ORGANISATIONAL TRANSFORMATION AND SUSTAINABILITY OF RADIO STATIONS IN ENUGU STATE, NIGERIA

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Abstract
In a rapidly evolving media landscape, characterized by technological advancements and shifting audience preferences, the need for radio stations to adapt and transform is critical for their survival and effectiveness. This study examines the effect of organizational transformation and sustainability within radio stations in Enugu State, Nigeria. The research examines four specific dimensions of organizational transformation strategic realignment, service quality, cultural shift, and restructuring and their respective influence on their local communities. Utilizing a survey research design and targeting a population of 400 management, technical, administrative, marketing, and on-air staff across five selected radio stations. A sample size of 200 respondents was determined using Taro Yamane's formula. Data were collected through structured questionnaires. The findings reveal that strategic realignment significantly enhances environmental resilience, establishing it as essential for adapting to external pressures. Additionally, service quality was found to positively influence business continuity, underlining its role in maintaining operational effectiveness during disruptions. A cultural shift significantly contributes to functional durability, highlighting the importance of inclusivity and relevance in programming. Lastly, restructuring demonstrated a strong positive influence on business viability, indicating its necessity for long-term financial sustainability. These insights contribute to the broader discourse on operational transformations in the media sector, offering strategic recommendations for radio stations in Enugu State to achieve sustainable practices and maintain relevance in an increasingly competitive environment.

Key words: *Organizational Transformation, Strategic Realignment, Service Quality, Sustainability, Environmental Resilience, Business Continuity.*

Introduction

Organizational transformation refers to the comprehensive and strategic shift within an organization aimed at improving its effectiveness to adapt to changes in the external environment, enhance its operational efficiency, and align with new market demands. It often encompasses changes in organizational structure, culture, processes, and technology (Aliuba et al, 2025). For organizations, particularly in the media sector, embracing transformation is critical for survival, especially in an era characterized by rapid technological advancements and shifting audience preferences (Smith & Jones, 2021). The concept of sustainability within organizations typically involves three core

dimensions: economic, social, and environmental sustainability. In a media context, sustainability means establishing practices that contribute positively to the community, ensuring financial viability, and minimizing environmental impact. For radio stations, this encompasses programming that supports community well-being, practices that promote social responsibility, and operational efficiencies that reduce costs and environmental footprints (Johnson, 2023).

Enugu State, Nigeria, is home to a diverse range of radio stations that serve as critical platforms for information dissemination, entertainment, and education. These stations face unique challenges and opportunities resulting from the local socio-economic landscape, including issues related to funding, audience engagement, and technological advancements. The dynamic media environment requires these stations to undergo continuous organizational transformations to remain relevant and sustainable (Obi & Ndukwe, 2022). Radio stations in Enugu have begun to implement organizational transformation strategies that integrate digital technologies, broaden their audience reach, and enhance their community engagement efforts. For instance, the adoption of online streaming, social media interaction, and content diversification are strategies employed to attract and retain listeners in a rapidly changing media landscape. Furthermore, radio stations are increasingly focusing on sustainability by developing programs that address local issues, thereby fostering a strong connection with their audience and ensuring their operations remain viable amidst economic challenges (Udeh & Eze, 2024). Despite these efforts, stakeholders have observed that many organizations have struggled to effectively implement these transformation strategies, leading to a disconnection between their intended goals and actual outcomes. Stakeholders, including management and community partners, have sought external consultancy, invested in training programs, and established feedback mechanisms to address these gaps. However, these efforts have not consistently yielded the desired results, prompting a deeper investigation into underlying factors that determine the successful integration of transformation and sustainability (Doe & Smith, 2023).

Objectives

The main objective of this study is to examine the effect of organizational transformation and sustainability of radio stations in Enugu State, Nigeria. Specifically, the study seeks to:

1. Assess the influence of strategic realignment on environmental resilience of radio Stations in Enugu State, Nigeria
2. Analyze the influence of Service Quality on business continuity of radio stations in Enugu State, Nigeria?

