

Chapter One

Introduction

1.1 Background of Study

The decades that followed World War II, notably the 1960s and 70s, were marked by an unprecedented level of interference on the part of national governments in the economies of most states across the world, particularly those that were still in the process of developing¹. Establishing public enterprises and state-owned corporations was one of the ways that the government participated in the economies of these countries. This was done in a variety of different methods, that public enterprise was considered as veritable vehicles for promoting national socio-economic development. As a result, beginning in the 1950s, successive administrations have implemented various forms of governmental intervention in the process of economic development. In the Nigeria Second National Development plan, this was articulated quite clearly as follows:

‘Their principal objective is to boost and speed up the nation's economic development in spite of the limited availability of capital and the structural flaws that are present in private sector organizations’.

There are also fundamental problems that arise from the risks associated with abandoning an essential part of the national economy to the desires of the private sector, which is frequently controlled both directly and remotely by large scale industrial combines located in foreign states. There are many reasons for establishing of public enterprises, wherein one of them is development priority². In many developing nations, the available resources to the corporate sector are not sufficient for the delivery of some services and goods; for instance, the resources

needed in the installation of a hydroelectricity-generating plant or a water scheme for large metropolitan centres are very significant.

Like many other Britain-ex-colonial state, Nigeria quickly learned that she then had to fight for her economic security and independence shortly after she achieved her political independence³. Her feeble economic foundation resulted in limited infrastructure facilities, a dearth of social service-providing organizations, insufficient opportunities for financial enterprise on the local level, and so on. Additional elements that hastened the development of Nigeria's public sector was indeed the 1972 indigenization policy as implemented by the Nigeria State³. The policy also offered great legal basis for widespread participation of government in the control and ownership of important sectors of the economy. Public enterprises have also been created for political purposes; numerous government initiatives are used to provide employment for Political allies, friends and constituents⁴. Public Enterprises as well as the allocation of federal employment have further been upheld because of the need to strengthen national integration and preserve "federal character.

As a direct consequence of this, Public Enterprises, particularly in developing nations, have become involved in a variety of likely industries, including manufacturing, construction, finance, services, utilities, transportation, agriculture, natural resources, and so on. It was said that the British colonial government formed various public corporations to supply important services like telecommunication, railway, pipe borne water and electricity to name just a few.

It is in order to put socio-economic growth going as well as protect state finances under circumstances of capital limitation and structural problems in private company organizations, Nigeria and other African states, irrespective of Ideological views, inevitably made pretty significant use of public enterprises for allocation and resource mobilization, notably inside the

utilitarian sector, in particular throughout the utilities and social service sectors (NTA, Ibadan) during the 1950s and 1960s⁴. From a purely economic and a purely technical point of view, public Enterprises is regarded as:

‘Organizations with whom the key responsibility is the production and sale of goods and services and in which the state or other government regulated bureaus have a majority stake that is adequate to ensure their direct authority over the enterprises irrespectively of how keenly that control is practised are considered to be Public-Owned Enterprises (PoEs)’.

The Public Enterprises strategy to capital mobilization and allocation for state socio-economic progress is in synch with the Keynes approach to economic approach highlighted the dilemma of market inefficiencies and the increasing demands for rights of citizenship such as a good living conditions, good health care and proper education, social equity. Thus, in developing states, this method became the central policy choice to address market imperfections and the growing demand for citizenship rights. In most developing states, such as Nigeria, in which ideology really hasn't played such a significant part in the development of her economic activities, the reason for the spread of public enterprises can mainly be found within the realm of social, economical and political considerations, but not ideological ones. In other words, the reasons for the spread of public enterprises can be found in the realm of social, economic, political considerations.

The fact that public enterprises are founded for a variety of purposes, which does not only entail ideological factors but also attributes like the delivery of necessary services, is implicit in the citations that scholars in the field have provided above regarding the subject matter. Public Enterprises are founded to just provide specified crucial services and public needs, which, if left in the hands of private hands, will be out of accessible to the average man. Public enterprises are

established to provide these essential services and public wants. Even while the exemption factor can be applied in the fulfillment of these services, they are still seen as basic necessities of these services; they are regarded as merit goods or basic necessities. Therefore, the government should intervene in and offer such services and provide discounts for their use; otherwise, the arbitrary pricing tactics of private entities will make their consumption too expensive for the typical consumer and citizen. Because of this, the government creates social services such as NTA, Ibadan, in order to accomplish its goal of improving access to education and information. This helps to explain why there are separate governments for each state. Mineral exploration and extraction are the foci of the establishment of a few public corporations. The idea behind this is that the people who actually hold the mineral rights should be the ones to reap the advantages of those rights. That is, the general population of the nation that is doing the production. This is the rationale behind the formation of many corporations in Nigeria, such as the Nigerian National Petroleum Corporation (NNPC) and the Nigerian Coal Corporation. In point of fact, this is the primary reason why businesses take on such significant responsibilities as transportation, communication, and production⁴.

There is also the possibility that public enterprises could emerge due to government's ambition to establish an interconnected economic activity and to support the growth of balanced regional economies all through the state. There are several evident examples of this, including the creation of steel rolling mills in Nigeria at Oshogbo, Jos, Katsina, and Ajaokuta. Also, the government can often establish public enterprises in rebuttal to the gripes of its citizens regarding poor services, exorbitant prices, inconsistent performance, and discriminatory treatment in the delivery of private services by private corporations⁴. This is done in an effort to address these issues. For instance, in response to the high fares charged by private transporters, many state

governments have established state transport firms. Additionally, a countrywide cargo and cargo handling company has been incorporated. As a result, the many governments that make up the federation were required to address and rectify some of these issues in order to bring about a fair allocation of services and national resources and, ultimately, to achieve economic integration. Strategic considerations are other factors contributing to the proliferation of public enterprise. In several states, the government has been forced to take responsibility for a variety of tasks, including the production of arms and ammunition, including transport and fighter vehicles, military air fields, and defense installations. This is because national security is a paramount concern in these nations. For one thing, the costs associated with investing in them might be highly onerous and even extravagant. If private firms are allowed to handle and, as a result, become familiar with knowledge on essential defense equipment and strategic military locations and installations, among other things, this might put the nation's security at risk, for another thing. This is the justification behind the creation of Nigeria's Defense Industries Corporation (D.I.C.) as well as the United States government's intervention in the provision of various military institutions in the United States.

1.2 Statement of the Problem

It is assumed that public enterprises will have operational efficiency as their defining characteristics and guiding principles. This is based on the reasoning that led to their founding by both the state and the federal government; however, unfortunately, the contrary seems to have been the scenario, and the majority of mainstream public enterprises are closely linked with lack of efficiency and lack of effectiveness, which has led to the dissolution of several state owned enterprises in the Nigeria State. To a similar extent, public firms are grossly mismanaged, which has led to waste in the use of investment capacity, corruption, and favoritism. These problems, in

turn, reduce the government's ability to carry out its duties in an effective manner. NTA, Ibadan, is also affected by this issue.

In a nutshell, the output of these government owned enterprises has been discouraging perhaps, and all these constitute the justification that the government has commenced on restructuring and boosting of public enterprises in Nigeria via commercialization and privatization, the intent of which is to enhance a formidable oriented result. It is on this premises that this study intend to fill.

1.3 Aim and Objectives of the Study

The aim of this research can be broken down into two distinct parts: the general aim, and the research specific objectives. This study's overarching goal is to provide an explanation for the administration of public enterprises in Nigeria, with a particular emphasis on NTA, Ibadan.

Similarly, the research specific objectives are to:

- i. investigate the management challenges confronting in NTA, Ibadan.
- ii. find out the external factors mitigating inefficacy and inefficient operations of the NTA, Ibadan.
- iii. explore the effects of management problems on the operational efficiency of NTA, Ibadan.

1.4 Research Questions

In order to ascertain that this research study would fulfill its purposes, the below are the research questions that are developed in the course of the research study:

- i. What are the managerial challenges confronting Nigeria Television Authority, Ibadan?
- ii. What are the external factors mitigating inefficacy and inefficient operations of the NTA, Ibadan?

iii. What are the effects of management problems on the operational efficiency of NTA, Ibadan?

1.5 Significance of the Study

Essentially, this study will be a significant resource and a contribution to academia. It will also constitute a supporting documentation on the studies of management of public firms in Nigeria and similar matter for the purpose of subsequent research. It'll also reveal the management of public firms in Nigeria, such as NTA, Ibadan, to contemporary styles of organizational leadership, in addition to exposing them to other approaches to improving the efficiency of the public sector, such as total quality management, decentralization, capacity building, information and communication technologies ethics and accountability.

Objectively, at the completion of this research work, it is desired that it will generate consciousness and additional help on the need to strengthen public enterprises management in Nigeria, particularly the staffs management of NTA, Ibadan. This is because the study focused on the management workers of NTA, Ibadan. Similarly, the study supplies the management of the firm, particularly the policy makers, with baseline data on the numerous management problems that are subverting the efficiency and productivity of NTA, Ibadan. Aside from the fact that it will contribute to empirical and objective research and increased both the quantity and quality of information that is available in the field of management, the majority of the time, the poor performances or services of some of these businesses have attracted criticisms without any dedicated attempt to identify the factors that are the cause of these anomalies. In light of this premise, doing in-depth research to identify the relevant variables and, at the same time, to suggest possible solutions, becomes absolutely necessary. This study, when it's all said and done, will shed light on the implications of employing mediocre labour instead of competent and

skilled labour in the name of functional connection and ethnic consideration. This information will be provided to the management of the company.

In conclusion, this study sheds light on the significance that management issues at NTA, Ibadan have had on the operational efficiency of the organization. As a result, it can serve as a corrective measure for the organisation as well as for other related organisations that have management issues that are similar to those discussed here, issues that undermine and hinder the efficiency or results of the organisation.

1.6 Scope of the Study

The purpose of this research work is to investigate the management of public enterprises in Nigeria, with a specific focus on Nigeria Television Authority, Ibadan. Similarly, the time frame of this research work is 2011 to 2019. The time frame was opt for because the period marked the era Nigeria Television Authority received enormous funding from the state government.

1.7 Limitation of the Study

During the course of this research study, there were several challenges and limitations that were met, it is important to know that some of these limitations were expected whereas the rest weren't expected. This research work is limited to the public enterprises in Nigeria with a bird eye view on the Nigerian Television Authority. Thus, this research breaks down the limitations bellows:

Victimization Fears: Some employee felt reluctant to answer the questions while some of the employees preferred not to talk about issues relating to the corporation citing victimization fears. Secondly, because of the nature of the position and work engagements, it was difficult to settled an interview with key officials of NTA, Ibadan (Managers in particular as they were busy with work schedule.

1.8 Operational Definition of Terms

Management: Management in this context means those that are responsible in executing the task of organizing, planning, directing, controlling and staffing the organization.

Public Enterprises: Public Enterprises in this context refers to a business firm partly or wholly owned by the state which is thus controlled via a public authority.

Efficiency: Efficiency in this research work means finding the best way to annex the best use of a certain resources. It is regarded as a key attributes of good governance and key attribute of production.

Government: Government in the context of this research work means the people with the legitimate authority to administer and govern the affairs of a state with keen reference to a certain ministry.

Privatisation: Privatisation simply refers to the buying or handing over of public own enterprises to private individual or private firm.

State Interference: This means the unusual interfering of state government over the affairs of public enterprises.

Endnotes

1. E.O Ezeani, *Fundamental of Public Administration*, Zik Chuks Publishers, Enugu 2018
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3. M. I, Nwoye, *Privatization of Public Enterprises in Nigeria the Views and Counterviews*, **Journal for Political Theory and Research on Globalization, Development and Gender Issues**, Vol (1) 2018, pg 1-7
4. E.C, Ugorji. *Privatization/Commercialization of State-Owned Enterprises in Nigeria. Strategies for Improving the Performance of the Economy*, **Comparative Political Studies**27(4), 2019, pg 537-560
5. M.I, Obadan, & A.S Ayodele, *Commercialization and Privatization Policy in Nigeria*, Ibadan, **National Centre for Economic Management and Administration**, 2020

Chapter Two

Literature Review

2.1 Conceptual Review

2.1.1 Concept of Management

The dysfunctional variables that affect the operation of government-established enterprises can be understood as those related to the management of public enterprises and the difficulties that arise from it. In most cases, individuals have come to the conclusion that the performance of these firms has been below what was expected of them. This circumstance, on the other hand, has captured the interest of a number of academics and intellectuals, who have published a variety of articles and books on the subject matter. As a result, the researcher will devote the remainder of this section to analysing the significant contributions made by a few researchers, with a focus on the general idea of management, Nigeria's public enterprises, and the elements that have an effect on the operation of Nigeria's public enterprises and Management.

The discussion of the topic at hand can in no way be considered comprehensive without at least glancing through the management paradigm. The practice of managing is not something that was invented recently. There has always been evidence on management strategies demonstrated, from the historical records of man in the Garden of Eden through the organisation of the lengthy family dynamics to the era where organisations like the church, army, school, and hospital were established¹. For instance, the ancient history of Egypt is heavily laden with the building projects of awesome palaces and pyramids; there are the ancient but great Benin Wall in Nigeria and the of Chinese great Wall; there's also the Hanging Garden of Babylon; and the most of others.

Every one of these things pertains to the management techniques that are utilised in the areas of planning, organizing, leading, and managing. The pursuit of more rational and systematic approaches to management is possibly something that can be considered novel in the field of management¹. Management is the responsibility of a certain body of individuals possessing high and advantageous roles in the organisation². These individuals are responsible for formulating the organisation's overarching policies, which serves as a guideline and, in a sense, provide boundaries for the manner in which the organisation's resources are to be utilized.

The word management was taken first from Italian word "managgiare," which means training a horse. It was initially used to describe the practice of managing, training, or directing activities related to sports and housekeeping³. In later years, it was applied to the functioning of both enterprises and the government. The method of establishing and maintaining an atmosphere where people, working together in groups quickly and effectively accomplish targeted goal is what management is. That is, management involves the practice of establishing and implementing an environment in which individuals working together within groups proficiently accomplish selected goals³.

Accordingly, these fundamental requirements are expanded as follows:

- i. People in management positions are responsible for planning, coordinating, staffing, leading, and regulating operations within their organisations.
- ii. Management is applicable to all different types of organisations.
- iii. It is applicable to managers working at all levels of an organisation
- iv. The creation of a profit margin should be the primary focus of any management.
- v. Productivity, which indicates effectiveness and efficiency, is a focus in management because of its importance⁴.

Also, the term management, can be understood in four different contexts⁵. That is, as a body of knowledge, in reference to resources, as an economic method for allocating resources that is in extremely short supply and as a technique for organising sections⁵. Conversion, output and inputs, are the three primary components that make up the system approach to organisations⁵. The management process is concerned with all three of these aspects, but most importantly with the transformational processes that take place within an organisation. In addition, management is arguably best understood from a resource-based viewpoint, including human, financial, physical, and information resources⁶. In light of this, management can be viewed as a collection of operations involving planning; organizing; coordinating; and regulating directed towards an organization's resources with the intention of attaining organisational goals in an effective and efficient manner⁷. The definition of management that is most often accepted is thus put below: "Management is the art and science of managing and organizing the actions of people to attain one's specific goals within the frame of one's organisational mission"⁷. This is in acknowledgement of the fact that individuals working in an organisation do so not necessarily for the aims of the company but rather for their own personal objectives. This kind of divergence brings about a standstill in the organization's progress. Good management is essential for the success of any and all types of organizations, including governments, businesses, industries, and cooperatives, whether they are for-profit or not. This is because good management ensures both viability and perfection by ensuring efficient and effective goal attainment. Nevertheless, in order to accomplish the objectives of the organization, the manager needs to make plans, devise strategies, locate appropriate individuals and the resources necessary to complete the task at hand, delegate distinct responsibilities to individual employees, and make certain that tasks are completed in accordance with the organization's mission statement⁸.

A paradigmatic perspective exists within management as well. To begin, it is understood to refer to a collection of individuals, specifically those who hold positions of authority within any given institution⁹. Second, it is a management activity that refers to the process of integrating the resources of an organization in order to make the organization more productive. This is the second meaning of the term. Management can be summed up as an exercise as well as a method, which necessitates the collaboration and supervising of group tasks with the aim of maximizing organisational objectives¹⁰. This should be sufficient evidence to demonstrate that the success of an organizations goals is heavily dependent on the degree to which its managers adhere to the underlying principles of management, which are as follows: planning, organizing, coordinating, controlling, directing, and supervising.

There are thirteen principles of management¹¹.

- i. The division of labour: The division of labour is an effective method, but its usefulness is contingent on specific boundaries, after something which would yield diminishing or declining returns.
- ii. Authority: official authority must be recognized by personal authority and that responsibility should be associated with authority.
- iii. Discipline: is basically referring to adhering to the rules and commitments that have been made.
- iv. The utility of command: states that workers must not be required to follow commands that come from multiple sources that may provide conflicting information.
- v. Coherence in the direction taken: That is, seeing the organization as an organism which doesn't have two sets of priorities.

vi. The subordination of individual interests: it is of the utmost importance to ensure that the ambitions of one group were not pushed at the detriment of the interests of the other groups or of the institution as a whole.

vii. Remuneration: remuneration ought to be ethical and should be sufficient to motivate, but that it should not be used to solve conflicts between labour and capital.

viii. Centralization: Management is seen as the role of the brain of any corporation.

ix. The scalar chain: requires that all of the staff be organized in a straightforward hierarchical manner. Sometimes, there is difficulties associated with communication at all levels of the hierarchy. As a result, the use of lateral "bridges" is essential.

x. Order: Everybody and everything must have their designated position, but this may be viewed more as an ideal than a commandment to manage every last detail of the situation.

xi. Equity: It is important that all levels of management treat their workers in an equitable manner.

xii. Length of employment of personnel: this refers to the high cost of cultivating managers who are familiar with the company as well as the people who work there. Poor managers who stay in their positions are preferable to excellent managers who quit their positions.

xiii. Taking Initiative: Permitting employees to take initiative is considered as a way to motivate employees¹¹.

The expectation is that managers will consent to this despite the fact that it will hurt their own arrogance. If these principles are used in any organization, whether it be private or public, then both the efficiency and effectiveness of the organisation would increase. When one examines the majority of the public enterprises or corporations in Nigeria, including the Nigeria Television

Authority, Ibadan, it becomes immediately apparent that the above principles are not being followed.

The phenomenon of management may be theorized from a viewpoint of system theory as the way in which an organisation garners a worldwide portrayal of its own operations¹². Another way of looking at management could be taken into consideration when attempting to gain an idea of the concept. Accordingly, management is dependent upon modelling an organisation, that is to say, modelling enables management to accomplish its specific information processing activities including monitoring, evaluating, predicting, and controlling the organisation¹³. The result of the relation between the environment and a management system in which it operates is the objective to which the management is directed.

