equal chance of being selected as part of the sample. "Each member of the population does not have an equal chance of being selected; some, in fact, have no chance" (Fraenkel, Wallen and Hyun 2012:93-4). One disadvantage of using this sampling technique is the possibility of bias. A bias is the greater probability of certain type/class of sample units/elements to be included in the selected sample (David 2005:97).

Fraenkel, Wallen and Hyun (2012:93) state that in random sampling, “every member of the population presumably had an equal chance of being selected. Cooper and Schindler in David (2005:96) mention that “probability sampling is based on the concept of random selection, a procedure that assures that all elements in the population are given an equal chance of being selected as a sample unit”. Gill and Johnson (2002:101) “Do not provide us a straight definition of random sampling but they give us an idea that random sampling or probability sampling aims to ensure that those who participate are representative sub-set of the research population and thus any findings can be generalized or extrapolated to the target population with confidence”.

The study adopted the simple random sampling in selecting the organization for the research while purposive sampling was used to select staff with television set in their offices and those without. This will help get a balanced response for adequate conclusion on the issue under study. Babbie (2014) purposive sampling is a type of non - probability sampling method in which the researcher uses their judgment in the selection of sample members. The choice of this technique is due to the fact that it is extremely fast, easy, readily available, cost effective and the homogeneous nature of the sample and the research questions addressed were specific to the characteristics of the sample. According to Descombe (2014), purposive sampling procedure will enable the researcher to select participants with the relevant requirements to the study. Respondents who had television sets and computers with Television cards installed in them were identified and selected for the study.

### ***3.4.2 Sample size***

A sample is a subset of a population selected to participate in the study, it is a fraction of the whole, selected to participate in the research project Polit and Hungler (1999 pp. 227). Kumekpor (2002) a sample of a population consists of that proportion of the number of units

selected for investigation. A random sample size of thirty 122 staff was selected for the administration of questionnaires. This is because the research is a purely quantitative one. This was to get a fair representation in the study in terms of the various divisions that can be found in the organization. The organization has five divisions namely: Administration, Television, Engineering, Technical Production and Finance. The reason for this sample size is to have a manageable sample and to avoid a thin data that may mar the analysis thereby rendering the discussion and conclusion problematic.

### **3.5 Sources of Data**

Polit and Hungler (1999) define data as information obtained in a course of a study. Two sources of data were used in this study, they are: secondary and primary data. Data can be defined as the quantitative or qualitative values of a variable. Data is the plural of datum which literally means to give or something given. Data is thought to be the lowest unit of information from which other measurements and analysis can be done. Data can be numbers, images, words, figures, facts or ideas. Data in itself cannot be understood and to get information from the data one must interpret it into meaningful information. Data sources are broadly classified into primary and secondary data

#### **3.5.1 Primary Data**

Kotler, et al. (2009), describe primary data as data obtained for the specific purpose at hand. The administration of questionnaire was the sole method for collecting primary data for the study. In primary data collection, the researcher collects the data himself using either qualitative or quantitative methods or both. Quantitative method was adopted for this study to ensure that data

interpretation is better, targeted issues and specific research issues are addressed. The data collected is unique to the researcher and until he or she publishes it, no one else has access to it.

### ***3.5.2 Secondary Data***

Secondary data is collected by others for the use of their specific purpose (Saunders et al. 2009). Secondary data can be described as sources of information that are collected by a person or organization other than the users of the data and include both qualitative and quantitative data which are used in both exploratory and descriptive research. It is often undertaken after the researcher has gained some insight into the issue by reviewing secondary research or by analysing previously collected primary data. Secondary data consist of already processed data existing elsewhere. This type of data enables the researcher to gather enough information on the subject matter (Kotler et al. 2009). In order to make the research effective, the researcher also relied on secondary data from literatures, industry surveys and journals.