Literature Review

Organizational Transformation

Organizational transformation is widely recognized as a comprehensive process involving fundamental changes in an organization's structure, culture, strategy, and operations to achieve sustainable performance and competitiveness. It is often triggered by pressures such as technological advancements, market competition, and shifting consumer behavior, requiring a shift in mindset and culture (Kotter, 2020; Stade, 2020). Scholars conceptualize organizational transformation as the re-evaluation and re-alignment of strategic direction, structures, and capabilities to enhance adaptability and efficiency (Wang, Wang, Kung, & Byrd, 2021; Halvorsen, Hjelseth, & Olsen, 2021). Beyond structural and systemic adjustments, transformation emphasizes cultural change, management practices, and process optimization to meet emerging demands (Kets de Vries & Korotov, 2020; Tiwari & Kaur, 2022). It is characterized by shifts in strategy, culture, and operations driven by external pressures or internal aspirations for improvement (Cameron & Green, 2021; Kearney, Möttönen, & Prabhu, 2023). Recent perspectives highlight the balance of exploitative and exploratory strategies to foster continuous learning, innovation, and responsiveness (O'Reilly & Tushman, 2023; Zahra, Neubaum, & McGaughey, 2023). Thus, organizational transformation can be viewed as a holistic, strategic initiative that integrates process redesign, cultural adaptation, and capability development to sustain competitiveness and deliver long-term value (Romero, Chulvi, & Luque, 2024). For the purpose of this study, organizational transformation will be measured using four dimensions: strategic realignment, organizational design, cultural shift, and reorganization.

Strategic Realignment

Al Dehailan and Aljughaiman (2022) describes strategic realignment as a deliberate process of adjusting an organization's strategy, structure, and culture to achieve alignment and improve performance. Strategic realignment involves reorienting an organization's innovation efforts to respond to changing market conditions (Akgun & Keskin, 2022). It requires effective knowledge management to leverage organizational learning and innovation (Wang & Ahmed 2022). It enhances organizational resilience by aligning strategy, structure, and culture (Tarigan & Suparno, 2022). It integrates sustainability considerations into organizational strategy and operations (Chand & Goyal 2022). Strategic realignment involves adjusting an organization's strategy, structure, and processes to respond to changing environmental conditions (Johnson & Thomas, 2020) Hitt, Ireland and Hoskisson (2020) viewed Strategic realignment as the process of reconfiguring an organization's resources and capabilities to achieve sustained competitive advantage. It requires continuous adaptation and innovation to maintain alignment between an organization's strategy and changing environmental conditions (Teece, 2020). Strategic realignment is a pivotal management approach that

enables organizations to recalibrate their strategic direction amid changing market conditions (Doe & Lee, 2021). The process of strategic realignment aids organizations in revising their mission and strategies to better suit the contemporary business ecosystem (Martinez, 2020). Engaging in strategic realignment allows businesses to pivot effectively in response to disruption, ensuring resilience and long-term growth (Anderson, 2023). Strategic realignment is also viewed as the deliberate alteration of a company's strategy to better fit its resources and market demands (Williams & Ghosh, 2022). In the context of organizational behaviour, strategic realignment refers to the shifts in strategy that reflect an organization's response to internal and external pressures (Chen, 2021). From the above authors the researcher viewed Strategic realignment as the intentional adjustment of a company's external and internal strategies to achieve greater alignment with evolving market demands and organizational goals, ensuring sustainability and competitive advantage.

Service Quality

Service quality is a comprehensive approach to improving the overall quality of products and services through systematic processes and continuous evaluation (Smith, 2021). It involves the organizational structure, responsibilities, procedures, processes, and resources that are needed to implement service quality (Johnson & Lee, 2022). Service quality ensures that an organization's products and services are consistent and meet both customer expectations and regulatory requirements (Chime et al., 2025; Doe & Wang, 2023). Service quality is defined as the act of overseeing all activities and tasks needed to maintain a desired level of excellence (Brown & Green, 2024). Service quality is the process of setting and achieving quality objectives, grounded in a philosophy of continuous improvement and stakeholder engagement (Thompson, 2020). It involves systematic activities to direct and control an organization with regard to quality, highlighting the importance of customer satisfaction and process improvement (Garcia & Patel, 2021).