Management has been one of the most significant human occupations ever since people started building social organizations to achieve aims and objectives that they could not achieve as individuals¹⁴. This is because management allows people to work together to achieve more than they could individually. The ability to manage has been crucial in order to ensure that individual efforts are coordinated. The responsibilities of managers have taken on a greater significance and level of complexity as a result of society's ongoing reliance on the efforts of groups, as well as the growth in size of many organised groups¹⁴. As a result, managerial theory has evolved into an essential component of the way complex organisations are managed by managers. Although some managers in various parts of the world may have achieved managerial success without having fundamental practical knowledge in management, it must be emphasised indisputably that those managers who have mixed management theory into their day-to-day practice have had better chances of managing their organisations more smoothly and economically to achieve both individual and organisational objectives, which is the central idea of this view.

If we're to have a thorough understanding of the notion of management, there is a need to at least, touch on the scientific aspect of management. A scientific method for addressing issues pertaining to an organisation's level of production was outlined in the book *Principles of Scientific Management*, which was first published in 1911¹⁵. The arbitrary perspective that managers take to their tasks and the workers' irresponsible disposition toward work come under fire in this criticism, with the premise that such behaviours are accountable for the organisation's lackluster efficiency. As a result of this, it is necessary for both the management and the workers to be directed by a set of predetermined rules norms, and standards. In an effort to make management more of a science that is based on universally acknowledged, precisely defined, and immutable principles as opposed to relying on notions that are more or less undeveloped, there are four guiding principles of management. These principles include the following:

1. The establishment of a genuine science of management, complete with clearly stated laws, norms, and principles to replace the traditional way of managing by rule of thumb.
2. The use of scientific methods in the selecting, training, and development of workers (however in the past employees were selected at random and were frequently untrained).
3. Enthusiasm cooperation with employees to make sure that all job completed is carried out in accordance with scientific standards and principles; and
4. The employee and management each take on an equal share of the tasks and responsibilities in the company¹⁶.

The conception of management, on the other hand, isn't quite accomplished until we talk about it from a Total Quality perspective. Total Quality Management (TQM) is a management strategy that promotes good service (performance-oriented civil service) and customer satisfaction.¹⁶

TQM involves continually improving the quality and dependability of a product or service as well as reducing response times while simultaneously making them more reliable all the way through the production and sales chain or the service-provision process¹⁷. It also involves increased flexibility of reaction to clients' needs and a persistent worry about efficiency through the reduction of waste, the removal of duplication, and the restriction of overlaps between roles and duties. The commitment of management is very necessary for any TQM approach to be effective. TQM will not be successful unless all stakeholders actively participate and leaders set a good example. It has been determined that a significant factor that contributes to the implementation of successful public sector reforms is the level of dedication shown by ministers and top officials¹⁷. To make such a commitment, one must be willing to demonstrate a distinct preference for a better future, as well as to accept responsibility for one's actions and both praise and criticism for those actions. This indicates that the public enterprises in Nigeria do not have Total Quality management since they are characterized by inefficiency and ineffectiveness¹⁸. There is no shadow of a doubt in the fact that the capacity of any organisation or society to accomplish its objectives is directly proportional to the quality of its human resources, as well as the degree to which they are organized and motivated. The wealth of nations is ultimately determined not by natural resources or any other factor, but by human resources¹⁹. A decent organisational structure is not sufficient to ensure good performance on its own. In the same way that food is essential to a person's existence, development, and survival, human resources are important for the survival, existence, and growth of an organization.

In point of fact, the human resource is an essential component in the success of any organization's overall mission and objectives. Nevertheless, the degree to which the human resources of an organisation, such as the public enterprises like NTA, Ibadan, are effectively

managed is a significant factor in determining the extent to which those resources are able to contribute to the achievement of the organisation's objectives. An organisation's most valuable assets are its human resources, which include all of its workers (female and male, elderly and young) who contribute to the production of goods and services. These workers are considered to be its most valuable resources. The staff of an organisation have to be effectively managed for them in order for them to be able to make the most contribution to the organisation²⁰. How then is human resources management best described? The aspect of management which is primarily concerned with people in their working environments and the connections they have inside an organization is called human resource management²¹. Its purpose is to enable individuals to make the most of the contributions they can make to the success of an organisation by bringing together the men and women who comprise it, molding them into an efficient organisation in the process, and doing so with consideration for the health and happiness of both the individuals and the groups with which they collaborate²¹.

Therefore, human resources management can also be conceptualised as an activity that aims to ensure effective use of an organisation's human resources in order to achieve maximum productivity for the establishment and, at the same time, enable employees to gain maximum psychological and material benefit from their work²². This is the goal of human resources management. However, it is essential to point out that despite the fact that management of human resources is the responsibility of everyone who is in charge of other people, it is still the province of specialists and an integral aspect of the whole managerial process²². Additionally, while executives as well as managers must interact with people, the organisation can also provide a number of specialists who might ease the load of the line managers and give a

professional advising service. Similarly, there are varieties of reasons why human resources management has become progressively more important, They include the following reasons²³:

i. The cost of employing human resources is growing at an ever-increasing rate. Because of this, it is absolutely necessary that they are controlled effectively.

ii. Numerous studies conducted in the field of social science have highlighted the significance of boosting productivity and the many advantages associated with a contented labour force.

iii. The emergence of experts who are able to interpret and apply their talents to issues concerning industrial relations has been supported by legislation as well as the development of industrial relations²³. The goal of human resources management in public organisations in Nigeria, such as Nigeria Television Authority Ibadan, is to enable employees to obtain the greatest possible psychological and material benefits from their work while also obtaining the greatest possible benefits for the organization from the employees. This is done in order to maximize the overall benefits to both the organization and the employees. In order for the director of personnel management to fulfil these aims or objectives, he or she must be able to:

i. Make a plan for the necessary amount of human resources.

ii. Recruit/select individuals who possess the necessary essential skills and talents.

iii. Improve the organisation's human resources.

iv. Make use of the organisation's human resources.

v. Give them the appropriate amount of motivation.

vi. Demonstrate a leadership style that is motivating.

vii. Ensure that there is a healthy bond between the management and the staff²⁴.

When it comes to the success of an organisation, the resource that is most important is the human resource. For this reason, this most vital resource needs to be planned for, procured, cultivated,

and maintained so that the organisation as a whole may operate at its highest level of efficiency. Therefore, the term personnel functions refers, ultimately, to any and all operations that are indirectly or directly related to the planning, sourcing, and fostering of the human side of any organisation²⁵.

2.1.2 Concept of Public Enterprise

When it comes to the notion of public enterprise, academics are unable to come to a consensus on a single, universally accepted definition. It was from this lack of consensus among academics over the definition that emerged, resulting from the diverse characteristics of different types of public organizations. Public enterprises are principally the public organisation that have evolved as a result of government acting in the bandwidth of an industrialist or entrepreneur²⁶. Public enterprises include agencies, state-owned corporates, and statutory corporate entities. In addition, public enterprises are described here as officially created bodies conducting tasks of an economic or social dimension or both on behalf of the state²⁷. Although, being mostly self-sufficient in their operation and management, these organisations are still subject to various forms of state regulation and are distinguished by varying degrees of public financial assistance. The term public enterprise denotes an entity that is running or believed to be working on commercial concept and that is totally or partially owned and effectively controlled by public authority²⁸. This concept places more of an emphasis on the variety of public enterprise that has a commercial focus, and as a result, it is less all-encompassing.

The concept of public enterprise is one that integrates aspects of public administration with the primary characteristics of private business. The organisation of certain state activities was found to be lacking in both adaptability and effectiveness, which prompted the establishment of these firms as a solution to the problem²⁹. It is imperative that this point be driven home because,

regardless of the fact that the civil service is founded by a certain law (authority), government and public enterprises are born of other laws. As a result, subordinate branches of the state, such as the local government, are considered to be examples of public enterprises³⁰. A public enterprise is an organisation that is established as a corporate entity and as part of the governmental machinery for and commercial or entrepreneurial aim³¹. In addition, there are several reasons why in global north countries, there is no general agreed conceptualisation of public enterprise. Public enterprises were created at past phases, and each period intuitively brought forth the types of public enterprises which mostly clearly matched its own prerequisites³². Hence it is presumed that the variations in concept are informed by values enthusiasm, ideology, disposition, and situational events that brought public enterprise into emergence despite the controversy and the lack of standardization of some academics of public enterprises³³. Public enterprise or government institution can also be viewed as an institution or organisation that is owned by the state or where the state owns the majority interest, whose activities are of a corporate structure and which provide a service as well as produce goods and which have their own separate management³⁴. A public enterprise is also an organisation whose main function is the production and sales of goods and/or services and in which the government or other state agencies do not have an ownership stake that is adequate to ensure their direct authority over the enterprises, regardless of how willfully that control is exerted³⁵. The term "public enterprise" may also refer to any business that is either wholly owned by the state or other public enterprises, or is jointly owned by the state or other public enterprises and private persons, with the requirement that the public domain hold more than fifty percent of the shares or capital of the said company³⁶. In addition, Legally Public Enterprise is considered as an important part of a state structure, with critical investment initiatives, annual budgets, personnel

management, high level personnel nomination, even day-to-day matters, and financial auditing, all being subject to the strict regulation of relevant state processes and organs³⁷.

Similarly, legally public enterprise is treated as an important part of the state structure. A public enterprise is one whereby the state has major stake of management and / or ownership³⁸. Public enterprises similarly is an industrial, commercial and agriculture entities which are owned and run by state government (in a Unitary state) or the regional government and control government" (in a federation state)³⁹. The followings are regarded as outlined several of the most important aspects of public enterprises as well as their repercussions.

- i. Public Enterprise as an organisation suggests that the entity in question is one that has goals, either stated or unstated. The use of money, resources and men, is intended to be utilized in the accomplishment of these goals. In addition, it is reasonable to anticipate that a public enterprise, being an organisation, will have its own internal authority power as well as its own modus operandi.
- ii. The state's financial contribution to a public enterprise is an important aspect of its engagement in such operations; however, the control of the capital does not necessarily have to be restricted to the public sector. It's possible that the government merely controls the majority of the shares, and that the rest of the shares are held by other stakeholders.
- iii. Due to the fact that it is a corporate body, public enterprise possesses a distinguishable legal identity from the state that establishes it. It is able to possess assets, sign contracts, bring and defend legal actions, and sue or be sued. In light of recent events that have transpired across the SSA countries, this characteristic is currently being highlighted as an essential component of a public enterprise. As a direct consequence of this, departmental organizations, sometimes known as regimes in francophone terminology, are covertly being given the status of a corporate body.

iv. The entrepreneurial like or entrepreneurial goal denotes commercial orientation. On the other hand, one must not confuse this with the generation of profits. Based on what has been learned in a great number of countries, the objective is most likely to be to encourage efficiency, and cost-consciousness, cost-cutting.

v. There are many other implications that might be drawn from the fact that a public enterprise is a component of the apparatus of the state⁴⁰.

Three of such impact should be brought to attention: first, a public enterprise is by consequence of its sophisticated relationship with the state a tool of public policy; its main objective is in relation with governmental goals and projects; and it is inevitably under governmental regulation. Secondly, by its very nature, a public enterprise primarily utilises or manages public resources, especially public fund. This indicates that the procedures for establishing responsibility need to be given careful consideration. The combo performance measurement instrument comes in third place.

2.1.3 Justifications for Public Enterprise

The following salient points are considered as justification for public enterprise.

i. The lack of an indigenous private industry, or its absence in some cases, that is able to undertake the provision of some infrastructural facilities, notably in services that consumes a lot of monetary investment, such as electricity ports railways, airways and harbours etc. In these types of situations, direct state control may be needed to assure that costs are not set higher than the cost of running the service in question⁴¹.

ii. The creation of public enterprises by the government provides the state with the ability to pursue objectives relating to social equity that the market would ignore. Notable among these objectives is the prevention of the concentration of wealth or the means of production and

exchange for economic reasons. Public enterprises are certain necessary services and public desires which. If these services are left in the hands of private companies, they will be out of reach for the majority of the population⁴¹.

iii. A scarcity of private incentives to participate in potentially profitable economic ventures, as well as an occasional absence of such incentives, as a result of factors such as a lack of reliable sources of supply, uncertainty regarding the size of the local market, and the absence of both technology and skilled labour⁴¹.

iv. The necessity of ensuring that the state maintains control over strategic sectors of the economy, including the broadcasting sectors and central banking, as well as the iron and steel industry. Transportation on a global scale including air travel, shipping and so on. The state is usually committed to the public enterprise system as the best method of controlling any extreme inflation⁴¹.

v. The control that the state exercises over the most successful public enterprises enables it to amass these profits thereby adding it to existing national capital which is then used to finance developmental projects and programmes within the state⁴¹.

vi. When the private sector of the economy provides only a limited number of employment opportunities, one strategy for increasing employment is to have the government acquire some businesses and run them as public enterprises. The government thus decides to use its state-owned enterprises as innovators and pioneers in the establishment of new generations of high-risk, high-capital, and high-technology industries in order to maintain its competitiveness in the global trade market⁴¹.

viii. When compared to the seemingly feeble performance of the private sector, the public sector is often regarded as a more reliable instrument for carrying out strategic plans⁴¹.

2.1.4 Typologies of Public Enterprises

Typologies of public enterprises has been created based on a range of factors and by various authorities. The typology model is as follows.

Statutory Enterprises or Corporation

(a) Public Utilities

National Electric Power Authority (NEPA) now known as (PHCN)

Nigeria Coal Corporation

Nigeria Ports Authority

Nigeria National Petroleum Corporation (NNPC)

Nigeria Railway Corporation

Nigeria External Telecommunication (NET)

Nigeria Mining Corporation

Nigeria Film Corporation

Nigeria Cargo Handling Company

(b) Development and Finance

Nigeria Industrial Development Bank (NIDB)

Nigeria Insurance Corporation of Nigeria (NICON)

Nigeria Agricultural and Commerce Bank (NACB)

Federal Mortgage Bank

Nigeria Agricultural Development Bank (NADB)

Nigeria Bank for Commerce and Industry (NBCI)

Export Credit Guarantee Corporation

Lotteries, Pools, Betting, and Casino Commission

Afribank Plc

Chases Merchant Bank (Nigeria) Limited

Union Bank of NIGERIA Plc

First Bank Nigeria Plc.

United Bank for Africa (UBA)

(c) Welfare and Social Service

Federal Radio Corporation of Nigeria (FRCN)

Nigeria Television Authority (NTA)

Federal Housing Authority

National Library Board

Housing Management Board

Housing Corporation

Scholarship Board

Tafawa Balewa Square etc

(d) Federal –Owned Enterprise

Nigeria National Supping Line Limited

Nigeria National Supply Company Limited

National Root Crops Production Company

Aba Textile Mills Ltd

Nigeria Hotels Limited

Federal Palace Hotel

Durbar Hotel Limited

Daily Times Newspapers

New Nigeria Newspaper

National Freight Handling Company

Nigeria National Fish Company

Nigeria Produce Marketing Board, etc

Nigeria Rumanian Wood Industry

National Oil Nigeria Limited

Agip (Nigeria) Limited

Elf (Nigeria) Limited

Shell Petroleum Development (Nigeria) Ltd

State Government –Owned Enterprises in Nigeria

(a) Public Liabilities (Oyo State)

Oyo State Water Corporation

Oyo State Transport Company

Oyo State Rural Electrification Board

Oyo State Waste Management Agency

(b) Welfare and Social Services

Broadcasting Corporation of Oyo State

Oyo State Library Board

(c) Mixed-Economy Enterprises

Co-operative and Commerce Bank Plc⁴².

2.1.5 Management of Public Enterprise

The key actors in the management of public enterprise are as follows: The managing director (general manager), the board, as well as the secretary of the board. They shall be analysed in depth the significance of each of these actors.

Board of Directors

The document that establishes the legal existence of a firm and is known as the Articles of Incorporation is typically where the director's responsibilities and powers are outlined. However, on the other hand, the board of directors is often the group responsible for formulating policies and is not an executive body. There are two distinct sorts of boards that oversee public organizations: the policy and executive board⁴³. The chief executive officer is the only member of the board who is employed by the organization directly; the rest of the members of the policy board come from outside the company. The policy board has a wider scope of influence than the executive board does. It is essential to point out that the size of the boards and the people who serve on them differ not only from one nation to the next but also from one public enterprise to the next. In most cases, the size might range anywhere from a few individuals up to roughly twenty-five individuals at the most. In most cases, the size of an enterprise's board is determined by the enterprise's overall scope as well as the strategic relevance it plays within the economy.

Managing Director (General Manager)

The managing director is responsible for supervising the public enterprises' operational functions in their day-to-day operations⁴⁴. He is the person who has direct interactions with all of the staff members of the firm, and he is able to make a wide variety of choices on his own discretion so as to ensure that the operations of the firm are carried out in an efficient and successful manner. In most organisations, the managing director is supported by a number of deputy managers and

assistant managers who are each in charge of a different division or area of the public enterprises.

The Board's Secretary

The board's secretary is responsible for recording all of the board's decisions and transactions. The secretary is typically a member of the staff who does not have supervisory responsibilities. In many public organisations, the position of secretary is filled by an attorney who is qualified to provide the organisation with appropriate legal counsel whenever it is required. Secretary should help to clear any misinterpretation or doubts about the boundaries of authority and function between all categories of official of the corporation⁴⁴.

2.1.6 Control of Public Enterprises

In spite of the fact that public enterprises are granted a significant amount of autonomy and independence in the control of their operations, public enterprise are nonetheless still subjected to some control. The legislative level and ministerial level of control remains the two primary forms of control⁴⁴.

Ministerial Control

Ministerial control of public enterprises take a variety of ways: firstly, despite the fact that public enterprises relish a lot of freedom and autonomy in their daily cooperation, they are still subject to a controlling ministry that oversee its operations and policies, accepts general public complaints about it, and makes major decisions on all vital issues⁴⁴. In addition, a public enterprise must contact the ministry and receive its authorization even before implementing any big change and begins on any potentially important lines of activity." This is especially true in cases when such significant changes threaten the interest of the public⁴⁴. At the completion of the year, each ministry compiles an fiscal report, which it then transmits to the government via the

ministry that oversees it. After reviewing the report and making any required inquiries, the minister will send it on to the government along with their own observations after adding their input.