### **3.6 Instruments Used**

In order for the researcher to collect relevant data for the study, the instruments used were a structured close-ended and opened-ended questionnaire. According to Dominick and Wimmer (1997) open -ended question requires respondents to generate their own answer. It also allows respondents freedom in answering questions and an opportunity to provide in-depth responses. In the case of closed-ended questions, respondents select an answer from a list provided by the researcher. Questionnaire is a data collection instrument, which had a number of items. The answers were arranged and coded using point numeric rating scales Saunders et al (2007) as follows: numeric rating scale- Yes, No and Not Applicable. Closed-ended questionnaires provide

the inquirer with quantitative or numerical data and open-ended questionnaires with qualitative or text information. In this regard, Blaxter et al., (2006:170) divide questionnaires into “seven basic question types: quantity or information, category, list or multiple choice, scale, ranking, complex grid or table, and open-ended”.

Seliger and Shoham (1989) are of the opinion that closed-ended questionnaires are more efficient because of their ease of analysis. Gillham (2000:5) argues that “open questions can lead to a greater level of discovery”. For this reason the study adopted both forms of questions so to complement each other to generate both qualitative and quantitative data for a comprehensive analysis to be carried out.

The questionnaire was self-administered by the researcher through personal visits to the premises of the selected organization. The data collection covered a period of one week. The instruments were given out to the respondents to be left alone to respond. On the average it took fifteen minutes for a respondent to complete the instrument. At the end of the exercise, the researcher collected the questionnaire for analysis.

### **3.7 Data Analysis**

The data collected from the field was coded and entered into the computer for analysis using the Statistical Package for Social Sciences. Coding is a system for preparing quantitative analysis of data using a number to symbolize words. Each questionnaire was identified by assigning serial numbers ranging from 01 – 27 and the data were tabulated for analysis purposes. Inferences were made in view of the research objectives and questions after the generation of each table.

### **3.8 Validity and Reliability of data collection**

The procedures for collecting data were valid and reliable since primary data gathering technique was mostly used throughout, to collect information for the analysis. In most cases, the questionnaires proved positive because the people knew what they were doing. This manifested in the high active response rate to questionnaires.

The questionnaires were also pre-tested using colleagues and a selected number of people. Necessary updates were done avoid ambiguity in order to ensure simplicity in the questions asked. For instance open ended questions were fine tuned to ensure that responds from respondents are not out of the scope of the study taking into consideration the set objectives of the study. However responds from this were not used in the analysis stage and therefore had no impact on the results.

### **3.9 Ethical issues**

According to Gallagher (2009) research ethics is a complex construct, essentially concerned with the principles of right and wrong conduct. Trussell (2008) it reflects various epistemological paradigms and methodological practices within particular social and cultural contexts. Research ethics relates to how a researcher conducted him or herself in relation to the rights of those who are his or her respondents. In order to undertake this research for the production of valid results and responds, the researcher informed respondents about the very nature of the research and sought their concern to participate voluntarily. This was followed by the distribution of the questionnaires for it to be collected later by the researcher on a day given by the respondents. The researcher assured them of their right to privacy and that information given is going to be treated confidential. To achieve this, questionnaire was designed in a way that the personal

identities of respondents were not captured. Parameters like name, telephone numbers, email address among others that could reveal the identity of the respondents were not included in the questionnaire.

## CHAPTER FOUR

### DATA ANALYSIS AND DISCUSSION OF RESULTS

#### 4.1 Introduction

This chapter presents and analyzes data obtained from the findings. Primarily it focuses on people watching LA GATA during working hours, the impact of the attitude of employees' who watch LA GATA during working hours, factors that lead to the unacceptable behavior of watching telenovelas during working hours and the relationship between employees' behavior at work and motivation?

#### 4.2 Presentation of Findings

##### 4.2.3 Demographics

This section illustrates demographic features of the respondents. One hundred and twelve questionnaires were retrieved after its distribution. The personal data of the respondents that were examined included the following: gender, age, educational level, designation of respondents and respondents' years of been in service.

##### 4.2.3.1 Gender of Respondents

GENDER	GBC STAFF	
	Frequency	Percentage (%)
Male	24	21.4
Female	88	78.6
Total	112	100

Table 1: Distribution of gender of respondents

Information collected from the selected sample as indicated in Table 1 revealed that out of 112 staff selected, 21.4% of them are males whilst the other 78.6% are females.