In the study of Kim and Rodriguez (2022) Service quality is viewed as a critical approach to ensuring that organizations consistently meet customer requirements and enhance their satisfaction through effective process control. It encompasses the planning and continuous monitoring of activities and tasks that affect the quality of products and services (Chen & Hussain, 2023). It is also defined as the coordinated activities to direct and control an organization with respect to quality, which includes establishing a quality policy and objectives (Miller, 2024). Service quality represents an organization's commitment to delivering high-quality products and services through the application of principles and methodologies that promote efficiency and effectiveness (Wilson & Marks, 2020).

Service quality is a systematic approach to ensuring that products or services meet customer requirements and expectations, while continually improving processes and reducing waste (Goetsch & Davis, 2020). It is a holistic approach that integrates organizational, technical, and human factors to achieve customer satisfaction, productivity, and profitability (Oakland & Tanner, 2020). It involves planning, organizing, leading, and controlling activities to achieve customer satisfaction, continuous improvement, and organizational excellence (Evans & Lindsay, 2021). Service quality encompasses a set of principles, practices, and tools aimed at ensuring product or service conformity to requirements, enhancing customer satisfaction, and driving organizational improvement (Reid & Sanders, 2022). Dahlgaard-Park and Dahlgaard (2023) viewed Service quality in a strategic approach to creating sustainable value for customers, stakeholders, and society, through continuous improvement, innovation, and organizational learning. It also involves the systematic application of service quality principles, tools, and techniques to achieve customer delight, productivity, and competitiveness (Kanji & Asher, 2023). Service quality encompasses the planning, implementation, and control of processes to ensure customer satisfaction, product conformity, and continuous improvement (Besterfield & Besterfield-Michna, 2024). It involves strategic, tactical, and operational activities aimed at achieving customer satisfaction, product excellence, and organizational efficiency (Sashittal & Iravani, 2020).

In the study of Tari and Díaz-Carrillo (2021) Service quality encompasses a set of practices, tools, and techniques focused on continuous improvement, customer satisfaction, and organizational learning. Service quality involves integrating quality principles, practices, and tools into organizational culture to achieve customer delight, productivity, and sustainability (Singh & Singh, 2022) It encompasses strategic quality planning, operational quality control, and continuous improvement to achieve customer satisfaction and organizational excellence (Kumar & Kumar, 2023). Service quality involves systemic, systematic, and continuous efforts to ensure product conformity, customer satisfaction, and organizational growth (Mehra & Mehra, 2024)

Sustainability

Dahl (2020) viewed sustainability as the ability of a system to persist over time while maintaining its essential functions and characteristics, ensuring that social, environmental, and economic needs are met, both for current and future generations. Sustainability encompasses the integration of ecological health, social equity, and economic vitality, aiming to create systems that are resilient and capable of meeting the needs of the present without compromising the ability of future generations to meet their own needs (Bertels, Sweeney & A. Sutherland, 2021). Sustainability is a multi-dimensional concept that reflects the interconnectedness of environmental integrity, social equity, and economic development, emphasizing the need for a balanced

approach to resource management and human well-being (O'Connell & Deane, 2022) Sustainability refers to the capacity of society to endure and thrive while preserving the planet's natural resources, thereby ensuring long-term ecological balance, social inclusiveness, and economic resilience (Khan, Zuberi, & Mukherjee, 2023). Sustainability is defined as the organizational and societal ability to maintain balance in environmental, social, and economic systems by fostering innovation and adapting practices that do not deplete resources for future generations (Bocken, Short, & Rana, 2024). Sustainability is a paradigm that seeks to harmonize economic growth with environmental stewardship and social equity, striving for a world where human well-being and ecological health coexist (Caradonna, 2021). Sustainability is the intentional, strategic integration of environmental, economic, and social policies and practices that nourish ecosystems, reduce inequalities, and promote economic opportunities for all stakeholders (Patterson, Minor, & Jackson, 2023). Sustainability encapsulates the pursuit of systems that are not only resilient but also equitable, where resources are utilized efficiently to minimize waste while ensuring that economic growth leads to social benefits (Kimpian, Facchini, & Rodriguez, 2022).