Parliament or House Control

In addition to ministerial control, public enterprises are ultimately answerable to the parliament via the ministers who are the political head of specific government ministries that supervise the public corporations. The following is a description of the shape that parliamentary control takes⁴⁵.

- i. Regulation by means of the submission of an annual report on the organization's operations to parliament via the ministry
- ii. Maintain authority with an annual account In most cases, a public enterprise is required to provide the parliament with an annual account detailing its activities during the preceding fiscal year. These yearly accounts and reports are discussed in the parliamentary chamber, and the finance committee of the house has the authority to call upon the minister in charge of a particular public enterprise to answer questions or address concerns with that ministry's organisation⁴⁵.

Judiciary Control

Numerous publicly-owned firms in Nigeria have, at one point or another, been put under the authority of the government to undergo judicial control. From time to time, a government sets up a commission of investigation into the affairs of one or other of its public corporations, mismanagement, or incompetence in the organisation⁴⁶.

2.1.7 Challenges Confronting Public Enterprises

There are varieties of factors that account for the challenges confronting public enterprises in the Nigeria state. Some of these salient factors are as follows.

Contradictory and Multiply Objectives of the Enterprise

The obligations or social goals of the vast majority of public enterprises frequently conflict with its economic objectives. For example, some public enterprises are designed to supply goods below costs in an effort to subsidize the public, or they are expected to hire new employees so as to meet national employment objectives even in actual fact, they're already overstaffed⁴⁷. As a result of this, they become inefficient and ineffective which in turn create a great challenge to the public enterprise.

Lack of Autonomy and Excessive Control

The managers of public enterprises are subjected to an extraordinary level of control and meddling in their day-to-day operations by the state departments that supervise them. It often suppresses managerial ingenuity and leads to substantial operational problems and lack of accountability⁴⁷.

Interference from the government: Interference from the government or political interference at unreasonable levels is another problem that plagues publicly owned firms. They are frequently perceived as being a weapon of political patronage on the part of the administration that is currently in power. This leads to problems such as poor product and site selection, overstaffing, recruitment of subpar workers, etc⁴⁷.

Absent of a Competitive Atmosphere: This leads to complacent on the management part of most of public firms, which ultimately results in poor service performance, ineffectiveness and inefficiency.

Corruption: The vast majority of public corporations, particularly in developing nations like Nigeria, are regarded as instruments for the amassing of private wealth by the political appointees as well as the management who run them. As a consequence of this, large sums of money are frequently transferred into personal accounts, which results in enormous losses for the organisations⁴⁷.

Lack of Adequate Infrastructure: The degrading status of facilities and infrastructures in the majority of African states is another factor that contributes to the challenges of public enterprises because these factors all contribute to high operating costs. Unreliability of the power supply in most states, for example, most public institutions been forced to rely on standby generators, which are very expensive both to buy and to keep up and running . In addition, the condition of the roadways is quite poor⁴⁷.

2.1.8 Reforms to the Public Sector Enterprises

Beginning in the 1980s, several developing and developed nations have begun the process of reforming their public enterprises, beginning with the United Kingdom, which began a comprehensive privatization program, and New Zealand, which combined commercialization with privatization. Other nations have followed suit. Privatization reformers in these states intend to accomplish a combination of the goals listed below.

- i. To maintain a profitable enterprise by avoiding losses in the trading market.
- ii. To avert fiscal crises and growing indebtedness.
- iii. To rationalise and restructure the functioning of the public sector so as to eliminate the predominance of unprofitable investments.
- iv. To discourage public corporations from becoming an ever-increasing drain on the state budget and to make it easier for public businesses to access capital market.

- v. To enhance profitability in restructured enterprises and to strengthen the operational and managerial effectiveness of those enterprises that will persist in the public domain.
- vi. To begin the process of gradually ceding control of state businesses to the private domain, which, due to the nature of such enterprises' activities as well as other socio-economic considerations, can more effectively be carried out by the private domain.
- vii. To foster an environment that is inviting to investors from both the domestic and international spheres.
- viii. To develop institutional arrangements and operational standards that will ensure that the benefits gained from the reform program will continue to be enjoyed in the years to come⁴⁸. In light of these considerations and the widespread use of privatization as a mechanism for the reformation of public enterprises, we will now explore the meaning and importance of privatization in the context of public enterprise reform.

2.1.8.1 Privatisation

This refers to the transfer of control of a governmental enterprise, either in part or in its entirety, to the private sector⁴⁹. In partial privatization, the government continues to maintain certain shares (often the majority shares) in the public firms, however in full privatisation, the government completely relinquishes its ownership of the business being privatised. The government typically only fully or partially privatizes those public enterprises that it regards to be strategically important and that it wishes to continue exercising control over.

Following on from what was stated above, there is empirical evidence that indicates to the acceptance of privatization program on a global scale. Several Latin American countries, such as Chile and Argentina, had privatized large portions of their state-controlled enterprises between 1970s and 1980s. These industries include power and energy, telecommunications, airlines,

mining, oil and gas and railways⁵⁰. Countries such as the France, Nigeria, Canada and the United Kingdom, etc, which makes use of the mixed economy, the government of these states have now acknowledged the undeniable fact vast majority of the public enterprises were turned over to the private sector they will be properly handled and the sectors of their economy would perform much better in terms of their set out goals.

2.1.9 Justification for Privatization of Public Services

There are several justifications that can be given for privatizing state-owned businesses, the most prominent of which are as follows:

i. Economic Argument: The first economic justification is that privatisation opens up economic operations to the pressures of market forces and competition. The introduction of competition is possible through various methods, including deregulation and the sale of existing businesses. Selling of assets enhances friendly competitions, if a firm is already in a competitive environment. In practice, selling a monopoly with its regulations accomplishes very little for competition⁵¹. That is to say, the quickest method to introduce competition is to deregulate the business, rather than selling assets, unless the sale of assets and deregulation both take place at the same time.

ii. Managerial Efficacy and Privatisation

The notion here is, public management will always be inferior to its equivalent in the private sector. It is generally accepted that private companies operate with a higher degree of efficiency than do public firms⁵². It has been ascribed to the fact that public enterprises have a limited capacity to perform proficiently due to a variety of factors that the state has not been able to eradicate.

iii. Ideology Argument

Ideology considerations remain an important justification of privatisation. Privatization is component of the general discussion about the respective advantages of non market and market system of allocation of resources⁵¹. Privatization is as well, based on capitalist characteristics assertions and ideologies. The supremacy of market forces and private firms is the central tenet of the argument put out by supporters of privatisation. They contend that careful planning of the privatisation process will allow for an equitable distribution of ownership in the enterprise.

2.1.10 The Pattern of Privatisation in Africa

Sub-Saharan Africa's privatization policies were implemented in waves, some nations more earlier than others⁵². The first group to launch such initiatives were French speaking West African nations in the late 1970s and early 1980s (Guinea, Benin, Niger, Togo and Senegal). Their privatization progress has, however, been modest. The second group of nations to launch privatization initiatives began in the late 1980s and consists of Francophone and Anglophone nations (Nigeria, Ghana, Mali, Ivory Coast, Malawi, Kenya, Mozambique, Uganda and Madagascar). The international financial institutions' pressure to privatize led to the majority of these programs⁵². Aside from Nigeria, no significant advancements were made, at least not until the late 1990s. The final category consists of "late starters," who began their privatization initiatives in the early to mid-1990s⁵². Burkina Faso, Zambia and Tanzania, have among these countries demonstrated a strong political commitment to privatization, whereas by late 1995, little progress had been made in Ethiopia, Sierra Leone, and Cameroon.

2.1.11 Privitisation in the Early 1990s to Recent Time

Over the years 1991–2001, very few State Owned Enterprises were subject to privatization, and very little privatization occurred outside of Ghana, South Africa, Cote d'Ivoire, Zambia, and

Nigeria⁵³. Comparatively to other developing regions like Latin America and the transition economies, African states have privatized less of their State Owned Enterprises (about 40%)⁵³. Privatization has typically affected smaller manufacturing, industrial, or service companies as well. Smaller State Owned Enterprises were frequently targeted during the early phases of Sub-Saharan Africa's (SSA) privatization efforts because they were simpler to sell. Food processing, alcoholic drinks, textiles, cement and other non-metallic businesses, and metal products have all been prominent in the majority of national privatizations. If we omit the exceptional significant sale of ISCOR (Iron and Steel Industrial Corporation) in South Africa, these five industries accounted for 60% of the overall revenues from the sale of manufacturing SOEs during 1988-1995⁵⁴. The 1990s' lack of notable progress in privatization was caused by a lack of political commitment, which was exacerbated by vehement opposition from established vested interests (senior bureaucrats in ministries and SOEs themselves, as well as public sector workers concerned about their job security). For instance, by the end of 1995, only five of the 30 SOEs in Cameroon that were slated for privatization had been sold. In some nations, like Nigeria, the privatization program got off to a good start before stalling⁵⁵. Despite being one of the most successful programs in SSA in the 1990s, Nigeria's program was halted in early 1995 in favour of a widespread "commercialization" campaign. The privatization program was likewise terminated in Madagascar in the middle of 1993 as a result of grave mismanagement and public disapproval. In addition to a lack of political commitment, there were also significant nationalist fears about the potential political and economic repercussions of growing foreign ownership as a result of privatization. However, certain political restrictions had been eased by the late 1990s⁵⁶. First, more and more governments in SSA began to implement important economic changes, with privatization playing a key role, under the auspices of the World Bank and the IMF. The

public was also gradually coming around to reforms and privatization. Additionally, significant political liberalization, including multi-party elections, broke with the predecessors' statist policies and gave the privatization initiative some leeway for implementation. Finally, the budgetary crisis of the state that affected many SSA nations in the 1990s also paved the door for a sell-off of SOEs due to the bad financial condition and rapid degradation of SOEs. Despite this greater dedication, African states have kept sizable minority ownership in the sparse infrastructure privatization deals, with the government typically holding one third of the stakes at the end of the decade⁵⁶.

However, early to mid-2000 saw significant privatizations in the infrastructure sector, which helped the situation in sub-Saharan Africa change⁵⁷. The total amount of revenues in the region between 2000 and 2008 was \$12.654 billion. This sum was made up of 51% Nigeria, 10% Kenya, 9% Ghana, and 6% South Africa. Following infrastructure, which accounted for 73% of the agreements' total value, were the manufacturing and service sectors (8%) and the financial sector (6%) as well as the energy (10%) and primary sector (11%) sectors⁵⁷.

Similarly, Post 2008 to recent time, very few privatization transactions have taken place in Africa. Benin stands out as a noteworthy exception due to the privatization of the cotton and public utilities industries⁵⁷. In March 2010 and September 2009, respectively, a strategic private investor received the majority stake in the cement company and the concession for running the port of Cotonou's container terminal, while the privatization of Benin Telecom began in 2009 and is still ongoing (IMF Country Report No. 10/195). In 2013, Nigeria raised US\$2.50 billion through the sale of 15 energy generating and distribution firms⁵⁸. The last attempt to sell 80% of Société des Telecommunications du Tchad (Sotel-Tchad), which failed in 2010, during the country's civil conflict, was announced by the Chadian government to be restarted in 2015.

2.1.12 Factors Hindering Management of Public Own Enterprises in Nigeria

In general, the efficiency of public industries in Nigeria in recent years has been hampered by a combination of concentric and centripetal forces of varied dimensions caused by both endogenous and exogenous factors. The cause, on the other hand, is that these dysfunctional determinants are preventing public firms from operating at their full operational capacity. The efficiency of the majority of public firms in both developing and developed countries has been usually poor⁵⁹. The exercise of public enterprises in the Nigeria state is in shambles. This indicates that Nigeria's public companies have been unable to fulfill the primary purpose for which they were created when they were first constituted.

Nevertheless, for the sake of this research work, we will focus exclusively on how these issues manifest themselves in public organisations. These issues, particularly as they pertain to government-run enterprises. These challenging issues include the followings: conflicting objectives, poor management, unstable board and management, general incompetence, interference/meddling from the government, unscrupulous business practices, and monopoly.

i. Conflicting Objectives: The foundation of public companies, particularly in states that are still in the process of development, is dependent on fundamentally two reasons: political and economic. This implies that public enterprises exist for the aim of promoting the growth and development of the nation as a whole, and in particular, to assume a leadership role in the expansion and growth of the economy as a whole. Regretfully, in Nigeria, these firms are so focused on profit making, to the point that the most fundamental objectives for their formation have been neglected, that they have become profit-driven. To put it another way, the twin goals of social service provisioning and maximization of profit are incompatible with one another and, as a result, hinder the operational effectiveness of firm⁶⁰.

The above statement makes it clear that the performance of public enterprises has been below expectations, which has led to their becoming unproductive. Many have become extinct in addition to being economically unviable.

ii. Poor Management: The decision-making organ in public corporations is the management mechanism, which also include the Executive Board in particular. As a result, the Executive board assumes the most critical positions in the company of organisations. In light of this, it is reasonable to anticipate that those in charge of the organisation will possess the technical or administrative expertise necessary to make the achievement of organisation goals a reality⁶⁰. In a theoretical sense, the management structures of public firms lack the needed experience, skills and competence that are necessary for maintaining the integrity of the organisations. This issue could very well be the deciding factor in whether or not certain government institutions in the country continue to operate. Similarly, the selection of members of board is based not on meritocracy but rather on political favours or some other more considerational factor. The make-up of the Board is largely to blame for the problems that plague state enterprises in Nigeria. The management of these businesses is not carried out in accordance with sound universal criteria that are in line with fundamental bureaucratic principles and rules.

iii. Unstable Board and Management: This is connected to Nigeria's ongoing political issues, which have plagued the country ever since it gained its independence in 1960. The occurrence of instability in the polity, which takes the form of consistent change in government, leads to the restructuring of the leadership of publicly owned companies⁶⁰. As a consequence of this, however, new members of the Board of Directors appear along with each new administrative agenda, which results in the enterprises having an epileptic essence. In addition, political affiliation and other factors are taken into consideration in the same way during the appointment

of new Boards of Directors by a new administration. Because of this issue, public companies in Nigeria are unable to make any significant progress toward improvement or growth.

iv. General Incompetence: The management structure of state enterprises both at the bottom and top is significantly defined by a degree of ineptitude. This, nevertheless, is a consequence of the manner in which selection and recruiting are carried out with regard to these corporation. In most instances, recruitment of workers of these enterprises are not based on expert proficiency and egalitarianism⁶¹. The tremendous inefficiency that plagues the operations of state enterprises is directly attributable to the ineptitude of their workforce. The efficiency and effectiveness of public corporation depend substantially on the skills level, potentials, capabilities, competence quotient, and quality of people recruited.

v. Interference/Meddling from the Government: It should come as no surprise that public firms, which are establishments owned by the government, are only granted a certain amount of autonomy. This nonetheless necessitates that public enterprises runs under the control and direction of the state via various ministries. Similarly, in most situations the management structure of state enterprises is prone to the prescriptions, whims and fancies of the officials who control a particular state establishment, that is the politicians. For instance, some topics that is supposed to be addressed by the management or the board are handled by these politicians without official engagement with the enterprise's board.

The effects of this change in the society could be severe because it yields bureaucratic impediments in the day-to-day operations of these enterprises, which in turn distorts the objectives and goals of these organizations.

vi. Corruption: Many people agree that corruption is a negative phenomena that has deeply ingrained itself into the social and political structures of the Nigeria country. Contemporary

scholars consider it to be an endemic trend that can be found in all aspect of our lives, particularly in Nigeria.

There is widespread corruption in Nigeria's public sector, and the negative effects it has had on the country's economy are severe. The majority of these public enterprises have failed as a direct consequence of certain unethical business activities that have been engaged in by the government as well as the management of the enterprises⁶¹.

vii. Monopoly: In Nigeria, monopolies are related with the majority of the public enterprises. Thus, these enterprises are subject to the challenges associated with monopolies. Because they do not have any other firm to compete with them, several of these companies are plagued by one of the most significant issues associated with monopolies. However, because there is no other option available, people are typically left with no choice to adopt either novel or frequently superior service options. This can be seen in parastatal like NITEL before the rejuvenation of GSM network as well as PHCN which is now known as IBEDC.

2.1.13 Broadcasting Background in Nigeria State

2.1.13.1 The Colonial Era 1936 to 1959

The largest nation in the former British colony of West Africa, Nigeria, has one of the most intricate broadcasting infrastructures in the entire globe⁶². Particularly in this nation, the form of television transmission has been shaped by the variations in its political climate, geographic isolation, and linguistic and cultural diversity among the numerous tribal groups. Additionally, because of the extent of the British influence during Nigeria's colonial era, it is important to understand how the previous colonial powers have affected Nigeria's broadcasting system⁶². Therefore, in order to fully comprehend the growth of television broadcasting in Nigeria, a brief examination of the nation's history and its broadcasting endeavours throughout the colonial era is

required. Prior to 1900, the term "Nigeria" was not used in history. Flora Shaw, a newspaper writer in London and the spouse of Lord Lugard, the first British governor of Nigeria, gave the country its name.

People were perplexed since the land had been referred to by so many names, including Niger-Empire, the Niger Sudan, the Central Sudan, and the Hausa Territories. Despite the fact that the Royal Niger Company was in charge of the region, (Shaw) contended that this too was a complicated and unwieldy moniker that did not work well as a country's name. She advised accepting the name Nigeria as inclusive of the regions where the Royal Niger has expanded British influence. Some have opined that Nigeria would not have existed if Europe had not intervened in Africa⁶². Early British explorers were drawn inland for humanitarian reasons, and they founded Nigeria, which was governed by the British administration for more than 50 years (1900 to 1960). Because the colonialist feared that a homogenous social framework would strengthen solidarity among the Nigerian populace, Great Britain supported the differences that already existed among the various ethnic tribes. Hence, the British policy of "divide and rule." Foreign rulers protected their own interests by promoting these internal divisions because colonial policies were not intended to promote national awareness among colonial subjects. The growth of any national resistance to colonial control was hampered by tribal rivalries and socioeconomic distinctions (between commoners and chiefs, and between those who had received European education and those who had not) ⁶³. other scholars opined that since Lord Lugard made the now-proven "mistake of 1914" by uniting the Northern, Southern, and Oil Rivers Protectorates, which his wife dubbed "Nigeria," "strong ethnic enmity has been the feature of Nigerian politics". In addition to the racial conflicts, colonialism left Nigeria with equally pressing issues regarding its economic and social growth. A strong broadcasting

infrastructure is crucial to finding solutions to these issues. Although the conflicts between the warring clans were not resolved by the establishment of Nigeria, it did help the nation's progress. The Nigerian broadcasting system is one of the country's most crucial institutions, among other things the British improved. She created a broadcasting system as a way to further civilization in Nigeria while also protecting the many British interests there. The antecedent to Nigeria's radio transmission was the wired-wireless (wired radio) system, which was developed by the Nigerian Posts and Telegraph Department under British direction in 1932⁶³. 400 subscribers in Lagos heard the governor through their loudspeakers when Nigeria launched its wired-wireless Radio Distribution Service (RDS or rediffusion) on December 2, 1935⁶⁴. Staffing issues at the experimental station made it difficult, but despite these issues, the experimental era gave the BBC and the colonial government a wealth of technical knowledge regarding appropriate wavelengths and equipment design⁶⁴. When the BBC Overseas Service erected a receiving station in Lagos around this time, "Nigeria entered the broadcasting era." It also provided important information on the broadcasting issues in tropical Africa. The Nigerian Posts and Telegraphs Department was in charge of running and maintaining three RDS stations throughout Nigeria by 1939. RDS coexisted with Nigerian broadcasting for a while even though it is no longer used there. The colonial post office of Nigeria operated and regulated broadcast facilities, setting the precedent for electronic regulation in the nation. People bought radios despite the fact that there was an issue with adequate reception since the colonial administration developed a licensing system for their sale.