#### 4.2.3.2 Age of Respondents

AGE (YEARS)	GBC STAFF	
	Frequency	Percentage (%)
18 – 24	4	3.6
25 – 30	28	25.0
31 – 34	28	25.0
35 – 40	20	17.9
41 – 44	16	14.3
45 – 50	4	3.6
Over 51 years	12	10.7
<b>Total</b>	112	100.0

**Table 2: Distribution of age of respondents**

Analysis of respondents' ages as depicted in Table 2 shows that 3.6% falls within the range of eighteen to twenty four years of age, 25% falls within twenty five to thirty years, 25% falls within thirty one to thirty four years, 17.9% falls within thirty five to forty years, 14.3% falls within forty one to forty four years, 3.6% falls within forty five to fifty years and the remaining 10.7% are over fifty years old.

#### 4.2.3.3 Level of Education of Respondents

LEVEL OF EDUCATION	GBC STAFF	
	Frequency	Percentage (%)
High National Diploma	16	14.3
Bachelor's Degree	80	71.4
Other	16	14.3
Total	112	100.0

**Table 3: Distribution of level of Education**

Table 3 above shows that 14.3% of respondents have being to the polytechnic, 71.4% have a university degree whiles 14.3% had other qualifications.

#### 4.2.3.4 Years of being in service

YEARS IN SERVICE	GBC STAFF	
	Frequency	Percentage (%)
Less than 1 year	16	14.3
1 – 5	32	28.6
6 – 10	16	14.3
Over 10 years	48	42.9
Total	112	100

**Table 4: Distribution of years being in service**

Table 4 above shows that 14.3% of respondents have been staff of GBC in less than a year, 28.6% have been working at GBC between one to five years, 14.3% of the respondents fall within six to ten years of service and the remaining 42.9% have served for over ten years. The years of service shown in the table above will help relate the impact of watching LA GATA during working hours to the organizational productivity since most of the respondents have worked at GBC for quite an appreciable number of years which puts them in the right position to be able to tell if there is a decline in productivity and personal performance as research by Shin (2004) have indicated that television watching negatively impacts on intellectual thinking and also performance.

#### 4.2.3.5 Respondents' designation

POSITION/RANK	GBC STAFF	
	Frequency	Percentage (%)
Head of Department	12	10.7
Assistant Head	8	7.1
Human Resource Supervisor	4	3.6
Senior Operations Officer	20	17.9
Operations Officer	48	42.9
Other	20	17.9
Total	112	100.0

Table 5: Distribution of respondent's designation

Table 5 above shows that 10.7% of respondents are in charge of departments in GBC, 7.1% are assistant heads, 3.6% are human resource supervisors, 17.9% are senior operation officers, 42.9% are operations officers and the remaining 17.9% were assigned other roles.

#### 4.3.1 Watching UTV station during official hours

TV STATIONS	GBC STAFF	
	Frequency	Percentage (%)
Yes	104	92.86
No	8	7.14
Total	112	100

**Table 6: Distribution of watching UTV during official hours**

Table 6 above shows that 92.86% of respondents like watching UTV during official hours while 7.14% indicated that they do not watch UTV during official hours.

### 4.3.2 Favorite programmes watched during official hours

TELEVISION PROGRAMMES	GBC STAFF	
	Frequency	Percentage (%)
Sports	8	7.14
LA GATA	84	75.0
Nigeria Movies	12	10.71
Others	8	7.14
Total	112	100

**Table 7: Distribution of favorite programmes**

Table 7 above shows that 7.14% of respondents watched sports during working hours, 75.0% watched LA GATA shows, 10.71% watched Nigeria movies and the remaining 7.14% watched other kinds of programmes. The data shows that majority of the respondents use official hours for watching LA GATA shows.