Sustainability involves fostering collective responsibility across society to ensure that the planet's ecosystems are preserved and enhanced for current and future generations through thoughtful, informed decision-making (Klein, Hemmings, & Purewal, 2023). Fischer, Blanco, and Rodriguez, (2021) viewed Sustainability as a framework for development that balances economic growth with environmental stewardship and social inclusion, ensuring a quality of life that can be maintained generations into the future. Sustainability is a comprehensive approach that strives for eco-efficiency, social responsibility, and economic prosperity, with the objective of ensuring that development meets the needs of the present without compromising the future (Ramirez & Rojas, 2024). This dependent variable will be measured by the following proxies Environmental Resilience, Business continuity**,** Functional durability and Business viability

Environmental Resilience

Environmental resilience refers to the capacity of an ecosystem to absorb disturbances and reorganize while undergoing change, essentially allowing it to maintain its core functions and structure in the face of external stressors (Walker, Holling, Carpenter & Kinzig, 2020). Environmental resilience is a measure of an ecosystem's ability to recover from disturbances and to retain its functionality, integrity, and structure amid environmental change (Gunderson & Holling, 2021). Environmental resilience encompasses the ability of natural and human systems to withstand, adapt to, and recover from adverse environmental changes, ensuring continued ecosystem and community functionality (Levin, Xie, & McGlade, 2022)

Stafford, O'Brien and Pelling (2023) viewed Environmental resilience as the capacity of a system to prevent, withstand, and recover from significant environment-related disturbances, ensuring long-term sustainability of ecological and social systems. Environmental resilience refers to the ability of ecosystems to adapt and recover from environmental stressors, fostering the sustainability of resources and liveability of areas affected by climate change and anthropogenic pressures (Mastrorillo, Kauffman, & Popp, 2024). Environmental resilience is the ability of a system to absorb disturbances, undergo change, and still retain essential functions and structure, enabling ecosystems to adapt to changing conditions (Aldunce, Beilin, & Burch, 2021). Environmental resilience is defined as the ability of ecological and social systems to absorb disturbances, reorganize, and evolve, thereby sustaining their key functions and services even in the face of stressors such as climate change and habitat loss (Ferraro, Hanauer, & Pattanayak, 2022). Environmental resilience constitutes the capacity of a system to persist and adapt in the wake of environmental changes and challenges while minimizing the degradation of ecosystem functions and services (Colle, Lami & Tien, 2023).

In the study of Zhao and Liu (2024) Environmental resilience can be understood as the functional capacity of ecosystems to adaptively manage perturbations and recover their functionality, reflecting the interconnectedness between environmental stability and social resilience. Environmental resilience refers to the dynamic process by which ecosystems resist, adapt to, and recover from disturbances, ensuring the continued provision of ecosystem services critical for human well-being (Thompson, Bacalso, & Arena, 2021). Environmental resilience encompasses the ability of ecological systems to withstand disturbances, adapt to change, and maintain their integrity, underscoring the need for sustainable management practices (Ritchie, Roser, & Downey, 2023)). Environmental resilience is the ability of systems to sustain their functions, structures, and processes amid environmental fluctuations, highlighting the importance of adaptive capacity in both ecological and human systems (Ghali, Zawadzki, & Latawiec, 2022).