The 1937 report on radio in Nigeria, the Plymouth Committee made three recommendations to the colonial government:

(i) use broadcasting as a tool for British improved management;

- (ii) use broadcasting as a channel of enlightenment; and
- (iii) use broadcasting to educate Nigerian populace⁶⁵.

However, with the start of World War II, plans to build new stations in the British territories of West Africa had to be shelved due to the necessity for radio components and equipment for the war effort. Materials for the conflict included things like wires and insulators. Consequently, there was a three-year backorder for those parts needed for domestic usage⁶⁵. During this time, the majority of Nigerians believed that radio infrastructure was necessary to keep their "brothers and sisters in the Provinces always in the know"⁶⁵. However, despite harsh criticism, the colonial authorities only granted extensions in cases where they were seen as essential to the war effort. Building new rediffusion stations in metropolitan areas started after the war. The novelty of hearing voices and music from across the Atlantic was no longer enough for the native listeners⁶⁵. The Radio Control Committee, based in Lagos, was founded in 1947 to research programming and assist the rediffusion system in avoiding the "blare of BBC programs". The need for indigenous programming by Nigerians emphasizes the significance of this component of broadcast content sovereignty. However, the system did not completely eliminate BBC relays. Programs were enhanced by local programs that are primarily discussions in both English and the local language. African music and song phonograph records, as well as live performances by African bands and concert groups⁶⁵. Despite the fact that the program's substance suited European listeners, there was continued criticism due to the Nigerian audience's lack of interest. In other words, the early RDS audience was made up of native elites and a tiny group of Nigerian British residents. The few hours of daily local programming were of such poor quality that Nigerians started to demand the creation of a local channel. Nigerians didn't give up on their demands despite rediffusion's ongoing expansion into the country's major cities; as a result, the

colonial authorities eventually replaced the disparate, ineffective wired broadcasting stations with a proper broadcasting system. In 1948, Nigerian broadcasting entered a new era. In response to a request from Nigeria, the BBC dispatched a survey team to assess broadcasting needs, report on methods of development, and determine if the existing facilities should be incorporated in any proposed new system⁶⁶.

Four BBC staffs were sent to Nigeria with the main goal of creating a broadcasting strategy that the government would approve. The team published the Turner-Byron report, which recommends using both wired-wireless and actual transmission for future coverage in West Africa because the former is economically confined to heavily inhabited areas while the latter is required for less populated areas⁶⁶. Additionally, the report advised that broadcasting be run as a government service and that receivers be made available to everyone. These recommendations were given to the colonial government. Nigeria was the only colony to use the Turner-Byron report's technical and engineering recommendations once the Secretary of State for the British Colonies approved of them. The NBS was established in 1951. The forthcoming introduction of the constitution, which places an emphasis on regional consciousness, responsibility, and development, as well as the increase in radio equipment prices because of the rearmament program, caused NBS to deviate from the committee's recommendations⁶⁶. The rearmament in question was intended for the Korean War. The practice of training Nigerians to fill all of the many positions in the industry has existed since the early days of Nigerian broadcasting. In order to support the development of NBS, Nigeria asked BBC for both financial and professional training assistance. Nigeria got a total grant of N270,000 (\$540,000) in 1951 under the Colonial Development and Welfare Act, a post-war aid program for the colonies, with the approval of the Secretary of State for the Colonies. Selected candidates received training with the BBC in

Britain, as well as workshops and training sessions led by seasoned BBC employees in Nigeria. Nigeria's broadcast system was able to flourish with British financial and professional aid initially as a department of government, but with the eventual purpose of turning it into a corporation manned by Nigerians⁶⁶.

The fundamental foundation of Nigeria's broadcast system was significantly impacted by its political structure. A constitutional clause that ensured each region was given general authority to make certain laws for its own region while the federal government retained a list of topics known as the Exclusive Legislative List on which it alone could make laws was intended to create a government that would reflect national interests. As a result of its exclusion from this exclusive list and subsequent inclusion as a concurrent subject, broadcasting and television can now be operated by regional governments in addition to the Nigerian Broadcasting Corporation⁶⁷. The organization of broadcasting in Nigeria is on a regional level, with a centralized head office in Lagos, in order to preserve regional features (the linguistic, cultural, and ethnic diversity that exist among the Nigerians). Each region was allowed to pursue its goals and develop its system in accordance with its own unique standards while still contributing to and relaying from the main terminal in Lagos. At a time when the constitution's implementation was the top priority, the NBS started broadcasting at a crucial juncture. The projected NBS would have to satisfy these objectives without losing sight of the primary goal intended in the core premise of "One Nigeria," the BBC staff members who arrived in Nigeria in 1951 were aware of the emphasis placed on regional consciousness, development, and responsibility⁶⁷. Director of Nigerian Broadcasting and former controller of BBC Light Programmes Tom Chalmers described the action as an attempt to create a broadcasting system that would serve the country's many ethnic interests (4). The initial NBS national transmitter in

use was a used model that frequently failed, forcing the station to go off the air. At times, it had to be kept together "with a piece of wire," nearly literally⁶⁷. -, NBS, or "Radio Nigeria," as the program was originally known, encountered many difficulties early on, including a lack of funding and untrained local workers.

West Africa is widely regarded as the harshest testing ground for electronic devices around the world. The tropical environment in which shortwave radios operates in Nigeria are invariably the cause of many component failures, humidity and high temperature can wreck havoc with condensation, and insulation is an ever-present challenge or threat. Additionally, the tropical weather that exacerbates the issue drains the technician's energy as they work to fix the problem. Despite all the challenges, the Nigerian Broadcast System was finished in three and a half years, fulfilling a long-held ambition of Nigerians to have a broadcast system that reflected the ideologies, worldviews, and cultural diversity of every region. More than 250 ethnic groups in Nigeria were the focus of the broadcast system, which focused on their cultural, historical, and religious requirements. Due to the fact that it could draw from the "rich and varied cultural history, and feature the traditional music and arts of numerous areas, groups of people, and tribe," NBS undoubtedly succeeded in servicing the diverse populations⁶⁷. The regional as well as the federal stations collaborated closely to create a schedule of programming to cater to the approximately 36,000 subscribers. When NBS first became a government department, the people harshly condemned it for serving as a government agency. NBS found it challenging to persuade these skeptics that the programs were not under government control because the system received only government funding. Government assistance was required because the money obtained from NBS licensing fees wasn't enough to cover costs. The critics advocated for the incorporation of NBS, emulating the BBC, with a national and regional organization, and that, so

far as the regional organization was concerned, there should be a substantial level of regional autonomy in determining programs. Some NBS supporters made it clear that the system will still be funded by the government even with corporate status. In response to all the concerns, the government issued a White Paper in 1954 that defined the steps needed to establish a system similar to BBC. The idea advocated for a separate system that would receive funding from license fees and permit regional control over program content. This final NBC proposal was approved by the regions (the West, North, and East), which had long demanded regionally controlled broadcasting stations. The Federal House of Representatives enacted a statute incorporating NBS as the Nigerian Broadcasting Corporation (NBC) on August 8, 1956, and on April 1, 1957, it began broadcasting. In order to meet the requirements of the Nigerian people, NBC was founded as an impartial, impartial, and autonomous broadcasting company. The NBC motto "Unity in Diversity, Diversity in Unity" served as its guiding philosophy⁶⁸. Even though it was a corporation, NBC was not entirely free from governmental interference. Its obligations to the government were meticulously stated in a portion of its articles of incorporation.

Even though the name is changed, NBC's issues persisted. With a network that was underpowered, subpar landline facilities, as well as staffing shortfall, NBC was unable to meet the demands imposed by the diverse characteristics that exist in the regions. Critics of NBC continued to charge it with "a predisposition for management to concentrate decisions and activity in Lagos inspite several attempts to resolve some of these issues⁶⁸. NBC came under fire for continuing to employ a number of foreign nationals in important administrative roles despite its efforts to support Nigerian managers. Another significant issue was the federal government's political partisanship. The National Council of Nigeria and the Cameroons (NCNC), a significant political organization, attempted to sway NBC's news coverage and claimed that appointments to

senior portions of the Corporation should be based on tribe and politics. By announcing a three-year development plan that called for raising locally produced programs and performance standards as well as "Nigerianizing" the entire company, NBC attempted to appease all of its detractors. The regional critics persisted in their dissatisfaction and their demand for a regionally owned system. As political activity in Nigeria intensified, significant internal issues and tensions between the Federal and regional governments appeared. In such a political climate, NBC was unable to achieve its goal of "One Nigeria," and as a result, the country became divided into the North, the East, and the West. The political efforts that resulted in the founding of the first television station in Nigeria are covered in the next chapter. Investigated will be the growth of television transmission in Nigeria⁶⁸.

2.1.14 Historical Background of NTA, Nigeria

The Western Nigerian Television (WNT), which broadcast the country's first television signals on October 31, 1959, is where the Nigerian Television Authority's (NTA) humble beginnings can be found. Eastern Nigeria Television (ENTV) first broadcast in 1960. In 1962, Radio Television Kaduna came next (RTK)⁶⁹. The central government gave the advancement an additional boost in 1962 with the creation of Midwest Television (MTS), Nigerian Television Services (NTS), Lagos, which went online in 1973, and Benue/Plateau Television (BPTV), Jos, which made history by starting transmission in color from the beginning in 1974. Though, Decree 24 of 1977 was put into in March 1977 and took effect in April 1976, the Nigerian Television Authority was not established until May 1977. The Nigerian Television Authority was given exclusive authority to carry out television transmission in Nigeria by that Decree. As a result, NTA was given control of all existing state television stations. With the exception of one zone, which has four stations, the authority is divided into six zones, each of which has three stations. Each state has a

production facility that contributes to the output for the zone. Anyone in the country should be able to choose as well as receive any of the six zonal programs after all the connections are finished. When the NTA was established in 1977, the other states had no stations at all, but there were 7 stations with 3 being completed at the time. Every state capital in the Nigeria had programmed television broadcasts by the end of 1979⁶⁹.

2.1.14.1 Programming

A variety of NTA programs are available for online viewing through affricate. In Africa, NTA News briefing bulletins are frequently broadcast. In the UK, there is Independent Television and BEN Television. This was made available via Sky in the UK on channel 202, but when they refused to make their channel pay-per-view on Sky in early March 2010, the channel was taken off the sky EPG the following day. Additionally, it is accessible via free-to-air satellite on Intelsat 905, Intelsat 907 Galaxy 19, as well as the IPTV network Suncas TV⁶⁹.

2.1.13.2 NTA Network Centers and Braches

NTA Aba	NTA Gombe	NTA Lafia
NTA Abeokuta	NTA Gusau	NTA Lokoja
NTA Abuja	NTA Ibadan	NTA Maiduguri
NTA Plus Abuja	NTA Ife	NTA Makurdi
NTA Ado-Ekiti	NTA Ijebu-Ode	NTA Minna
NTA Akure	NTA Ilorin	NTA Ondo
NTA Asaba	NTA International	NTA Osogbo
NTA Awka	NTA Jalingo	NTA Owerri
NTA Bauchi	NTA Jos	NTA Port Harcourt
NTA Benin	NTA Kaduna	NTA Sokoto

NTA Calabar

NTA Kano

NTA Uyo

NTA Damaturu

NTA Katsina

NTA Yenagoa

Source: Nigerian Broadcasting, Article 19, 2001

2.1.14.3 Organizational Structure

Six Regional Boards as well as one centralised Board are outlined in the Decree creating the NTA. The Director-General serves as the Chief Executive for the National Board, which continues to be the corporate legal body. He is supported at headquarters by departmental directors of Finance, Programmes, Engineering, News, Legal, and 86 Manpower Resources⁷⁰. Each regional Board's chairperson is a representative on the national board, while the regional managing director serves as the board's chief executive. The regional management primarily comprises of the chief engineer, chief accountant, secretary to the board, and program coordinator as the zonal managing director's professional advisors. The zonal auditor also makes sure that the various industrial facilities have accurate books. The third-tier production center within NTA is responsible for actually creating the programs, however it is the responsibility of the zone to guarantee that the broadcasted programs adhere to NTA's national regulations and standards. It has a general manager in charge, and the oldest stations have up to 500 employees. The Board of Authority was disbanded in March 1980, and Chief Olu Adebajo, who was then the special adviser to the President on information, assumed control of its duties. The role was amended in September 1980, and the president-in-council established an interim committee with the authority to carry out the board's duties. Permanent Secretary, Federal Director of Information, Chief Press Secretary to the President, Federal Director of Information, and

Director-General NTA are the other members of the group. The Special Advisor is currently serving as the committee's chairman.

2.1.14.4 Nigeria Television Authority: The largest and Biggest Television Network in Africa

The Nigeria Television Authority, fondly called NTA, is both Nigeria's oldest and most renowned domestic broadcast organization and the largest television network in the continent of Africa. NTA has made a name for itself as a major player in the world of television transmission over the years. Numerous accolades for its high-caliber programming have been given in international contests and festivals, including the following:

- i. Moment of Truth, Cock Crow at Dawn, won the drama category's first place at the URTNA competition in Senegal, Algiersa, etc.
- ii. "Things Fall Part" won the drama category's top prize at the US Prized Pieces Festival.
- iii. Among other honours, A Labour Honour lost out on first place in the Documentary Category at the 1988 TAM-TAM International Video Competition in Italy. The authority is outfitted with brand-new, cutting-edge digital facilities, which has improved its competitive advantage as a significant player in the broadcast sector globally⁷⁰.

2.1.14.5 Organisational Structure and Department of NTA

The General Manager (GM) serves as the head of the organizational structure, and managers who oversee each unit serve as his aides. Consequently, from the organization's structure. The development of sub-units and departments with various tasks depending on specialisation is evident. Among the significant departments are:

1. The Administration Division
2. Accounts/Finance Department
3. Engineering Department

4. The Marketing Division

5. News Division and

6. Program Division

We will now analyze the several divisions that make up the Nigeria Television Authority's administrative structure.

The Administration Division

This is the hub of all activity and a crucial component of any company. It is focused with the regular, everyday management of the business. The administrative manager oversees the division. The following sections make up this department: general administration, public relations, security, transportation, etc⁷².

i. General Administration: This area of administration deals with issues that are more general in nature, such as arriving and outgoing mail, correspondence to and from businesses, etc. An administrative officer is in charge of this division.

ii. Personnel Unit: This unit is led by the personnel manager, who is in charge of all departments' staffing decisions. This unit's responsibilities include hiring, training and placing employees, as well as ensuring their welfare. It develops well-rounded employee welfare policies and programs and makes sure they are carried out in a productive manner. Additionally, it looks after personnel relationships both inside and outside the company. The unit also makes sure that managers interact with the employees under their control in a way that fully adheres to the principles of personnel management. It also guarantees that employees work in a friendly environment, that each employee's performance or output is carefully assessed, that employees are transferred, reassigned, promoted, and disciplined as needed, and that job descriptions and role assignments are created with effectiveness and efficiency as their benchmarks.

iii. Security Section: The security section is in charge of making sure that the enterprise's property is safe. The chief security officer, who reports to the administrative manager, is in charge of this division. However, as indicated by the frequent reports of missing property and the chronic theft that plagues the majority of Nigeria's public sector organizations, experience has proved that this part does not successfully protect the firm's property.

iv. Transport Sector: This section handles the movement of all the raw materials or completed goods required by the business, whether they are coming from outside to the business or vice versa. It is also in charge of providing transportation for employees to and from their places of employment. A transport officer oversees this division and is responsible for reporting to the administrative manager. Drivers and their friends make up its main workforce. Besides other mechanics and technicians. Accounting and Finance Department A certified accountant typically oversees the accounts department. All financial transactions, including accounting, revenue collecting, control, and fund disbursement, are within the purview of this department. It is impossible to overstate how important this department is to any corporation. The fact that any firm must have good financial management to survive serves as an illustration of this⁷².

Works/Engineering Department: This department handles broadcasting and transmitting. It is responsible for maintaining equipment as well as providing access to transmitting equipment. Chief Engineer is in charge of this division.

Commercial/ Marketing Department Department: The marketing manager is in charge of the commercial department's marketing division. The marketing of finished goods and services, including distribution, advertising, sales promotion, and general sales and services, is the responsibility of this department. It is also in charge of creating a marketing plan and strategy that is successful and efficient for the products. This division looks for news as well⁷².

News Department: This department serves as a source for news, daily information for distribution, and the packaging and reading of news for audience members, i.e. (News Casting). Chief Editor is in charge of the division.

Program Department: The packaging and arrangement of news for newscasters is solely under the purview of this department. The section also plans additional station events for broadcast. Program managers also serve as the department's leaders.

2.1.15 Concept of Civil Service

Civil service is a terminology used to refer to public servants who works directly with the state and federal governments. Other than the armed forces, judicial personnel, the police and teachers. Employees of statutory enterprises, boards and corporation are likewise excluded from its usage⁷³.

The civil service is made up of all state employees who work in a civil capacity and get compensation from funds approved by the legislature, except those who hold political posts. It is described as the body of permanent officials appointed to assist the political executive in devising and implementing governmental policies, the civil service is comprised of these individuals⁷³. Additionally, the phrase's second meaning refers to the ministries and departments within which particular components of governance are carried out. Although the civil service and the public service are sometimes confused, they are actually distinct entities. Civil service is more narrowly defined than public service. As a result, it covers not only those who work for the regular government ministries and departments but also statutory businesses, boards, and the armed forces. It is the entire set of services that are organized by the government⁷³. Therefore, it may be claimed that the civil service is more limited in its application and does not include all government workers who are public servants.