### 4.3.3 Where do you watch LA GATA during working hours?

LOCATION	GBC STAFF	
	Frequency	Percentage (%)
Office TV	64	57.14
Laptop	20	17.86
Smart Phone	16	14.29
At a friend's house within the neighborhood	12	10.71
Others	-	-
Total	112	100

**Table 9: Distribution of where people watch LA GATA**

Table 9 above shows that 57.14% of respondents do not go out to watch television but rather they watched it in the office whiles 17.86% watch it on their Laptop, 14.29% watch TV on their smart phone and 10.71% go to their friends' houses in the neighborhood to watch TV during official hours.

#### 4.3.4 Factors contributing to watching these programmes

FACTORS	GBC STAFF	
	Frequency	Percentage (%)
Boredom	-	-
Lack of motivation	-	-
Job dissatisfaction	-	-
Idleness	-	-
Less work to be done	-	-
All of the above	112	100
Total	112	100.0

**Table 10: Distribution of factors contributing to watching these programmes**

Table 10 above shows that all the respondents identified boredom, idleness, lack of motivation, less work to be done at the office and job dissatisfaction as the main factors that contribute to the watching of LA GATA during official hours. The data collected revealed that idleness, having completed the day's work, job dissatisfaction and boredom pushed them into looking for something that interest them in order to channel their energy towards it. All of the respondents stated that the benefits derived from watching this show made no positive impact on their work but rather those benefits are self-gratifying. This goes to buttress the fact on soap operas pointed out by Kaohsiung (1993) which states that it may be due to the offering of powerful gratification, it serves as a source of entertainment and escapism - you can have a little romance, glamour, passion, love and hate in your life. Determining and understanding the factors that motivate

employees is an essential need, since the performance of any organization depends on the availability of a satisfied and motivated workforce (Thompson and McHugh 2002)

#### 4.3.5 When did you start watching LA GATA?

TIME	GBC STAFF	
	Frequency	Percentage (%)
Three months and above	28	25.00
Two months ago	20	17.86
One month ago	40	35.71
Less than a month	24	21.43
Total	112	100.0

**Table 11: Distribution of when respondents started watching LA GATA**

Table 11 above shows that 25.0% of respondents indicated that they started watching LA GATA during official hours three months or more, while 17.86% of them stated two months ago, 35.71% started watching it one month ago while 21.43% stated less than a month.

#### 4.3.6 Performance and output rating

WATCHING TELEVISION WHILE WORKING	GBC STAFF	
	Frequency	Percentage (%)
Extremely Low	8	7.14
Very Low	40	35.71
Low	20	17.86
Neutral	32	28.57
Nothing changed	12	10.71
<b>Total</b>	<b>112</b>	<b>100.0</b>

**Table 12: Distribution of Performance and output rating**

Table 12 above shows that the performances of 7.14% of respondents were extremely low as compared to their expected outputs, 35.71% indicated that their output was very low, 17.86% opted for low while 10.71% were of the view that watching LA GATA during official hours did not affect their performances and work output. However 28.57% took a neutral stand on the issue.

Data collected on how the watching of LA GATA during official hour's impacts employees output revealed that majority of the respondents watched LA GATA on TV's in their offices while others exploited other platforms at their disposal. Boredom, idleness, job dissatisfaction, lack of motivation and less work to be done at the office were the main things that drove them into watching LA GATA. In the presence of these factors, respondents are left with no option but

to channel their energy towards something that is of interest to them. Having watched LA GATA during official hours over a period of time, respondents identified a gradual decline in their work performance and output. From Table 12 7.14 % stated that their performance has dropped extremely, 35.71% also indicated a very low turn in their output, 17.86% scored their output to be low. Cumulatively 60.71% of the entire sample size acknowledged some level of decline their output since they started watching LA GATA during official hours. This buttresses the findings of Shin who indicated that television watching negatively impacts on intellectual thinking and also performance (Shin 2004).

#### 4.4.1 Influencing other colleagues in watching LA GATA

INFLUENCING OTHERS IN WATCHING LA GATA	GBC STAFF	
	Frequency	Percentage (%)
Yes	72	64.29
No	40	35.71
Total	112	100.0

**Table 13: Distribution of influencing other colleagues in watching LA GATA**

Table 13 above shows that 64.29% of respondents indicated that they have one way or the other influenced some colleagues to adopt the attitude of watching LA GATA during official hours whiles 35.71% indicated otherwise.