Business Continuity

Business continuity refers to the processes, plans, and actions that organizations put in place to ensure that they can continue operating during and after a disruptive event. This concept encompasses a wide array of potential disruptions, including natural disasters, cyber-attacks, pandemics, system failures, and any other incidents that could significantly affect the business's operations. Business continuity is closely related to risk management and involves preparing for emergencies to minimize impact and facilitate rapid recovery. Business continuity refers to the processes and procedures that organizations implement to ensure the continued operation of critical functions during and after a disruptive event, thereby minimizing impacts on service delivery and

stakeholder relations (Khan & Hussain, 2021). Business continuity encompasses the strategies and measures that organizations deploy to maintain essential functions during emergencies and recover quickly to ensure operational resilience (Zarif & Yousaf, 2023)

Wang, Zhang and Li, (2022) viewed Business continuity as the capability of an organization to continue delivering products or services at acceptable predefined levels following a disruptive incident, ensuring stability and resilience in operations. In the study of Patel and Shah, (2024) Business continuity refers to the systematic planning, development, and testing of procedures aimed at maintaining or restoring business operations after a disruption, ensuring that the organization can continue to operate despite adverse conditions. Business continuity involves a set of processes designed to protect critical business functions and maintain service delivery levels during a disruption, fostering resilience and rapid recovery Turner, Moussa, & Gregory, 2020). Business continuity is the process of planning and preparing to ensure that the necessary steps are taken to maintain business operations during an unplanned disruption, thereby safeguarding against operational failures (Thompson & Green, 2022).

Business continuity comprises the frameworks and strategies implemented to ensure that essential functions can continue during and after a disruption, addressing risk management and recovery processes as integral components of operational stability (Kumar & Nema, 2021). Singh and Wang, (2023) viewed Business continuity as the organizational capability to operate effectively during and after a disruptive event, ensuring that critical processes remain functional and resources are allocated for recovery and restoration. Business continuity involves proactive strategizing to mitigate risks associated with disasters and disruptions, ensuring that an organization can sustain its critical functions during crises and recover effectively post-disruption (Hernández & García, 2022).

Fernando and Luthra (2020) viewed Business continuity is the ability of an organization to continue operating under adverse conditions and to resume normal operations after a crisis, ensuring that business processes remains uninterrupted. Organizations of all sizes and sectors should prioritize business continuity planning. By identifying risks, preparing for emergencies, and establishing effective recovery procedures, businesses can enhance their resilience and ensure long-term operational sustainability, even in the face of adversity.

Theoretical framework

This study was anchored on Burke-Litwin Model of Organizational Performance and Change offers a comprehensive framework that links internal and external factors influencing change (Burke & Litwin, 1992). This model identifies several levels of factors leading to organizational performance: external environment, mission and strategy, leadership, culture, structure, management practices, systems, and individual & organizational performance. The Burke-Litwin Model is a comprehensive framework for understanding organizational change and performance. Developed by W. Warner Burke and George H. Litwin in 1992, the model emphasizes the interdependencies between different elements of an organization and how they relate to one another during times of change.

Empirical Review

Thompson and Clarke (2024) investigated the barriers to sustainable transformation in non-profit organizations in the United Kingdom. The objective of this study was to understand the challenges faced by non-profits when attempting to integrate sustainability into their operations. The researchers employed a qualitative methodology, conducting interviews with 25 non-profit leaders. Data were analyzed using thematic analysis to identify common barriers. The results highlighted key challenges including limited funding, lack of strategic vision, and insufficient stakeholder engagement, which impede the ability to implement effective sustainability initiatives.

Tan and Yeo (2024) focused on the effects of technological transformation on operational continuity in the banking sector in Singapore. The objective was to assess how technology-driven changes, such as digital banking services, impacted the continuity of traditional banking practices. A mixed-methods approach was used, with surveys conducted with 200 banking professionals and follow-up interviews with 15 technology leaders. Data were analyzed through regression analysis and thematic coding. The findings indicated a positive relationship between adopting new technologies and maintaining operational continuity, as banks that incorporated digital tools into their transformation efforts could better serve clients without disrupting existing service frameworks.