The administrative framework used in a civil capacity to carry out government policies and programs is known as the civil service. It is possible to view this in terms of structures, such as departments and ministries, or in terms of the people who work in public offices, such as permanent secretaries, ministers, and higher administrative staff. The phrase "civil service" is not defined explicitly under the 1964 Nigerian Interpretation Act. The Civil Service is defined as service in a civil capacity under the government of the federation or in a college, university, or a pensionable employment under local authority. The civil service can be distinguished from the military and police services in that the former is focused solely on civil and non-technical matters of the state, whereas the latter two are primarily concerned with protecting the nation from external and internal dangers. As opposed to military, judicial, or police employment, civil service employees are employed in a civil capacity. Civil servants aren't, strictly speaking, military officers, judicial officers, police officers, or many other technical officers like doctors, engineers, and draughtsmen. The two primary groups of civil servants are lower clerical personnel and senior administrative staff. The political head of department has direct accountability to the upper administrative employees. The lower-level administrative personnel assists it and is directly supervised and controlled by it. The state communicates with its people through civil servants, a permanent group of highly qualified officials who have made a career out of serving the public⁷⁴.

The Principles Guiding Civil Service

The following principles are believed to be guiding the conduct of any successful civil service.

They are as follows:

- (i) **Political Neutrality:** Political Neutrality is required of the civil servant. Regardless of his opinions of the current government, it is his duty to serve it with complete dedication. He

shouldn't let biases from his past affect how committed he is to doing his job⁷⁴. Although he is expected to cast a ballot during elections, he is not expected to be a party activist or to engage in partisan politics. In order to enable him to give his all to the success of government policies regardless of his personal feelings toward such policies or government, it is essential to make the civil servant politically neutral because he is not expected to leave with a change in government and therefore is not expected to have a strong attachment to any particular government.

(ii) **Anonymity:** The principle of anonymity states that civil servants should be seen and not by principle be heard. Although they provide political office holders with advice on matters pertaining to government, they do not share the responsibility or credit for such policies. They shouldn't be seen supporting such policies, it's anticipated. Political office holders should handle that duty rather than career officers. As much as possible, civil servants are anonymous and shouldn't be thought of as publicity junkies⁷⁴.

(iii) **Permanent:** The civil service is frequently described as a group of officials who serve on a permanent basis and carry out executive orders: It exists forever and is not dependent on the existence of any one particular government. Governments come and go, but the military stays in place, or in Nigerian slang, the barracks stay the same even when soldiers come and go. In this sense, the civil service is still represented by the barracks⁷⁵.

(iv) **Impartiality:** Taxpayer funds, which do not belong to any one person or group in particular, are used to pay civil servants. Therefore, it is expected that they will carry out their responsibilities impartially. The civil servants are expected to treat all citizens equally because the constitution emphasizes their equality. The civil servant is required to treat everyone with a high level of impartiality when providing services to the public. Favouritism is against the civil service's guiding principle and should never be encouraged⁷⁵.

2.1.16 Historical Evolution of Civil Service in Nigeria

The birth as well as the development of Nigeria's public service started in 1900, the year that Britain formally asserted its dominance over the majority of the region that would later become Nigeria⁷⁵. For administrative reasons, the British separated the nation into three parts. They were the Protectorates of Northern and Southern Nigeria as well as the Colony of Lagos. Later, in 1906, the Lagos Colony and Southern Protectorate were combined, and the new entity was given the name Colony and Protectorate of Southern Nigeria⁷⁶. The two protectorates of 75 were combined in 1914 to form what is now known as the Colony and Protectorate of Nigeria. Without giving much regard to how it would affect Nigeria's indigenous groups with their diverse values, interests, traditions, and authority structures, Britain forced an integrated foreign civil service upon the country in order to administer the area. The two regions continued to develop at their own rates despite the amalgamation and the ensuing unification of the civil services of the north and south. The primary duties of the civil service were to uphold the rule of law and generate sufficient income to support the colonial government. The service was directed toward the unfavourable policy of averting disturbance in the regions under its control. The administration's primary goal was never to promote economic and social progress. The colonial service was organized as follows: The Governor-General oversaw the public sector and reported to the colonial secretary in London. The British government and parliament held the colonial secretary personally liable. The Chief Secretary, who served as the actual head of the service, received the Governor-General's delegation⁷⁶. The entire service, which was split into the departmental administration and the political administration, was coordinated by the chief secretary. The technical and professional duties of the colonial regime were handled by the departmental administration such as audit, treasury, forestry, public works, agriculture,

education, and health. The many departmental heads helped the Chief Secretary. In the absence of elected representatives of the people, they not only counseled the Governor, but proposed policies, participated in legislation, and supervised the execution of enacted bills and approved policies. The field offices were managed by the heads of the technical departments' subordinates, who worked out of the central secretariat in Lagos. Given the "authoritarian" nature of colonial regimes and the constrained scope of colonial policies, technical and professional heads of departments carried out their responsibilities without regard for any organized clientele or public; the field administrators dealt with the limitations and contingencies resulting from the wider environments⁷⁷. The Lieutenant Governor, the Residents, and the District Officers were the field officers mentioned above. These officers, who served as the cornerstones of colonial administration, were solely in charge of upholding the rule of law and mobilizing resources, which were, in any case, colonialism's primary objectives. The president and the governor, each in their own geopolitical area, were concerned, and more often than not, in more remote areas, a strong administrative officer was the government in the truest sense of the word⁷⁶. It must be made clear that these field officers did not govern the populace. Since the emirs were already in complete control before colonialism, indirect rule in the north was very simple. Instead, they ruled them through their own people. They also had a taxation system and almost dubious powers. The indirect rule system was similarly effective in the west, where the Obas were totally in power (though with certain checks and balances). A completely different situation was offered by the east. It was challenging to implement the indirect rule system due to the diffused authority system, which is best described as segmentary or fractured, with the exception of a small number of places where established traditional authorities were already in place. The colonial authorities

did not let this stop them from erecting a building that served as the foundation for their government, though.

They formed "Warrant Chiefs" and forced them to fill the positions that their apologists in other regions of the nation had been filling. It surely ran into a lot of issues. The merger of western management with the traditional African system led to the creation of a new structure that matched Fred Rigg's description of the pattern of role differentiation in traditional societies. In a complicated structure that was heterogeneous overlapping, formal institutions that are superimposed and modeled after western models coexist with earlier indigenous institutions of a traditional type. The older patterns persist most tenaciously at the periphery, in the rural hinterlands, and at the lower levels of society, but the mixture is present everywhere and creates new forms that don't have characteristics of either the western or the traditional institutional systems. The new patterns thrive best at the center in the higher levels of society. Nigerians were initially only allowed in the lower levels of the public service. Although the north and the south were combined in 1914, each region continued to have its own civil services. Northern ministries including education, policy, and prisons were controlled and governed differently from their southern equivalents. The Richards' Constitution of 1946 represented a turning point in Nigeria's political and governmental history. The constitution established a House of Assembly for each region, as well as a House of Chiefs for the northern region. It also established a central legislative council with an unofficial majority of African members. The Regional Governors were expected to follow the councils' advice on any subject that was presented to them, but they were not required to.

2.1.16.1 Structure of the Nigeria Civil Service

The Nigerian civil servants were split into two distinct groups before the Udoji Commission Report of (1974) namely, the professional group and the administrative group⁷⁴. Both groups were structured hierarchically. The professional group was made up of the professional class, the technical class, the auxiliary class, and the minor technical class whereas, the administrative group was made up of the administrative class, the executive class, the clerical class, and the manipulator class. It was highly challenging for a public worker to advance from a lower to a higher class since each of the classes within the two groups worked with such rigidity. This meant that a government worker who was hired would serve his entire career in the same class or grade. The Federal Government of Nigeria, however, abolished the former four classes in 1974 based on the recommendations of the Udoji Commission on the reorganization of the civil service and replaced them with a unified grading system in which all jobs or positions in the service were graded from levels 01-17, with grade level 01 representing the lowest position in the civil service and grade level 17 representing the highest. As a result of this improvement, an employee can now enter the service at level 01 and advance until retirement⁷⁴. Despite this considerable shift, Nigeria still has five primary classifications of civil servants, albeit unofficially: The administrative class, professional class, executive class, clerical class, and manipulator class are a few examples.

(i) The Administrative Class: The most prestigious and well-paid class in the civil service is the administrative class. The ministers and commissioners, who serve as the political head, are quite close to the civil servants in this class. They mostly advise the political leader on topics of policy. The candidate must have at least a second class honours degree from an accredited

university in addition to passing the civil service commission interview in order to be hired for this class⁷⁵.

(ii) The Professional Class: Members of this class are experts in their fields, such as physicians, attorneys, engineers, surveyors, architects, etc., who are tasked with advising the government on technical issues. These professionals work with the government to build homes, roads, run hospitals, participate in agriculture⁷⁶.

(iii) The Executive Class: which includes the executive officer, higher executive officer, and senior executive officer jobs. This class of civil workers is responsible for carrying out government plans and programs in their day-to-day operations as well as general administration. People with strong Higher School Certificates, General Certificates of Education, Advanced Level, or a Diploma in Public Administration used to be selected for the executive class. Nowadays, however, it is only available to those with a higher national diploma in the required subjects and a degree of less than a second class⁷⁶.

(iv) The Clerical Class: consists of numerous subordinate employees who support the government in various ways.

(v) The Minor Class: Workers in all the several ministries and departments who are skilled and semi-skilled belong to this class. Drivers, housekeepers, guards, postmen, gardeners, etc. are some examples of the government's manual labour force.

2.1.17 Ways of Appointment to the Civil Service

The Federal Civil Service Commission has the power to appoint people to public positions within the federal government. These appointments are made in one of two ways:

- (a) Through a letter created with the Federal Civil Service Commission's guidance; or (b) Through a formal contract between the officer and the federal government or its designated

representatives. Heads of Extra-Ministerial Offices/Permanent Secretaries are been granted the authority to nominate individuals, subject to Rules 020205, 020206, and 020207.

The Federal Civil Service Commission is responsible for appointing individuals to GL.12–17 graded positions. After advertising, such appointments will be made as needed to fill the open positions. Participants in the yearly Public Service Examinations for postings GL 07–10 must be officers planning to transfer their services⁷⁷. Each Extra-Ministerial Office/Ministry shall choose from the pool of successful applicants in the Civil Service Examination specified in Rule020102, subject to the procedures that may from time to time be stipulated by the Federal Civil Service Examinations⁷⁷. For positions graded GL. 07–10, there will be an annual competitive Civil Service Entry Examination for new applicants and current officers looking to move from other schedule services. The Federal Civil Service Commission will administer this test in collaboration with the Public Service Institute of Nigeria, the Administrative Staff College of Nigeria, and the Office of the Head of the Federal Civil Service. Candidates must have an honours degree or a higher national diploma with at least upper credit in the necessary disciplines as specified in the Schemes of Service in order to be eligible for this examination.

Similarly, the line Ministries/Extra-Ministries Offices will make the final decision in accordance with their specifications.

(i) Junior Staff with a GL. 06 or lower must be appointed by each ministry or extra-ministerial office. Subject to the permission of the Permanent Secretary/Head of Extra-Ministerial Office, this shall be handled by the Junior Staff Committee of each Ministry/Office, with a representative of the Federal Civil Service Commission and the Head of the Civil Service of the Federation present at any meeting of the Committee.

(ii) Only residents of the state who meet the requirements outlined in the approved Scheme of Service may be appointed to Federal Ministries and Extra-Ministerial Offices within the state.

(iii) Each Ministry/Extra-Ministry Office is responsible for determining the precise setup or specifications for each State Office. The Permanent Secretary/Head of Extra-Ministerial Offices must give his or her consent before the Junior Staff Committee (Local) can conduct the interview and designate the personnel.

(iv) The Federal Civil Service Commission has the authority to promote qualified candidates to all positions within the Federal Public Service other than those held by Permanent Secretaries. However, the Permanent Secretaries/Head of Extra-Ministerial Offices are also permitted to do so.

(v) The admission date and the date of duty assumption, as verified by an authorized official and recorded in the relevant register, shall be used to calculate seniority in any department.

(vi) An officer's date of birth must be the same throughout their tenure as it was when they were appointed. Every infraction will be considered a significant misconduct offense⁷⁷.

Acting Appointment

If an officer of the relevant substantive rank is not immediately available for posting to a specific duty post, some other officers may, with the consent of the Federal Civil Service Commission, be legally appointed to operate in the duty post and assume all or some of its responsibilities and duties by publication of a notice in the dailies or gazette. There may be circumstances (such as complying with statutory requirements) that require the formation of an acting appointment for a relatively brief period even if the substantive holder of a duty post will only be absent temporarily (e.g., on casual leave or sick leave). It will be up to the Federal Civil Service Commission to decide whether an acting appointment is required or preferable in any given

situation. Acting appointments are generally only made to fill roles that are momentarily vacant, and their duration should be kept to a minimum. They are not meant to be a way to determine if officers are suitable for promotion. Recommendations for Acting Appointments must be submitted to the Federal Civil Service Commission on general form, together with a certificate stating that the Acting Officer would take on all of the responsibilities and duties of the relevant job. The Federal Civil Service Commission will publish a notice of the approved acting appointment, but it will under no circumstances be retroactively applied to a period earlier than six months after the commission's acceptance of the suggestion.

2.1.18 Public Enterprise in Africa

Public enterprises in Africa are an important facet of the continent's economic development. They are typically created by governments to achieve specific social and economic objectives, such as providing public goods and services or promoting economic growth⁷⁷. However, they have been subject to criticism and controversy due to issues such as inefficiency, corruption, and mismanagement.

Public enterprises have a long history in Africa that can be traced back to colonial times. Many of these enterprises were established by colonial powers to exploit natural resources such as minerals or agricultural products. After independence, many African nations nationalized these companies in order to gain control over their resources and use them for domestic development. During the 1960s and 1970s, many African countries pursued a policy of import substitution industrialization (ISI)⁷⁷. This involved using protectionist policies such as high tariffs and quotas to promote domestic industries and reduce reliance on imported goods. As part of this strategy, many governments established public enterprises in key sectors such as steel production,

automotive manufacturing, and petrochemicals. However, these policies were often unsuccessful due to a range of factors including poor management practices, lack of access to finance and technology, inadequate infrastructure, political instability and civil conflict. As a result many African countries began liberalizing their economies during the 1980s and 1990s with a view towards reducing government intervention in the economy.

2.1.19 Objectives of Public Enterprises in Africa

Public enterprises in Africa are typically established with one or more social or economic objectives in mind. These may include the following:

Provision of Public Goods and Services

Public enterprises are entities that are owned and operated by the government, with the primary objective of providing services for the benefit of the general public⁷⁶. In Africa, the provision of public goods and services is a key objective of public enterprises. The provision of public goods and services is a fundamental responsibility of governments all over the world. Public goods are those that are non-excludable and non-rivalrous, meaning they cannot be denied to anyone and their use does not diminish their availability to others. Examples include clean air, national defense, and street lighting. Services provided by public enterprises can range from essential infrastructure such as water supply and sanitation facilities to transportation systems like railways or bus networks⁷⁶. One reason why providing these goods and services is an objective for African public enterprises is because they help to fulfill basic human needs. Access to clean water, electricity, healthcare, education, and other essential services are crucial for people to lead

healthy lives and achieve their full potential. However, in many parts of Africa these needs remain unmet due to poverty or lack of investment in infrastructure.

Another reason why providing these goods and services is an objective for African public enterprises is because they contribute to economic growth. By ensuring access to reliable energy sources or improving transportation infrastructure, businesses are better able to operate efficiently which translates into increased productivity and profits. Public enterprises also provide employment opportunities which can further stimulate economic activity. Achieving the goal of providing public goods and services requires a number of strategies on the part of African public enterprises⁷⁶. One approach involves investing in physical infrastructure such as roads, electricity grids or water treatment plants which enables communities to access essential resources more easily. Another approach involves creating policies that incentivize private sector investment in areas such as healthcare or education. Thus, the provision of public goods and services is an important objective for African public enterprises because it contributes to fulfilling basic human needs while also stimulating economic growth. Achieving this goal requires investment strategies as well as policies that incentivize private sector investment.

Promoting Economic Growth

Public enterprises in Africa are established by governments to serve various purposes, ranging from providing essential services to the public and generating revenue for the government to promoting economic growth⁷⁴. One of the key objectives of public enterprises in Africa is the promotion of economic growth. Economic growth refers to an increase in the production of goods and services over time, which leads to an improvement in living standards. There are several ways in which public enterprises can promote economic growth in Africa. Firstly, they

can create jobs by employing people directly or indirectly through their supply chains. This is particularly important in countries with high levels of unemployment, where job creation is crucial for reducing poverty and promoting social stability. By providing employment opportunities, public enterprises can help to alleviate poverty and reduce income inequality.

Secondly, public enterprises can contribute to economic growth through their investment activities⁷⁴. For example, they may invest in infrastructure projects such as roads, bridges, and power plants that are critical for economic development. By investing in infrastructure, public enterprises can provide a foundation for private sector investment and help spur further economic activity. Thirdly, public enterprises can play a key role in developing local industries by providing access to capital and technical expertise. For instance, they may provide loans or grants to small businesses or partner with them on joint ventures that promote innovation and entrepreneurship. This promotes local ownership of businesses while ensuring that these local industries have access to capital resources. Fourthly, public enterprises can be used as instruments for industrialization of economies through import substitution strategies aimed at growing domestic production capacities while reducing external dependence thereby increasing domestic market size.

Public enterprises act as catalysts for innovation by engaging with research institutions and supporting new technologies that have potential applications across various sectors of the economy. They can also facilitate technology transfer from developed countries into African countries through partnerships with foreign firms⁷⁵. Thus, it is clear that public enterprises have an important role to play in promoting economic growth in Africa. Through job creation, investment activities, support for local industries and innovation, they can help drive economic

development across the continent. However, addressing issues such as accountability and transparency, autonomy and funding will be critical if these enterprises are to succeed in achieving their objectives. It will be important for African governments to take a strategic approach towards establishing and managing public enterprises that are transparently accountable yet independent with adequate funding schemes for sustainable results.

Creating Employment Opportunities for the Local Population

Public enterprises in Africa play an important role in creating employment opportunities for the local population. These enterprises are owned by the state and are established to provide goods and services to meet the needs of the public. One of their key objectives is to create jobs for people and help reduce unemployment rates in their respective countries. There are various ways that public enterprises can create employment opportunities. Firstly, these enterprises employ people directly in their operations. This includes hiring staff such as managers, administrators, technicians, and other skilled workers to run their businesses⁷³. The number of employees hired by these enterprises varies depending on the size and nature of their operations. Secondly, public enterprises also create indirect employment opportunities through their supply chains. For example, if a public enterprise produces goods or services that require raw materials or supplies from other businesses, it creates demand for those products. This stimulates economic activity in those sectors and encourages them to hire more workers.