#### 4.4.2 Number of colleagues influenced

NUMBER OF COLLEAGUES	OF GBC STAFF	Frequency	Percentage (%)
More than five employees		60	53.57
Four employees		20	17.86
Three employees		12	10.71
Two employees		12	10.71
One employee		8	7.14
Total		112	100.0

**Table 14: Distribution of Number of colleagues influenced**

Table 14 above shows that 53.57% of respondents indicated that they have one way or the other influenced more than five colleagues to watch LA GATA during official hours, 17.86% of the respondents have influenced four colleagues, 10.71% respondents said they have influenced two colleagues while 7.14% of them have influenced one colleague. This indicates the rate at which the behavior of watching LA GATA during official hours have become contagious and gradually sweeping through the entire staff of Ghana Broadcasting Corporation.

#### 4.4.3 Complains from colleagues

NUMBER OF COLLEAGUES	GBC STAFF	
	Frequency	Percentage (%)
Yes	60	53.57
No	52	46.43
Total	112	100.0

**Table 15: Distribution of Complains from colleagues**

Table 15 above shows that 53.57% of respondents who influenced their colleagues into watching LA GATA during official hours indicated that they complained about their under performance at work since they started spending official hours for self-gratification activities whiles 46.43% said they had no complaints from those they influenced.

#### 4.4.4 Areas of complain

AREAS	GBC STAFF	
	Frequency	Percentage (%)
Always behind official schedule	-	-
Divided attention	-	-
Abandoning of duty post	-	-
All of the above	112	100.0
Total	112	100.0

**Table 16: Distribution of Areas of complain**

Table 16 shows that all of the respondents who one way or the other influenced other colleagues into watching LA GATA during official hours identified that their colleagues always complained of not meeting deadlines for work schedules and also had divided attention because while watching the story they are also thinking about what may be happening at the office since they have abandoned their office and duty post.

Data collected on the attitude of employees' who watch LA GATA during work hours revealed that, majority of them had negative influence on their other colleagues making them to adopt the lifestyle of watching LA GATA during official hours. The level of contagiousness was very high as the study shows that each of the 28 respondents had one way or the other influenced if not more the five then four or three or two or one person. These statistics are striking and worrying when organizational and staff performance is considered and more especially when looked at on a cumulative level. Majority of the colleagues influenced complained of always being behind schedule, having divided attention and abandoning duty post in the name of watching LA GATA for excitement purposes. In view of the above it can be emphatically said that the attitude adopted by some employees to be watching LA GATA during official hours is very contagious and calls for necessary measures to be taken by management in order to address this problem.

#### 4.5.1 Impact on work

IMPACT	GBC STAFF	
	Frequency	Percentage (%)
Yes	-	-
No	112	100.0
Total	112	100.0

**Table 17: Distribution of Impact on work**

Table 17 above shows that all of the respondents indicated that the watching of LA GATA made no positive impact on their work. Inferentially, this means that official hours are just wasted to the disadvantage of the organization making the respondents the only beneficiary. But at the end of the month these same employees will take their salaries with no properly laid accountability and performance monitoring system to salvage the situation.

#### 4.6.1 Appreciation of employees' performance

HOW OFTEN	GBC STAFF	
	Frequency	Percentage (%)
Always	-	-
Very often	-	-
Often	-	-
Not at all	112	100.0
Total	112	100.0

**Table 18: Distribution of Appreciation of employees' performance**

Table 18 above shows that all of the respondents indicated that employees are not rewarded for performing extra ordinarily. This does not put employees on the edge to do more than expected or required for greater performances. As a result one expects nothing other than low and non-quality production which invariably affects the revenue generating base of the organization. This buttresses the findings made Jackson and Pettit (1995) indicating that motivation is a force that determines a person’s behavior and therefore, influence his or her productivity. According to Chhabra (2010); Cole (2004) by motivating the work force, management creates “will to work” which is necessary for the achievement of organizational goals.