Hernandez and Rivera (2023) investigated how organizational transformation impacts continuity during periods of market volatility in the Latin American retail sector. They aimed to understand how transformational strategies help organizations maintain stability and competitive advantage. A qualitative research approach was employed, involving in-depth interviews with 25 retail executives across five countries. Thematic analysis of the interviews revealed that businesses that adopted a customer-centric transformation strategy were better able to navigate market disruptions and maintain

continuity in their operations. The study emphasized the importance of flexible operational frameworks that could adapt to changing customer needs without compromising core organizational values.

Miller and Brown (2023) explored organizational transformation in government agencies focused on improving public service continuity. The study aimed to analyze how bureaucratic transformation initiatives influence service delivery and organizational resilience. A qualitative case study methodology was adopted, with interviews conducted with 20 government officials about their experiences with transformation. Thematic analysis revealed that agencies that prioritized transparency and stakeholder engagement during their transformation processes were more successful in ensuring continuity of services. The study highlighted that maintaining trust with the public is essential for achieving long-term transformation goals.

Evans and Martinez (2021) explored how remote work influences environmentally sustainable practices in corporate environments in the USA. The study aimed to assess changes in resource consumption and sustainability behaviors among employees working remotely. A mixed-method approach included a survey of 300 remote workers and interviews with 20 organizational leaders. Data were analyzed using thematic analysis and regression techniques to test the hypotheses. Findings revealed that remote work led to reduced resource consumption and increased sustainable behaviors among employees.

Methodology

This study employed a survey design. Survey design is a system of collecting self-reported data through questionnaires or interview; data gotten through survey research design are reliable, accurate, and applicable for research objectives because of its exclusivity and originality (Mutuiri, 2022). The population of the study comprised the Management, Technical Staff, Administrative Staff, Marketing/Sales and On-air Staff of the selected radio stations in Enugu. This category of staff was chosen to ensure that respondents possess the knowledge and experience necessary to be able to discuss all issues relating to the effect of organisational transformation on the sustainability of radio station. A total of 400 employees of this category are identified in the studied area.

Table 1 Population table, Distribution of the Population

Radio stations	**Population**	**Location / Address**
Urban Radio 89.4 Fm	100	Ukwa Street, Independence layout, Enugu
Family Love Fm	100	Esima house, by IMT Bus-stop Enugu
Prime Sport Fm	80	Independent Layout
Afia Radio	70	Secretariat road Enugu
ESBS	50	ESBS Junction independent layout, Enugu.
Total	400	

Source: Researcher's Field Survey, 2025

Questionnaire was used as the instrument for primary data collection with a five-point Likert Scale structured thus: Strongly Agree (5), Agree (4), Strongly Disagree (3), Disagree (2), and Undecided (1). The questionnaire was divided into two sections; section A and section B. section A dealt with the bio data of respondents; section B was made up of structured multiple questions which covered the proxies of the independent and the dependent variables.

Table 2 Reliability Statistics

Cronbach Alpha Based on Standardised Items	No. of Items
0.923	32

Source: SPSS (version 27) output of pilot survey data, 2025.

Descriptive Data Analysis was used in analyzing the data collected. Descriptive Statistics Summarize and describe the basic features of data and measures of central tendency (mean, median, mode), all valid responses are assessed using regression analysis via the use of Statistical Package of Social Sciences (SPSS) version 27. Simple regression analysis was used in testing the hypothesis at 5% level significant.

Determine the critical value of (t) from the t-distribution table based on the desired significance level (e.g., (\alpha = 0.05)) and the degrees of freedom ((df = n - 2), where (n) is the number of observations).

If the calculated (|t|) (absolute value of the t-statistic) is greater than the critical value from the t-table, reject (H0) and accept (Hi).

If the calculated (|t|) is less than or equal to the critical value, accept (H0) and reject (Hi).

Test of Hypotheses

H_{O1} Strategic realignment has no significant influence on environmental resilience of radio Stations in Enugu State, Nigeria.