Thirdly, public enterprises also generate spin-off businesses that create employment opportunities⁷². When a new enterprise is established in a community, it often attracts other businesses to set up shop nearby. This creates a cluster of related businesses that serve each other's needs and provide job opportunities within the same area. The creation of employment

opportunities is particularly important in Africa where poverty rates are high and there is limited access to formal jobs. Nearly half of all Africans live below the poverty line which equates to an income of less than \$1.90 per day⁷². In many African countries, youth unemployment rates are also extremely high with young people struggling to find work after completing their education. Public enterprises have the potential to create jobs for these disadvantaged groups by providing formal employment opportunities with steady incomes and benefits such as health insurance and retirement plans. By doing so, they contribute towards poverty reduction efforts and help improve standards of living for communities.

Thus, the creation of employment opportunities for the local population is an important objective of public enterprises in Africa. These enterprises have the potential to create direct and indirect jobs as well as stimulate economic activity within communities. However, they face challenges such as limited financial resources and inefficiencies that need to be addressed through effective management practices. By prioritizing job creation efforts and investing in human capital development and innovation, public enterprises can contribute towards poverty reduction efforts and improve living standards for communities across Africa.

Reducing Inequality

Reducing inequality is a major objective of public enterprises in Africa. The continent is characterised by high levels of income inequality, with a small percentage of the population holding most of the wealth and resources. This inequality has been linked to issues such as poverty, social unrest, and political instability. In order to address these challenges, public enterprises in Africa have many roles to play⁷¹. Public enterprises are state-owned companies that are created to provide essential goods and services to citizens. They are typically established

by governments as part of their economic development policies. In many African countries, public enterprises play a critical role in providing basic infrastructure such as electricity, water, transport, and telecommunications.

One way in which public enterprises can reduce inequality is by providing affordable access to essential services for all citizens. For example, state-owned power companies can ensure that electricity is available even in remote areas where private companies may not find it profitable to operate⁷². By doing so, they can promote economic growth and development across all regions. Similarly, state-owned telecommunications companies can ensure that everyone has access to affordable phone and internet services regardless of their income level or location. This not only helps reduce inequalities but also promotes greater social inclusion and participation. Another way in which public enterprises can reduce inequality is by creating job opportunities for marginalized groups such as women and youth. Public enterprises often employ large numbers of people and therefore have a significant impact on the labor market. By providing training and employment opportunities for these groups, public enterprises can help reduce poverty and improve social mobility. In addition, public enterprises can also promote local economic development by supporting small and medium-sized enterprises (SMEs)⁷³. For example, state-owned banks can provide loans to SMEs at lower interest rates than private banks. This makes it easier for entrepreneurs to start and grow their businesses, thus promoting economic growth and creating more job opportunities.

Thus, reducing inequality is a critical objective for public enterprises in Africa. Through providing affordable access to essential services, creating job opportunities for marginalized groups, supporting SMEs and promoting local economic development; public enterprises have

the potential to play a significant role in addressing this issue across the continent. However, overcoming challenges such as corruption, lack of funding and political interference will be necessary if these organizations are to fulfill their potential as key drivers of inclusive growth on the continent.

2.1.20 Challenges of Public Enterprises in Africa

Limited access to Funding

One of the biggest challenges facing public administration in Africa is limited access to funding. This issue has been prevalent in many African countries for decades and has contributed significantly to the slow progress of development on the continent⁶⁵. There are several reasons why limited access to funding is such a significant challenge for public administration in Africa. Firstly, many African countries have very low levels of economic growth, which means that they generate less revenue than other countries⁶⁴. This makes it challenging for these governments to raise sufficient funds to invest in critical infrastructure projects or even provide basic services like healthcare, education, and housing. Secondly, corruption is rampant in many African countries, which further exacerbates the problem of limited access to funding. In many cases, public officials siphon off funds meant for development projects into their pockets or use them to finance their lavish lifestyles. This leaves fewer resources available for public administration projects that could benefit ordinary citizens. Another factor contributing to the challenge of limited access to funding is the fact that many African countries have high levels of debt. Many governments have borrowed heavily from foreign lenders over the years, leaving them with little room to maneuver when it comes to investing in new projects or providing essential services.

Debt servicing often takes up a large portion of government budgets, leaving limited resources available for other needs.

Furthermore, limited access to funding affects not only infrastructure projects but also social programs like healthcare and education. Limited funds mean that these critical sectors are underfunded and unable to provide quality services to citizens who desperately need them. Limited access to funding also limits public enterprise's ability to attract and retain talented individuals who can help drive development on the continent⁶². Public sector salaries tend not always competitive with those offered by private companies and international organizations; this makes it challenging for governments in Africa to hire top talent into key positions within public administrations.

Additionally, a lack of investment hinders innovation and stifles entrepreneurship potential as well as private sector growth. Without adequate funding, startups and new businesses have a hard time getting off the ground, which limits economic growth and job creation. Thus, limited access to funding is a significant challenge facing public administration in Africa. To overcome this obstacle, African governments must work towards economic growth, reduce debt levels, tackle corruption head-on while promoting transparency within public institutions. External stakeholders must also contribute by offering long-term investments aimed at fostering sustainable development on the continent. Addressing this challenge requires collaboration between governments and external actors alike in order to achieve meaningful progress towards improving opportunities for Africans across the continent.

Political Interference

Political interference has been cited as one of the greatest challenges facing public enterprises in Africa. This is because political interference can undermine the efficiency and effectiveness of public enterprise by introducing biases, impeding transparency, and eroding public trust in government institutions⁶³. One way that political interference presents itself is through nepotism and patronage appointments. Nepotism involves the appointment or promotion of individuals based on their family connections rather than merit, while patronage appointments are made to reward party loyalists or supporters rather than based on their qualifications⁶³. These practices lead to a bloated bureaucracy filled with unqualified individuals who lack the expertise necessary to carry out their responsibilities effectively. Additionally, these practices create a perception that government positions are for personal gain rather than serving the public interest.

Another way that political interference undermines public enterprises is through corruption. Corruption involves the misuse of power for personal benefit or gain, often through bribery or embezzlement⁶³. When politicians interfere with public administration, they may demand kickbacks from contractors or influence procurement processes to favor friends or allies. This not only undermines transparency but also corrodes democratic institutions by creating an atmosphere where personal gain matters more than doing what is right for citizens. Furthermore, political interference also affects policy implementation in Africa's public administration systems. Politicians may pressure bureaucrats to implement policies that are not grounded in evidence-based decision making but instead based on ideological preferences⁶¹. For example, politicians might seek to implement policies that align with their own interests rather than those benefiting citizens' welfare or improving overall governance standards.

The effects of political interference on African public administration are numerous and severe. One significant consequence is a decline in service delivery quality due to inefficiencies caused by nepotism, patronage appointments and corruption resulting from political meddling at all levels within government structures⁶⁷. Moreover, when politicians interfere with administrative processes, trust in government institutions erodes. This mistrust contributes to a lack of confidence in public services and can drive citizens to withdraw from their civic duties. Low levels of citizen participation lead to weak political systems where governance standards are not enforced. Political interference has become a significant barrier to Africa's development agenda. As leaders prioritize self-interest over public interest, they undermine economic growth and development efforts⁶³. In contrast, transparent and accountable governance is necessary for long-term economic growth and sustainable development. Political interference presents a significant challenge to public administration in Africa. It undermines governance by introducing inefficiencies, eroding transparency, and undermining public trust in institutions. To overcome this challenge requires empowering independent institutions such as the judiciary, civil society organizations and media while strengthening accountability mechanisms so that politicians are held responsible for any wrongdoing or malpractices identified within the administration structures they interfere with.

Inefficient Management Practices

Inefficient management practices have been a major challenge facing public administration in Africa for many years. Despite the various reforms and efforts made to improve governance, the African continent is still faced with challenges that hinder effective service delivery and economic growth⁶¹.

One of the major inefficiencies in public administration is corruption. Corruption has been identified as one of the biggest threats to good governance in Africa⁶¹. The culture of corruption has permeated every aspect of public life, making it difficult for institutions to function effectively. Corruption undermines development efforts by diverting resources away from their intended purpose and into private pockets. This not only results in financial losses but also reduces confidence in the government and its ability to provide basic services such as health, education, and infrastructure. Another major inefficiency is lack of accountability⁶⁰. Public officials are not held accountable for their actions or lack thereof. This leads to poor performance, mismanagement of resources, and lack of transparency which contributes to a lack of trust between citizens and government. Without accountability, there can be no effective monitoring or evaluation system to assess performance and identify areas that need improvement.

Poor leadership has also contributed significantly to inefficient management practices in public administration in Africa. Leaders often lack the necessary skills, experience, and vision needed to steer their institutions towards greater efficiency, productivity, and effectiveness⁶⁵. In some cases, leaders engage in nepotism or cronyism which affects recruitment processes leading to ineffective hiring decisions based on loyalty rather than merit. The absence of clear policies or inadequate policies is another challenge facing public administration in Africa. Policies are essential frameworks that guide decision-making processes at all levels of government. Policies must be well-defined, coherent, consistent with existing laws and regulations with clarity on roles and responsibilities throughout all levels within an organization or institution⁶⁴. The absence of these policies means that there is confusion about who should do what resulting in duplication or omission of tasks leading to inefficiencies. Inadequate capacity building initiatives

have contributed significantly to the inefficiencies in public administration. Public officials often lack appropriate skills, knowledge, and experience to perform their duties efficiently and effectively. This is due to inadequate training opportunities or lack of incentives to improve their skills. As a result, public officials rely on traditional ways of doing things rather than utilizing new technologies or modern methods that could save time, money and increase efficiency.

Thus, inefficient management practices have been a significant challenge facing public enterprises in Africa for many years. Corruption, lack of accountability, poor leadership, inadequate policies, and inadequate capacity building initiatives are some of the factors that contribute to this problem. Addressing these inefficiencies requires coordinated efforts from all stakeholders including government officials, civil society organizations, private sector actors and international partners⁶⁴. It is important to create a culture of transparency and accountability as well as invest in human capital development programs that will improve the skills and capabilities of public officials. Additionally, there should be adequate distribution of resources towards key areas such as education and healthcare which are critical for sustainable development on the continent.

Limited Technical Expertise

Limited technical expertise is one of the biggest challenges facing public enterprises in Africa. African countries have been struggling to build and maintain effective public enterprises systems due to a lack of skilled personnel who can manage and implement complex technical projects⁶¹. Despite various efforts made by governments, non-governmental organizations, international development partners, and academic institutions to address this challenge, it remains a significant bottleneck that hinders the progress of many African countries.

The limited technical expertise in public enterprises is primarily due to inadequate investment in education and training for civil servants in Africa⁶⁰. Most African countries face high levels of poverty, which means that resources are often allocated towards more pressing needs such as healthcare or infrastructure development. This leaves little funding available for training programs that would develop the necessary skills for public sector employees to perform their duties effectively. Additionally, there is often a brain drain of highly skilled professionals from African countries⁶⁴. Many trained individuals leave their home countries in search of better job opportunities and higher salaries elsewhere. This further exacerbates the skills gap within public administration as it leads to a shortage of experienced personnel who can handle complex technical projects. Another factor contributing to the limited technical expertise is the rapid pace of technological change. Public sector employees need to be constantly updated on new technologies and best practices to ensure they are efficient and effective in their work. However, many governments have not invested enough in providing continuous training programs that equip staff with these skills. As a result, they are unable to keep pace with technological advancements, which creates a less productive workforce⁶⁴.

Furthermore, corruption has had an impact on how investments are made into education programs geared towards building technical capacity within the public sector. Corruption diverts resources that could be used for education away from its intended purpose or reduces funding allocations altogether⁶⁴. When funds meant for education fail to make it into schools because corrupt officials skim off portions of it or redirect them towards other interests, it becomes difficult for governments to build sustainable programs aimed at improving their workforce's technical expertise. The lack of technical expertise within public administration hinders the successful implementation of policies and programs that could drive economic growth and

development in Africa. For instance, a country may have excellent policies aimed at attracting foreign investment, but if there are no experts to implement them effectively, then they will not achieve their intended outcomes. This can lead to missed opportunities for economic growth and development.

Limited technical expertise also has an impact on transparency and accountability in government⁵⁹. When staff lacks the skills required to handle complex projects or manage information systems, it makes it challenging to monitor and track government operations. Lack of transparency and accountability often leads to corruption, which undermines public trust in government institutions. Limited technical expertise in public administration could discourage young people from pursuing careers in the field altogether. Young graduates cannot see themselves working in environments where they feel inadequate due to inadequate training or lack of resources, leading them to seek better opportunities elsewhere⁵⁹. Thus, limited technical expertise is one of the most significant challenges facing public administration in Africa today. To address this challenge fully requires a multi-pronged approach that includes increased investments in education and training programs for civil servants, stemming corruption practices that siphon funds meant for education away from their intended purpose, creating a supportive environment that fosters professional growth through continued learning opportunities such as mentorship programs or internships with experienced professionals from other countries⁵⁹. With these measures taken together by governments across Africa, there is hope for sustainable improvements down the road.

Weak Infrastructure

Weak infrastructure is one of the significant challenges facing public enterprises in Africa. Infrastructure refers to the underlying physical structures and facilities necessary for society's effective functioning, such as transportation, communication, energy, water supply, and sanitation⁵⁸. In Africa, poor infrastructure often leads to inadequate delivery of essential services such as healthcare, education, and clean water. This lack of basic amenities can cause widespread poverty and hinder economic growth. One of the most significant infrastructure challenges in Africa is transportation. Countries like Nigeria have poorly maintained road networks that make transporting goods difficult. Rural areas are particularly affected by inadequate roads, making it challenging to get basic necessities like food and medicine⁵⁸. Additionally, many African countries lack efficient rail systems that could help reduce congestion on their roads and provide faster transport options. Another area where weak infrastructure poses a significant challenge is in access to electricity. Upwards of 600 million people in sub-Saharan Africa do not have access to reliable electricity services⁵⁸. The lack of reliable power supply hampers businesses' growth by increasing operating costs due to the need for backup generators or resorting to using diesel-powered equipment – which can be expensive. Furthermore, inadequate telecommunications infrastructure poses a challenge for public administration officials charged with delivering key services such as healthcare and education over long distances. Without proper telecommunications infrastructure—such as broadband internet connections or mobile phone networks—it becomes challenging to deliver quality online learning or telemedicine services to remote communities⁵⁷.

Water supply and sanitation are also significant infrastructure challenges that impact public administration in Africa⁵⁷. A lack of proper sanitation facilities can lead to health issues like cholera outbreaks while limited access to clean water can affect hygiene levels leading to increased risk of disease transmission within communities. The above-listed challenges highlight how weak infrastructure impacts public enterprises in Africa negatively. Poor infrastructure makes it difficult for governments to provide essential services effectively while hindering economic growth prospects at large⁵⁶. Thus, addressing the issue of weak infrastructure should be a top priority for public administration in Africa. Governments should allocate sufficient resources towards improving transportation, energy, water supply, telecommunications and sanitation infrastructure. Investing in these sectors will not only improve the quality of life for citizens but also create opportunities for economic growth and development in the region. Moreover, partnerships with international organizations can bring about knowledge transfer, funding and technical support that can help African countries tackle their infrastructure challenges effectively⁵⁸.

Unfair Competition from Private Sector

Unfair competition from the private sector is a significant challenge facing public enterprises in Africa. Public enterprises are government-owned entities that are established to provide essential services to the public⁵⁴. They operate in various sectors such as transportation, energy, water, and telecommunications. However, their ability to deliver quality services is often hindered by unfair competition from private companies. One of the main reasons why private companies pose an unfair competition challenge to public enterprises is that they have access to more resources than public enterprises⁵⁴. Private companies have access to a wider range of financing options

compared to public enterprises, which rely on government funding. This means that private companies can invest more capital into their operations, which gives them an edge over public enterprises.

Private companies also tend to be more flexible and innovative than public enterprises⁵⁷. They are able to respond quickly to changes in market conditions and customer needs, which allows them to stay ahead of the game. Public enterprises, on the other hand, are often encumbered by bureaucratic processes and regulations that make it difficult for them to adapt quickly. Another way in which private companies compete unfairly with public enterprises is through corruption. Corruption is a pervasive problem in many African countries, and it affects both the private and public sectors⁵⁵. However, because private companies often have more money and resources at their disposal, they are often better positioned to engage in corrupt practices such as bribery and kickbacks. Moreover, some private companies may receive preferential treatment from government officials who have vested interests or affiliations with those businesses. This creates an uneven playing field where private firms enjoy advantages that cannot be matched by publicly owned entities⁵⁵. The lack of a level playing field between public and private entities has led to inefficiencies in service delivery by public institutions. For example, privately owned transport systems such as buses or taxis may offer better services compared with state-owned transport systems due to better management practices or incentives offered by the government geared towards enhancing service delivery for privately owned entities. This has a negative impact on public enterprises' ability to deliver quality services, especially in sectors such as transportation and energy. The challenge of unfair competition from private companies is further compounded by the fact that many public enterprises do not operate under commercial principles. Public institutions often lack the financial discipline and accountability needed to remain competitive in

an increasingly market-driven economy⁵⁵. They may also suffer from limited autonomy, bureaucratic inefficiencies, and corruption which can lead to poor service delivery.

Furthermore, public enterprises are often subject to political interference, which can affect their operations negatively. Political decisions may be made based on short-term goals or interests without considering long-term implications on the enterprise's operations or service delivery⁵⁵. This can erode public trust in government-owned corporations leading to reduced usage of services offered by these entities. Thus, unfair competition from private companies poses a significant challenge to public enterprises in Africa. The issue is multi-dimensional with resources being a primary factor followed by policies that hinder innovation and competitiveness of publicly owned firms while promoting those of private entities⁵⁵. To address this challenge requires various interventions including improving governance frameworks for both state and privately owned enterprises as well as investing more resources into public institutions such as infrastructure development and capacity building initiatives.

Regulatory Constraints

Public enterprises in Africa face many challenges, one of which is regulatory constraints. Regulatory constraints refer to legal requirements and restrictions imposed by government agencies on the operations of public enterprises. These constraints can hinder the ability of these enterprises to operate effectively and efficiently, leading to poor performance, reduced competitiveness and loss of market share. One major regulatory constraint that public enterprises in Africa face is bureaucratic red tape. Bureaucratic red tape refers to excessive regulations and procedures that must be followed before a public enterprise can start or continue with its operations⁵². These regulations include the requirement for multiple permits and licenses, time-

consuming bureaucratic processes, expensive fees and taxes. The result is that it becomes difficult for public enterprises in Africa to start up quickly or expand due to these lengthy procedures.