#### 4.6.2 Incentive packages

INCENTIVE PACKAGES	GBC STAFF	
	Frequency	Percentage (%)
<b>Yes</b>	-	-
<b>No</b>	112	100.0
<b>Total</b>	112	100.0

**Table 19: Distribution of Incentive packages**

Table 19 above shows that all of the respondents indicated that the organization has no incentive packages for employees. Employees solely rely on their monthly salary.

#### 4.6.3 Contribution to the factors that lead to watching LA GATA

##### CONTRIBUTES TO THE GBC STAFF FACTORS

	Frequency	Percentage (%)
absence of incentive packages	-	-
non-reward for extra ordinary performance	-	-
Non-increment in salary	-	-
Lack of Allowances	-	-
All of the above	112	100.0
None of the above	-	-
Total	1112	100.0

**Table 20: Distribution of Contribution to the factors that lead to watching LA GATA**

Table 20 above shows that all of the respondents indicated that the absence of incentive packages, non-reward or acknowledgement and appreciation of extra ordinary performances from employees by management, non-increment in salary and lack of allowances are some internal factors that fuels their attitude of watching LA GATA during official hours.

The data collected on the relationship between employees' attitude and motivation showed that employees were not rewarded or acknowledged for extra ordinary performance and there are no incentive packages to motivate employees to strive for excellent performances. They solely rely on their monthly salary. This "kills" the creativity and the drive to go the extra mile to see to it

that tasks are done and done properly. According to De Cenzo *et al.*, (1996), people who are motivated use a greater effort to perform a job than those who are not motivated.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter highlights the summary of findings, conclusion drawn out of findings made from the study and recommendations of the study.

#### **5.2 Summary of Findings**

##### **Research Question 1: Do people watch LA GATA during working hours?**

The findings from the research showed that at Ghana Broadcasting Corporation majority of the respondents watched LA GATA during official hours. Most of them watched it on the TV's in their offices while others exploited other platforms at their disposal. Their attitude was due to boredom, idleness, job dissatisfaction, non-increment in salaries, lack of allowances and less work to be done. A situation that makes them channel their energy towards something that is of interest to them. There was an observation of a gradual decline in the performances and work outputs of respondents who watched LA GATA during official hours over a period of time. Table 12 shows that on a cumulative base 60.71% of the sample size admitted that the watching of LA GATA during official hours negatively affected their performances at different levels. This conforms to the findings of Shin (2004) who identified the negative impact of TV watching on students' performances and intellectual abilities. He established the effects on three levels: time displacement, mental-effect and arousal in that it encourages spontaneous behavior as against a sustained one. Relatively in this study, it has been established that employees who watched LA GATA during working hours stated that there is a decline in their productivity and

outputs making them mentally imbalance has they simultaneously focus on watching LA GATA and work.

**Research Question 2: What is the impact of the attitude of employees' who watch LA GATA during working hours?**

The findings revealed that majority of them had negative influence on their other colleagues making them to adopt the lifestyle of watching LA GATA during official hours. The level of contagiousness was very high especially when looked at cumulatively. From Table 16 all of the respondents who were influenced complained of always being behind schedule, having divided attention and abandoning duty post to make time to watch LA GATA during official hours. They were becoming more addictive rather than entertaining. Per the findings gathered it can be emphatically said that the attitude adopted by some employees who watch LA GATA during official hours is very contagious and one that needs urgent attention from management.

**Research Question 3: What are some of the factors that lead to the unacceptable behavior of watching telenovelas during working hours?**

The findings in Table 10 showed that employees' attitude of watching LA GATA during official hours was driven by the presence of idleness, not having much work to do, job dissatisfaction, and boredom. Although LA GATA in itself is not bad, respondents stated that the benefits derived from watching this show made no positive impact on their work but rather those benefits are self-gratifying. This buttress the fact on soap operas pointed out by Kaohsiung (1993) this may be due to the offering of powerful gratification, it serves as a source of entertainment and escapism - you can have a little romance, glamour, passion, love and hate in your life.