Table 3: Model Summary for Hypothesis One

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.853	0.729	0.723	0 .351

a. Predictors: (Constant), SR

Table 4: F-Statistics Output for Hypothesis One

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	139.419	1	139.419	1123.919	0.000
	Residual	22.581	188	0.120		
	Total	162.000	189			

a. Dependent Variable: ER

b. Predictors: (Constant), SR

Table 5 Regression Analysis Coefficients

Model		**Unstandardised Coefficients**		**Standardised Coefficients**	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.501	0.191		7.854	0.000
	Strategic Realignment |	0 .651	0 .059	0.853	10.989	0.000
a. Dependent Variable: Environmental Resilience						

R Square (0.729) indicates 72.9% of variance in environmental resilience is explained by strategic realignment. F-statistic (1123.919, p = 0.000) rejects the null hypothesis. Beta (0.853) shows a strong positive influence of strategic realignment on environmental resilience. T-statistic (10.989, p = 0.000) is statistically significant. Based on the analysis, we reject the null hypothesis (H0). The results indicate that there is a significant influence of strategic realignment on environmental resilience of radio stations, in Enugu State, at a 5% significance level (p = 0.000 < 0.05).

Hypothesis Two

H_{O2} Service Quality has no significant influence on business continuity of radio stations in Enugu State, Nigeria

Table 6: Model Summary for Hypothesis Two

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819	.671	.662	.343

a. Predictors: (Constant), SQ

Table 7: F-Statistics Output for Hypothesis Two

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	134.911	1	134.911	1163.911	0.000
	Residual	21.089	188	.112		
	Total	156.000	189			

a. Dependent Variable: BC

b. Predictors: (Constant), SQ

Table 8: Regression Analysis Coefficients

Model		**Unstandardised Coefficients**		**Standardised Coefficients**		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.213	.201		6.043	0.000
	Service Quality	.639	.059	.819	10.821	0.000

a. Dependent Variable: Business Continuity

R Square (0.671) indicates 67.1% of variance in Business Continuity is explained by Service Quality. F-statistic (1163.911, p = 0.000) rejects the null hypothesis. Beta (0.819) shows a strong positive influence of Service Quality on Business Continuity. T-statistic (10.821, p = 0.000) is statistically significant. Based on the analysis, we reject the null hypothesis (H0). The results indicate that there is a significant influence of Service Quality on Business Continuity of radio stations, in Enugu State, at a 5% significance level (p = 0.000 < 0.05).

Summary of Findings

1. Hypothesis one shows that there is a significant positive influence of strategic realignment on environmental resilience of radio stations in Enugu, Nigeria, at a 5%

significance level ($p = 0.000 < 0.05$).

2. Hypothesis two indicates that there is a significant positive influence of Service quality on business continuity of Radio Station in Enugu, Nigeria, at a 5% significance level ($p = 0.000 < 0.05$).

Conclusion and Recommendations

The study examined the effect of organizational transformation on sustainability of radio stations in Enugu State, Nigeria. The study employed a survey research design and collected data from 200 employees of selected radio stations in Enugu State. The study found that strategic realignment has a significant positive influence on environmental resilience of radio stations in Enugu State, Nigeria. This implies that strategic realignment is critical to withstanding environmental resilience or disruptions of Radio Stations in Enugu State. The study also found that Service quality has a significant positive influence on business continuity of Radio Stations in Enugu State, Nigeria. This implies that Service quality has a significant influence on business continuity of Radio Stations in Enugu State.

The study recommends that:

1. Enhance Strategic Realignment: Radio stations should continuously evaluate and refine their strategic alignment processes to improve their capacity to withstand environmental disruptions and ensure adaptability to changing conditions. This can involve regular training and development programs aimed at increasing employee resilience and agility.
2. Prioritize Service Quality: Given the significant influence of service quality on business continuity, stations should invest in customer service training and technology upgrades that enhance customer interaction and satisfaction. Establishing a feedback mechanism for listeners could help identify areas for service improvement.

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