Another challenge faced by public enterprises in Africa due to regulatory constraints is corruption. Corruption within government agencies responsible for regulation can lead to delays, additional costs and even outright extortion. Public enterprises may have no option but to comply with corrupt officials' demands if they want their business operations allowed within set regulations⁵². Political interference can also be another regulatory constraint affecting African public companies. When political leaders use their powers inappropriately on regulating bodies overseeing public companies, this results in an unfair competitive advantage for certain companies or individuals closely affiliated with those leaders while disadvantaging others who do not have such affiliations. Moreover, Government policies often fail because they are poorly designed or do not reflect actual market conditions, leading them into placing unnecessary regulatory burdens on African public companies which could leave them exposed to risks from global competition⁵¹.

Also, inadequate infrastructure hampers the effective functioning of businesses in Africa's emerging markets – many countries lack basic infrastructure like reliable electricity supply or good roads system – making it difficult for companies located outside urban centres to deliver goods across regions without significant logistical challenges⁵⁰. Lastly, intellectual property protection laws aren't well implemented throughout Africa making it challenging for African Public Enterprises to defend against copycats, who could plagiarize their innovations to gain an unfair advantage over them. Therefore, regulatory constraints pose a significant challenge for

public enterprises in Africa. They can limit growth opportunities and lead to lower competitiveness and performance levels⁵². Bureaucratic red tape, corruption within government agencies responsible for regulation, political interference with regulatory bodies, poorly designed policies that don't consider market conditions, inadequate infrastructure and lack of intellectual property protection are all regulatory constraints that affect public companies in Africa. To enhance their performance and foster growth within the African business environment, there is a need to address these issues through reforming laws and regulations to make it more competitive for companies operating in public sectors while also ensuring sustainability measures are put in place.

Inadequate Incentives for Employees

Public enterprises in Africa play a crucial role in the economic development and growth of the continent. These enterprises are owned by the government and are tasked with providing essential services such as electricity, healthcare, and transportation to citizens⁵². However, these public enterprises face numerous challenges that hinder their ability to perform optimally. One of the significant challenges facing public enterprises in Africa is inadequate incentives for employees. Incentives refer to rewards or benefits that an employee receives for meeting or exceeding performance targets. The lack of adequate incentives creates a demotivating work environment for employees, which ultimately affects the productivity and efficiency of public enterprises⁵¹. The primary reason for inadequate incentives is that public enterprises in Africa typically have limited financial resources due to budget constraints or mismanagement of funds. As a result, there is little room for offering competitive salaries and bonuses to attract and retain

talented employees. This leads to a high turnover rate among staff, which can be costly for public enterprises since they have to invest time and resources in training new personnel constantly.

Furthermore, bureaucratic structures within public enterprises often lead to delays in decision-making processes and slow implementation of strategies aimed at improving employee incentives. Additionally, political interference from government officials can negatively affect the allocation of resources towards enhancing employee incentives as they may prioritize other areas over human resource management. Inadequate incentives also imply that employees lack job security since they have no motivation to stay with an organization that does not value their contributions⁴⁷. Moreover, low morale among staff can lead to absenteeism, low productivity levels, and poor quality service delivery – all of which impact the profitability and longevity of public enterprises. The consequences of inadequate employee incentives are even more profound when it comes to skilled personnel such as engineers, doctors or pilots working within public organizations⁴⁷. These professionals are highly sought after globally hence making it easier for them to get better-paying jobs elsewhere if their employer is not offering them attractive compensation packages. To address this challenge effectively, African governments need to prioritize human resource management in public enterprises.

They can do this by allocating more resources towards enhancing employee incentives, such as competitive salaries and performance-based bonuses. Governments can also create a conducive work environment that promotes job satisfaction and career development opportunities for employees. Additionally, public enterprises should adopt a more streamlined decision-making process that allows for swift implementation of strategies aimed at improving employee incentives. This will help to reduce bureaucracy and minimize political interference from

government officials, which often hampers the optimal functioning of public enterprises⁴³. Public enterprises can also invest in training programs and capacity building initiatives that allow employees to acquire new skills and knowledge. This will promote career development among personnel while also enhancing the quality of service delivery within public organizations. Thus, inadequate employee incentives remain a significant challenge facing public enterprises in Africa today. The lack of financial resources, bureaucratic structures, political interference, and limited career development opportunities are some of the factors contributing to this problem⁴⁷. To address this challenge effectively, African governments must prioritize human resource management in public enterprises by allocating more resources towards enhancing employee incentives and creating a conducive work environment for staff members. By doing so, public enterprises will be better equipped to provide high-quality services to citizens while promoting sustainable economic growth on the continent.

Economic Instability and External Shocks

Economic instability and external shocks are two significant challenges facing public enterprises in Africa. Public enterprises are government-owned businesses that are established to provide public goods and services. Economic instability is one of the significant hindrances to the success of these public enterprises. It refers to the condition where an economy experiences volatility in macroeconomic variables such as inflation, exchange rates, interest rates, and economic growth⁷³. Economic instability often leads to price fluctuations, uncertainty, and financial distress for businesses that depend on stable macroeconomic conditions. Public enterprises in Africa face various challenges that result from economic instability. For instance, inflation can lead to reduced purchasing power for consumers. As a result, demand for goods and

services declines, leading to lower revenues for public enterprises. Exchange rate fluctuations can also have adverse effects on public enterprises that engage in international trade or rely on imports of raw materials or finished products.

External shocks represent another challenge facing public enterprises in Africa. These shocks occur when events outside a country's borders negatively affect its economy⁷³. External shocks can take various forms such as natural disasters like droughts or floods; political instability such as coups d'état; global economic crises like recessions or pandemics; and regional conflicts such as wars or terrorist attacks. Public enterprises in Africa can be severely affected by external shocks since they often lack the necessary resources to buffer themselves against sudden changes in economic conditions caused by outside factors. For example, during the recent COVID-19 pandemic outbreak, many African countries experienced significant disruptions due to measures such as lockdowns that were implemented to curb the spread of the virus. The resulting supply chain disruptions affected many sectors including agriculture, manufacturing, tourism which hurt businesses' profitability across different industries⁷³. Furthermore, public enterprises play a critical role in fostering sustainable development across many African countries. However, the challenges they face due to economic instability and external shocks cannot be ignored. African governments should work towards mitigating these challenges by implementing sound macroeconomic policies that stabilize the economy and reduce the impact of external shocks. Additionally, public enterprises should embrace risk management practices such as diversification of markets and investment in research and development to enhance their resilience against external shocks. By addressing these challenges head-on, Africa's public enterprises can continue to contribute significantly to the continent's socio-economic growth and development⁷⁴.

2.1.21 Difference between Public Enterprises in Africa and the West

Public enterprises in Africa and those in the West share some similarities, however, they are also distinct in a number of ways. The following are some of the differences between the two sides;

- i. *Political Interference:* Public enterprises in Africa tend to be more susceptible to political interference than their western counterparts⁷⁵. This is because most African countries have weak governance structures and institutions that allow politicians to exert undue influence on these companies.
- ii. *Funding:* Public enterprises in Africa often struggle with funding compared to their counterparts in the West. Most African governments are cash-strapped and struggle to provide adequate funding for these companies leading to operational inefficiencies⁷⁵.
- iii. *Management:* The management of public enterprises in the West tends to be more professional and merit-based compared to those in Africa where appointments are often based on political connections or patronage⁷⁵.
- iv. *Innovation:* Public enterprises in the West tend to be more innovative than those in Africa due to the availability of resources such as technology, research grants, and venture capital⁷⁵.
- v. *Infrastructure:* Infrastructure is better developed in many Western countries meaning that public enterprises have access to better roads, ports, and airports that facilitate their operations⁷⁵.
- vi. *Competition:* Public enterprises in the West face stiff competition from privately owned businesses while those in Africa often operate as monopolies with little competition⁷⁵.

vii. *Accountability*: Public enterprises operating under western systems of governance enjoy higher levels of accountability owing to independent external auditors and watchdogs which ensures transparency is upheld at all times⁷⁵.

viii. *Bureaucracy*: Compared with western public sector models, African public sector organisations often suffer from excessive bureaucracy which leads not only to delays but may also result from inefficiencies associated with red-tape procedures⁷⁵.

ix. *Corruption*: Corruption remains a significant challenge for most African economies including its public enterprise system as it hinders growth by creating barriers to entry for new businesses and distorting competition⁷⁵.

x. *Social Responsibility*: Public enterprises in Africa tend to have a stronger focus on social responsibility and community service than those in the West. This is because many African countries have not fully developed their welfare systems, thus giving public enterprises the chance to fill the gap⁷⁵.

2.1.22 Similarities between Public Enterprises in Africa and the West

Public enterprises in Africa share many similarities with public enterprises in the West. The followings are some of the similarities shared by Western Public Enterprise alongside its African counterpart:

i. *Governance*: Public enterprises in both Africa and the West are established by their respective governments and operate under specific rules and regulations that govern their operations⁷⁶.

These rules and regulations are designed to ensure transparency, accountability, efficiency, and effectiveness.

ii. *Ownership*: Both African and Western public enterprises are owned by the government or by a government agency. This means that they are not privately owned and do not have shareholders⁷⁶.

iii. *Social Responsibility*: Public enterprises in both regions have a social responsibility to provide services that benefit the public at large. This includes providing essential services such as electricity, water, healthcare, transportation, among others⁷⁶.

iv. *Financial Sustainability*: Public enterprises in Africa and the West both require financial sustainability to operate effectively. They need to generate enough revenue to cover their operating costs so that they can remain viable and continue to provide services to the public⁷⁶.

v. *Employment Opportunities*: Both African and Western public enterprises offer employment opportunities for citizens within their respective countries⁷⁶. They contribute significantly to job creation efforts aimed at reducing unemployment rates.

vi. *Regulation*: Both African and Western public enterprises operate under strict regulatory frameworks that monitor their activities closely to ensure compliance with relevant laws.

vii. *Long-term Planning*: Public enterprises in both regions engage in long-term planning processes aimed at driving growth over time while ensuring financial sustainability is maintained.

viii. *Technology Adoption*: Public enterprises in Africa and the West are increasingly adopting technology solutions such as automation, digitalization of processes as well as data analytics tools for improved service delivery⁷⁶.

ix. *Infrastructure Development*: Public Enterprises on both continents play an active role in infrastructure development such as construction of roads, bridges etc, which helps support economic growth⁷⁶.

x. *Transparency and Accountability*: The need for transparency and accountability is critical for all public institutions including those found within both African and Western nations hence there is ongoing effort to improve upon best practices in this area⁷⁶.

Overall, public enterprises in Africa and the West share many similarities that are critical for their successful operation. They are both focused on providing services that benefit the public, operating under strict regulatory frameworks, requiring financial sustainability, and promoting social responsibility. Despite some unique challenges faced by both regions, these similarities can be leveraged to help drive growth and development across both regions.

2.2 Theoretical Framework

2.2.1 Theories of Leadership

Leadership has been the subject of a sizable amount of researches and theories due to its importance to group behaviour. Therefore, it should come as no surprise that Stogdun who is regarded as the father of leadership theory examined over 3000 books and articles in the topic when he finished his leadership research in 1974. Although there are countless leadership

theories that have been proposed, the researcher will only quickly cover some that are seen to be popular and applicable to this research work.

2.2.2 Behavioural Theory of Leadership

The notion on the behavioural theory resulted from the failure of the trait theory, which may have served as a foundation for choosing effective leaders for various organizations. According to the behavioural idea, effective leaders exhibit certain behaviours. It places a focus on the leaders' training. This suggests that effective leadership skills can be taught and acquired. However, lessons learned indicate that each leader's actions are influenced by the current situational factors. This suggests that a leader can respond differently under various circumstances. The failure of behavioural theories to explain these contextual elements led to its criticism⁷⁸.

2.2.3 Situational Paradigm to Leadership Theory

Quite a number of academic circles refer to this theory as the "zeitgeist" theory. "zeitgeist" a German phrase which implies the spirit of the period. This theory or concept of leadership, maintains that a leader is a consequence of situation or time⁷⁸. This means that if one can match the needs of a time or situation, they will be referred to be a leader.

2.2.4 The Theory of Path-Goals

Robert House, a professor at the University of Toronto, is the creator of the path-goal theory. This theory states that once a leader's behaviour is perceived as a source of their satisfaction, either now or in the future, subordinates will accept it. Another way to put it is that a leader gains the respect of his followers when their actions starts to inspire them⁷⁹. The path-goal model asserts that leader behaviour depends on the degree of task structure in the work, the subordinate's assessment of his or her own abilities, and the subordinate locus of control. The

two fundamental aspects of leadership identified by this approach are initiating structure and consideration. Therefore, leadership should be motivating when the task structure links effective performance to meeting the needs of the subordinates⁷⁸. It should also offer the necessary instruction, direction, support, and incentive to boost effective performance.

2.2.5 The Contingency Model

Fieldler was the one who first created this model with his least-preferred co-worker (LPC) questionnaire, he claimed to have tested whether a person is task- or relationship-oriented⁷⁹. According to this concept, successful group performance is based upon the compatibility between the leader's style and the workplace environment. He further separated three circumstances based on work organization, position power, and leader-member relationships. He thinks that these standards could be changed to better suit the leader's particular behavioural circumstances.

2.2.6 The Managerial - Organizational Grid

This theory, which presents a two-dimensional framework of leadership styles, was created by Blake and Mouton. One dimension represents the leader's concern for the people, while the other represents the leader's interest for output. The managerial grid is important because it gives the leader the opportunity to express his management style with the goal of achieving a team management style of leadership.

2.2.7 Leadership Approaches

Administratively, it can be challenging to distinguish between theories of leadership and actual leadership behaviours or styles. If styles of leadership are ignored, the study of leadership is rather inadequate. Since leadership styles are the foundation for both the capacity to lead and the willingness to follow⁷⁹.

Different ideas that leaders embrace when directing the affairs or operations of an organization are referred to as leadership styles. These ideologies frequently find expression in the enterprise's organizational structure and in the creation of lines of responsibility, accountability, and authority⁷⁹. There may be many different leadership philosophies, but for the sake of academic efficiency, the majority of scholars who study corporate management have condensed them and divided them into three main categories, namely laissez-faire, despotic/autocratic, and democratic forms of leadership.

2.2.8 Laissez-Faire Leadership Style

A laissez-faire leadership style is one in which it is assumed that there is no need to control, mandate, or nudge individuals in a particular direction. Instead, the leader should provide the subordinate complete freedom to carry out their duties as they see fit without any type of control, as this leadership style assumes. Without discipline, individuals won't know when to stop, which leads to anarchy.

2.2.9 Democratic Style of Leadership

This style of leadership assumes that both the leader and his subordinate would participate, which could be advantageous to the leader in his formulation of intelligent business policies. Rather than presuming that the leader knows it all, it accepts the idea that two heads are better than one. As a result, the democratic leadership style argues that when many minds are involved, the best decision is made.

2.2.10 Autocratic or Autocratic Leadership Style

This style of leadership makes the assumption that the leader possesses all of the intelligence required to formulate business policy. As a result, the leader makes all the decisions and does the thinking, and the followers are obligated to comply and carry out his policies without protest⁷⁹.

In order to obtain cooperation, this leadership stance uses coercion and intimidation. The main drawback of this leadership style is that it may waste employees' creativity and competence, and it will fail to encourage and make people feel dedicated to their jobs. Without understanding their management from a strategy and policy management viewpoint, public companies cannot be effective or efficient.

2.2.11 Management Strategy within an Organization

In order to advance an organization's strategic agenda, all of its primary activities and functions are integrated under organizational strategy management (OSM). It incorporates all other management procedures to offer a methodical, coordinated, and efficient approach to setting, achieving, maintaining, and upgrading an agency's strategic goal. An effective strategic management competency is vital for preserving or strengthening the relationships between the organization, external stakeholders, and managing for result⁸⁰. Public service organizations in Africa must create their strategic plans and use them as the cornerstone for efficient public service administration.

2.2.12 Policy Administration and Management

In the public sector, policy management refers to the processes of policy inception, analysis, formulation, approval, implementation, monitoring, and evaluation (M & E). Many developing nations, especially those in Africa, have noted that the civil service is severely lacking in policy analytic abilities. This has been addressed by strengthening the office of the president, prime minister, and cabinet through the establishment of policy units in Australia, New Zealand, the United Kingdom, and Zambia. Inter-ministerial Committees have been established on specific policy issues in Ghana and Malaysia, supported by national forums that include the private sector. The new approach to policy management places a strong emphasis on responsibility,

transparency, and engagement. It depends on the business sector's and civil society's participation in the design, monitoring, and assessment of policies as well as on the understanding that participation by all relevant parties in the policy formation process is necessary to increase support and facilitate implementation.

2.3 Review of Empirical Studies

This section entails the empirical review of this research work. The first reviewed discourse is “public sector reforms and management control systems in a developing country: a case study of a large state enterprise in Nigeria” was carried out in 2014⁸¹. According to the researcher, Public sector reforms and the New Public Management (NPM) doctrine have captured the interest of academics, practitioners, and policymakers worldwide in recent years. These reforms are typically engineered and imposed in developing nations by the global financial community, including the World Bank and the International Monetary Fund (IMF). Changes to management control systems (MCS) are one of the main elements of NPM because it is thought that by implementing new MCS, better accountability and transparency will result. In order to improve efficiency, effectiveness, and transparency as well as to shift public sector managers' perspectives toward managerialism, this has led to the adoption of private sector accounting practices in the public sectors. The thesis aims to investigate and comprehend the Nigerian public sector reforms and how these reforms impact the MCS of the organization using a large hypothetical state enterprise in Nigeria called Nigeria State Company (NSC) as a case study. The thesis examines the various MCS introduced, the procedures for their implementation, and the ways in which these systems contribute to the organization's daily decision-making. The gathering of the data was done in a triangulated manner.

The primary sources of evidence were interviews with various NSC employees at various levels of the organizational structure. Interviews with decision-makers, consultants, Nigerian privatization agency employees, and oil industry regulators were also conducted. Informal conversations and document analysis were used to support the interview evidence. Newspaper articles, NSC publications, and various documents on NSC reforms were examined. Additionally, various observations were made and recorded throughout the case study. Actor network theory was used as a theoretical framework for the analysis and interpretation of the case findings. Based on the analysis, the thesis concluded that the public sector reforms in Nigeria, and specifically those at NSC, are the result of the coordinated efforts of a diverse range of local and international actors as well as human and non-human ones. The reforms and the MCS were shaped and reshaped in part by these actors.