#### **Research Question 4: What is the relationship between employees' behavior at work and motivation?**

Table 18 and Table 19 showed that employees were not motivated or rewarded or acknowledged for extra ordinary performance and there are no incentive packages to motivate employees to aim for excellent performances. They solely relied on their monthly salary and even with that there were no incremental and allowances. These dampen their spirit for creativity and also strive to be excellent at what they do. This establishes that motivation and employees' behavior are complementary when it comes to the success of an organization and it also buttresses the findings of Luthans and Stajkovic (1999) who related motivation with employee performance when they concluded that the advancement of human resources through rewards, monetary incentives, and organizational behavior modification has generated a large volume of debate in the human resource and sales performance field.

#### **5.3 Conclusion**

The findings revealed that employees' under performance and organizational unproductivity are caused by a number of factors for which displacement of staff time is paramount. This diverts the staff from concentrating on their work which invariably affects performance. It also brings about lack of creativity on the side of staff since their mental capabilities are used during television watching than on any other activity. Per the findings gathered from this study, the watching of LA GATA during working hours does organizations more harm in terms of production and output as compared to the personal gratification employees get from watching LA GATA.

#### **5.4 Weaknesses of Study (Limitation of Study)**

In the course of carrying out this study, the researcher encountered a number of problems, namely: insufficient materials on the issue under study, initial reluctance from respondents when they were approached. The reluctance of respondents also influenced the research period due to several rescheduling made by the respondents.

One other weakness of the study was the methodology. A triangulated methodology would have been the best for this work. However, the study depended on the quantitative method alone because of time constraints. Inasmuch as this was not done, the study was able to apply rigorously, the tenets of the quantitative method making it difficult for lapses to be created.

#### **5.5 Recommendation**

The study found out that the vacuum created by boredom, idleness, lack of job satisfaction and motivation are the prime factors that drive staff into abandoning their post to give attention to the LA GATA programme shown during working hours. The study therefore recommends that the management of the organization should come up with an effective means to progressively monitor staff, introducing incentive packages like promotions, increase in salaries among many others, to reward hardworking staff and those that deserve it. This will help motivate the rest, put them on a focused path and make them attach seriousness to their work whenever they report to duty. Thorough investigation should also be done on the underlining factors behind the level of seriousness instilled in private working environments so as to adopt these ideas into the public sector for an effective and efficient organization.

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**APPENDIX A**

**GHANA INSTITUTE OF JOURNALISM**

**ACCRA**

**QUESTIONNAIRE FOR STAFF OF GHANA BROADCASTING CORPORATION ON**

**SHOWING TELEVISION PROGRAMMES (LA GATA) DURING WORKING HOURS:**

**A CASE STUDY OF GHANA BROADCASTING CORPORATION OF THE GREATER**

**ACCRA REGION**

---

This questionnaire is administered to evaluate the impact of showing LA GATA during working hours on employees' performance and organizational productivity. This is a research conducted in fulfillment of the requirement for the award of a Master's Degree. Information provided will be used only for academic purposes and treated with utmost confidentiality.

**Thank you.**

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**INSTRUCTIONS:** This questionnaire contains five sections- A to E. For questions that contain alternatives please tick and also for those that do not have alternatives please express your views

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**SECTION A: GENERAL INFORMATION**

---

1. Gender :

a) Male            [   ]

b) Female         [   ]

2. Your age bracket (Tick whichever appropriate)

- a) 18 – 24 Years [ ]
- b) 25 - 30 Years [ ]
- c) 31 - 34 years [ ]
- d) 35 – 40 years [ ]
- e) 41 – 44 years [ ]
- f) 45 – 50 years [ ]
- g) Over 51 years [ ]

3. What is your education level? (Tick as applicable)

- a) Primary [ ]
- b) Secondary [ ]
- c) College [ ]
- d) Bachelors' degree [ ]
- e) Others (*Specify*).....

4. Years of service/working period (Tick as applicable)

- a) Less than 1 year [ ]
- b) 6-10 years [ ]
- c) 1-5 years [ ]
- d) Over 10 years [ ]

5. Please indicate your designation

- a) Head of department/unit/division [ ]
- b) Assistant head [ ]
- c) Human Resource Supervisor [ ]

- d) Senior Operations Officer [ ]
- e) Operations Officer [ ]
- f) Other (*specify*).....

**SECTION B: WATCHING LA GATA BETWEEN THE HOURS OF 2:00PM - 3:00PM  
AFFECTS PRODCUTIVITY**

---

6. Do you like watching UTV during official hours?

- a) Yes [ ]
- b) No [ ]

7. If yes, which favorite programmes do watch?

- a) Sports [ ]
- b) LA GATA [ ]
- c) Nigeria Movies [ ]
- d) Others (*Specify*).....

8. If you like watching LA GATA, where do you watch it?

- a) Office TV [ ]
- b) Laptop [ ]
- c) Smart Phone [ ]
- d) Friend's house in the neighborhood [ ]
- e) Others (*Specify*).....

9. What leads you into watching these programmes during official hours?

- a) Boredom [ ]
- b) Idleness [ ]
- c) Less work to be done [ ]

- d) All of the above [ ]
- e) Others (*Specify*).....

10. When did you start watching them?

- a) Three months and above [ ]
- b) Two months ago [ ]
- c) One month ago [ ]
- d) Less than a month [ ]

11. On a scale of 5, how will you rate your performance and output at work since you started watching your favorite programme during official hours?

- a) Extremely Low [ ]
- b) Very Low [ ]
- c) Too Low [ ]
- d) Low [ ]
- e) No change [ ]

12. Does this rating reflect your supervisor's appraisal on your quarterly assessment?

- a) Yes [ ]
- b) No [ ]

**SECTION C: IMPACT OF THE ATTITUDE OF EMPLOYEES' WHO WATCH LA GATA DURING WORKING HOURS**

---

13. Have you been able to influence other colleagues into watching your favorite programme during official hours?

- a) Yes [ ]
- b) No [ ]

14. If yes, how many?

- a) More than five employees [ ]
- b) Four employees [ ]
- c) Three employees [ ]
- d) Two employees [ ]
- e) One employee [ ]

15. Did any of your colleagues complain of underperformance ever since they started watching LA GATA with you during official hours?

- a) Yes [ ]
- b) No [ ]

16. If yes, which areas of their work did they complain of underperformance?

- a) Always behind official schedule [ ]
- b) Divided attention [ ]
- c) Abandoning of duty post [ ]
- d) All of the above [ ]

**SECTION D: IMPACT OF LA GATA ON EMPLOYEE**

---

17. Do you think watching the LA GATA show has any impact on your work?

- a) Yes [ ]
- b) No [ ]

18. If yes, is this impact work related?

- a) Yes [ ]
- b) No [ ]

19. Explain your answer.

.....  
.....

**SECTION E: RELATIONSHIP BETWEEN EMPLOYEES' BEHAVIOR AT WORK  
AND MOTIVATION**

---

20. How often does the organization reward employees for extra ordinary performance?

- a) Always [ ]
- b) Very often [ ]
- c) Often [ ]
- d) Not at all [ ]

21. Does the organization have incentive packages?

- a) Yes [ ]
- b) No [ ]

22. If yes. Which category of staff can access those packages?

- a) Management [ ]
- b) Directors [ ]
- c) Heads of department [ ]
- d) Some of the ordinary staff [ ]
- e) All of the ordinary staff [ ]

23. Have you ever performed extra ordinarily at work?

a) Yes [ ]

b) No [ ]

24. If yes. Were you rewarded or acknowledged for that?

a) Yes [ ]

b) No [ ]

25. Did this influence your work afterwards? Explain.

.....  
.....

26. If you were not acknowledged or rewarded, how did you feel?

.....  
.....

27. In your opinion, does this contribute to the factors that make you watch TV during official hours?

a) Yes [ ]

b) No [ ]