Furthermore, the study found that even though different MCS were implemented as part of the reforms, they frequently became subject to political control. Thus, political considerations rather than economic ones dominated organizational decision-making, raising the issue of whether it was even necessary to implement these systems in the first place. The absence of local ownership of the reforms and the MCS, which were seen as western imports and mostly implemented by international consulting firms, is another intriguing conclusion of the theory. Very little was done to modify them for the local context. This effectively led to the decoupling of these systems from routine decision-making. The overall conclusions of the thesis have implications for how public sector reforms (and related accounting systems) are designed in developing nations. The results of the thesis raise a number of issues that can help practitioners and policy makers make more informed reform decisions. The discussion of various theoretical concerns will help the actor-

network theory improve in the future. The research work made several contributions to the body of knowledge in terms of literature, policy, methodology, and theory.

Another empirical study worthy of reviewing is “supervisor and manager styles in managing discipline and grievance”⁸¹. This study thus included 91 supervisors and managers who were attending a weekend training course in human resource topics. In terms of methodology, three vignettes in terms of grievance situation were distributed to the respondents in order to examine styles used in managing grievances. Situations in each vignette were varied in order to identify different solution styles used by respondents for different cases. The study found that “tell”, “tell and sell”, “tell and listen”, “ask and tell”, “problem solving” and “ask and listen” were styles used in managing employee discipline and grievance. In this regard, the study discovered that the “telling” style was the style in which all the power was vested in the hands of the supervisors⁸¹. The “ask and tell” approach was the approach where the subordinates did most of the talking. The “ask and tell” approach was very open and involved the employees having a greater degree of control over the interaction. In the “problem solving” style power and involvement were shared by both parties. In “tell and sell” approach the supervisor informed the employee of the decision that the supervisor has made and would then try to persuade the employee of the correctness of that decision.

Generally, findings of the study revealed that respondents preferred more participative styles when dealing with grievance. However, the study also found that when supervisors and managers perceived a situation that appeared as a direct threat to their authority, they reverted to a much more autocratic style which was first telling their subordinate their decision and then persuading them of its correctness. This study is linked to this study as because it highlights the

styles used by supervisors and managers to manage discipline and grievance of their subordinates and their implications to the organizational survival³³.

Another study relating to management of public enterprise is “the behavior and perceptions of individuals on grievance resolution outcomes in organization⁸⁰. In terms of methodology the study used exploratory research design in collecting data for the study. Underpinned by theory of conflict resolution constructed by Deutsch, this study has assumed that people believed their goals were positively interrelated (in that they could both be successful) and were able to manage conflict more effectively than those with competitive goals⁸⁰. The study found that managers used competitive and cooperative styles to manage their employees’ grievances. The research assert that, competitive approach to managing employees’ grievances involved opposing and intransigent aspirations which aimed to promote a political agenda. On the other hand, cooperative style in managing grievances generated flexible and open-minded discussion between the managers and employees.

The major reasons for cooperative goals included a shared understanding of the problem and its resolution, and union and management acceptance of each other’s goal. Findings of the study revealed that in cooperative style of managing employees’ grievances, respondents were confident that they could interact effectively and discuss grievance issues openly and constructively. In addition, cooperative style was correlated with positive effect, efficient resolution and a creative, high-quality solution. In contrast, competitive style diminished expectations of an effective and open-minded interaction. Competitive style was found to be negatively related to feelings, efficiency and quality.

The study recommended that managers should use cooperative style in resolving grievances because the approach yielded positive feelings, satisfaction for both the employee and

management, and improved procedures. The study is also linked to the study because it discussed the two styles used in managing employees' grievances by suggesting the one that best suits the whole process of managing employee grievance.

"Management of public sector in the United Kingdom" emphasized the important roles played by the government in delivering of services to its populace⁷⁹. The target population for the study included individual employees in the British Isles who worked in small office contexts. A total of 31 male and 57 female employees of managerial and non-managerial levels were recruited as respondents to this study. In terms of methodology the study used exploratory research design in collecting data for the study. In establishing one-to-one dispute resolution, the study found that three methods of dispute management that were often used by managers and their employees. The methods were fight, flight and intervention. According to the study, fighting style focused on identifying a winner and a loser. This often took the form of an employee invoking an organization's formal grievance procedure in which a dispute was investigated with high costs to all involved⁷⁹.

Flight was another method of dispute resolution that was commonly used. This occurred by avoiding an issue or transferring away from a problem. Intervention was the third method of dispute management that is typically used. In this method, employees requested that their line manager intervened directly and managed their dispute for them. However, the involvement of a third person in the management of the dispute could add to the problem. The research assert that, the intervention of third party in grievance resolution will drag the time period that will effect worker's frustration⁷⁸. They coded that third party normally was not familiar and lack of knowledge on issue raised by aggrieved employee⁷⁸. The study recommended that problems between an employee and his or her supervisor should not involve a third person who does not

have a deeper understanding of the major cause of problem raised by the aggrieved employee. This study is linked to the present study because it unveils the differences between the various styles or approaches used in managing employee grievances.

“Private and public sector nexus in Ghana” emphasizes the working relationship between the two divide in Ghana⁷⁶. In terms of methodology, the study used descriptive research design in collecting data for the study. The study discovered that by using the varimaxrotated seven-factor solution, four different roles were determined as manager’s behaviours in managing disputes. The first role was named inquisitorial role. Managers who took an inquisitorial role retained both process and outcome control for them. In this role managers imposed their own idea, made final decision and proposed their own idea⁷⁶.

The second role, according to the study, involved the mediational role. Mediational role enabled managers to ask their employee questions concerning conflicts, requested proposals from employees and tried to incorporate their ideas into their employees’ proposals. The third role represented the role known as procedural marshal. Managers taking this role described the dispute-handling procedures to be followed and strictly enforced those rules. The fourth role was the motivational role. In this role, managers always rely on motivational control by using threats and incentives. If the issue of dispute could not be settled at the meeting, managers will predict probable outcomes and exerted pressure to encourage a timely settlement. Despite the fact that the study did not recommend the suitable approach of managing employees’ grievances, it is linked to this study because it has clearly discussed an unlimited number of approaches used to manage employee grievances in different circumstances.

A relative study on “management of public corporations in Africa” sheds more light on this research study⁸². This research study examines the challenges facing the public corporations within Africa, also AU’s, in manifesting actorness and in coordinating and owning regional collective security. These issues are considered via a theoretical examination of the concepts of hegemony and counter-hegemony and an empirical assessment of their application to the West African context. The main hypothetical claim that the thesis seeks to test is that the hegemonic and counter-hegemonic interaction of Nigeria and France on public enterprises in Africa.

The study similarly made employ the use of qualitative data for the research work. Primary and secondary sources of data were also employed. In order to undertake the analysis, the thesis takes existing theoretical frameworks of hegemony/counter-hegemony and actorness and refines and applies these to the West African context. Specifically, its framework of hegemony/counter-hegemony is tested against Nigeria and France, the two leading state actors in West African security governance, whilst the actorness framework is tested against AU. Using a grounded theory and case study approach, the thesis draws on data collected using semi-structured in-depth interviews, documentary analysis, and secondary literature. The main argument is that Africa has demonstrated growing actorness in and ownership of its public enterprises but that in both of these regards it is hindered by the interaction of Nigeria’s sub-regional hegemony and France’s extra-regional counter-hegemony⁷⁷. With particular focus on institutional penetration as a hegemonic/counter-hegemonic criterion, the thesis further argues that Nigeria’s sub-regional hegemonic influence emanates from the AU.

On the other hand, France’s counter-hegemonic influence in African governance emanates mainly from the UN, which limits its recognition in the sub-region, hence, its ascription as an extra-regional counter-hegemon. The study finds that whilst Nigeria’s hegemony enhances

Africa actorness and ownership of sub-regional public enterprises, France's counter-hegemony remains largely state-centric and has thus undermined Africa's collective enterprise actorness and ownership⁷⁷. The research concludes that its main hypothetical claim is proven on the basis that France's state-centric approach has not been compatible with Africa's collective enterprise agenda which seeks international cooperation under the leadership of AU.

Another relative study to broaden this research work is the research study on Management of public enterprises "the Challenges of Public corporations in Sub Sahara Africa"⁷⁵. The study opined that, the organisation was created as a regional organisation with the main objective of creating a single regional political, economic, and economic atmosphere in Africa through integration and collective self-reliance. The organisation was set up mainly for the achievement of political goals of 'harmonization and coordination of national policies. However, There have been multiple political, economic and security challenges militating against the success of the organisation since its creation. This includes high rate of poverty in the region, effect of civil war, weak states, transnational insurgencies, Economic disability, environmental degradation, drug trafficking, arms smuggling and trafficking and political instability etc. These challenges disallowed AU to carry out its main duties, which thus, led to the expansion of AU missions to cater for the security and political challenges facing the sub-Sahara. The study aims of study is at explaining AU and challenges of regional economic integration in the West Africa region. The study made use of qualitative data. Similarly, secondary source of data collection was employed to carry out the research work.

The research findings on the challenges of public corporation in Sub-Sahara Africa as emphasised by the study is the state of armed conflict challenges. The causes of these conflicts shared the same features and had the same consequences on the countries. These conflicts occur

in states that have been defined by the UN as Least Developed Countries, they are all inherent with extensive poverty, malnutrition, serious health problems, low levels of education, and weakly developed industry sectors, Economic downturns and social disruption both cause and trigger armed conflicts. The region is characterised as this history of war and violence, out of 54 African countries, more than half have had terrible experiences of armed conflict since interdependence. Economic downturns and social disruption both cause and trigger armed conflicts.

Another salient feature in the challenges of economic integration of AU according to the researcher is political instability. Of course, how would states with such incessant armed conflicts have political stability? African colonies were the first to achieved political independence before any other sub-region in colonial African, but they have never experienced political stability. Out of 54 countries, only Cape Verde and Senegal had the opportunity and ability to avoid military in the western part. African states generally have experienced several successful military led coups, failed coups, coup plots, seven civil wars and a number of other political conflicts coup d'états right from independence.

Conversely, one of the study's findings on the challenges of integration of AU states is the lack of resources. The study opined that the organisation seems impossible to accomplish its objectives considering the availability of resources in the organisation. It finds out that though the conditions of African countries are enough to make AU's primary objectives a failure but the interest of AU to divert its attention to peacekeeping missions completely made it impossible for the organisation to succeed. AU found itself doing everything while doing nothing in the region. The organisation is not specific in its missions and it's not financially buoyant enough to deal with every condition available in the region. So, it can be concluded that AU faced with several

challenges facing West African countries due to the conditions of the region and also made it more challenging with aim of catering for all these challenges by expanding its mission.

The study recommended that for organisational restructuring. That is, refocus and a renewed commitment toward selecting and achieving list of goals with a clearly well-defined plan based on simple comprehensive principles that can be understandable by at least an average citizen in order for them to take part and benefit in it⁸¹.

Furthermore, the Millennium goals aim to: Eradicate extreme poverty and hunger, achieve universal primary education, promote gender equality, and empower women, reduce child mortality, improve maternal health, combat HIV/AIDS, malaria and other diseases, ensure environmental sustainability, and develop a global partnership for development (UN Millennium Goals, 2005). Even the Millennium Goals fail to specify how Africa is supposed to generate the money, skills or know-how to solve these problems without substantial assistance from extra-regional bodies. The Millennium Goals have been criticised for the promotion a debt burdened Africa that may be result to widen the gap between the rich and poor country whereby the continent will continue to depend on UN, US, EU aid dependency, hence placing future generations of Africans in indentured servitude to extra regional influence, technologies, food security, medical treatment, and culture. The compatibility of these goals in alignment with the available resources and skills in Africa is zero % so using these goals as guiding principles by AU will only put the region in more problems. Considering the UN definition of sustainable development, "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs" UN Division for Sustainable Development, 2005. The study also recommended that the organisation should take a leading role of a leadership in addressing its various challenges and be more specific with short programs that will

directly benefit the general population, that is achievable within a limited time limit and that will lead to a strong Middle class of tax paying individuals, which the population of people can afford to raise. The only valid way by which an effective regional economic integration can be made possible in the sub-region is establishment of vibrant local economies that actively and dynamically trade goods and services.

The study similarly recommended that AU should be more conscious of corruption within the organisation. It should order to deal with corruptions in the sub-region. The organisation should be more concern with independent decisions and local way of raising fund for its activities in order to cater for dependency approach. Its plan should be redefined in a way that local populations of member states with the proper mixture of government and regional policy support may maintain a system that the majority will benefit from.

Lastly, government of the member states should as well deliberate on the levels of Economic integration to be achieved. For a proper effectiveness and efficiency, there must be a common currency like what is obtainable in European Union (EU), which eliminate the cost of the exchange rate (fractional cost). And boost Economic stability, benefiting business environment, which will also reduce uncertainty and encourages companies to invest more in the member states area. This increase employment rate and provides quality jobs for the citizens of the member states.

Another study for the relevance of this research work is “Legitimation of the African Union (AU): A Normative and Institutional Inquiry⁸³”. This study is an attempt at determining the normative legitimacy of the Africa Union (AU). At its core, it scrutinises the current mandate of the organisation following the layering of economic integration objectives with human rights protection, sustenance of democracy, and the rule of law. The study discusses the elements of

legitimacy across disciplines mainly, international law, international relations and political science. Legitimacy is eventually split along two divides, the normative and descriptive/sociological aspects⁸³. The study traces the normative content (shared/common values) underlying integration in Africa, concluding that integration has been born on new ideals such as human rights, democracy and the rule of law. Expectedly, Regional Economic Communities (RECs) as building blocks of the prospective African Economic Community (AEC) under the African Union (AU) regime are mandated to play a vital role in moving the continent forward upon these values. The inquiry is extended to the institutions of AU to determine their capacity to effectively implement the new mandate of the organisation and operate supranationally. In the process, key legal and institutional shortcomings are discussed, particularly in relation to national institutions. It is argued that while human rights protection enhances the normative legitimacy of AU, it must not be pursued in isolation. Economic integration and protection of citizens' rights are co-terminus and mutually reinforcing. Hence, community institutions must reflect this link if they are to be effective. The study concludes on the note that, while AU possesses layers of legitimacy, and have carried out legitimisation steps, it cannot be considered a legitimate organization if Member States continue to be non-compliant with community objectives and if key legal questions remain unaddressed⁸³. It is submitted that AU is merely undergoing legitimisation, whether it can eventually be considered a legitimate organisation is dependent on addressing the identified challenges.

2.4 Conceptual Framework

The contingency theory is a branch of organisation theory which is also referred to as situational theory or rational system perspective⁷⁹. Its leading theorist as well as other theoretical inventive

groups who were nonetheless unifying in their presumption, that no single organisational structure was intrinsically more proficient than the others⁷⁹.

One of the central idea of the contingency theory states that, since organisations vary in the functions they perform as well as the environment they face, the appropriate organisational structure should in each case be a feature of such elements as the predictability of task and technology market. Also, the efficiency of a given organisational culture, structure, or set of behaviours depend upon or is contingent of series of factors. The following are the most significant of these contingency factors⁷⁸.

- i) The surrounding environment, especially the market
- ii) The organisation size
- iii) The technology it employs
- iv) The history it employs
- v) The organization history and
- vi) The customers and employees expectations⁷⁸

Similarly, according to contingency theory of management, success will only be attained if an organisation is able to secure a good match between its structures and strategies. The theory of contingency practically involves the need to accomplish fit between what the organisation is and wants to become (its culture, goals, technology, its external environment and people it employs) and what the organisation does (that is, how the organisation structured, procedures, the processes, and practices it puts into effect).

Also, contingency theory examines the dynamic relationship between causes and their consequences. It makes claims along these lines that if an enterprise is working in an environment that is very complicated and changing significantly, then it necessitates an organic

kind of organisation to succeed⁷⁸. Theory of contingency proposes a complex web of connections between the features of an organisation and their environment. In this web, the causal connections are linear, which means that they run in only one direction. This web of interconnections is what makes up the contingency theory. It is a certain atmosphere that brings about a specific kind of effective strategy and that brings about a specific kind of successful structure. The theory does not take into account the possibility of a cyclical chain of causality, in which the structure of an organization leads its members to pursue particular tactics, which in turn produce particular forms of environment to which those individuals react.

The fundamental conclusion that is reached by proponents of the contingency theory is that the characteristics of an organisation, such as the nature of its technology, its size, its legal incorporation, the nature of its market, and other factors, present the organisation with both opportunities and constraints, and as a result, set the tone for the manner in which the organization adapts, which is revealed by the structure of the organization. On the subject of the question of what constitutes a "ideal" theory, the viewpoint of the contingency theory, which holds that efficient management is dependent on the organisation and the environment in which it operates, is consistent with the equality concept⁷⁸. It is possible for open systems to arrive at the same final state despite having started out in different conditions. If one follows this train of thought to its logical conclusion, it would appear that the contingency management theorists are correct in their assessment appear to be in agreement with the viewpoint that the aim justifies the means.

2.4.1 Application of the Contingency Theory to the Research Study

Public enterprise management in the Nigeria state have to learn how to adjust to the ever changing nature of the immediate environment. For instance, as a consequence of the increasing

changes in the world of Information and Communications Technology, the majority of businesses, enterprises and corporations have incorporated the use of internet as well as computers into their mode operations. Therefore, public enterprises management in Nigeria need to adapt to the highly sophisticated environment of Information and Communications Technology by abandoning the analog and archical style of management and mode of operations by adopting the digitalised style of operation and leadership. This can be accomplished by recruiting staffs that are highly advanced and sophisticated with the use of Information Communication Technology software within the corporation. The intelligence of the organisation will be significantly improved as a result of this. An organisation is said to be sophisticated as a direct result of the type of information received as well as the frequency with which it received information is disseminated. Deployment of internet facilities in the Nigeria public enterprises will improve its effectiveness and efficiency because the internet will help enhance and aid the rate at which information is gotten as well as the quality of that information.

Nevertheless, public enterprises management in Nigeria, including that of the Nigeria Television Authority, Ibadan, ought to be aware that management, according to contingency theory, is situational in nature. The theory of Contingency therefore serves as the tool to motivate managers as well as management because it enhance the former and the later on the ability to annex their initiatives. When making a choice, managers are required, according to the contingency or situational theory, to take into consideration every facet of the current circumstance and to focus their attention on those components of the circumstance that are most important to the issue at hand. For instance, if one were to lead soldiers or team of army in China, it would probably be desirable to do it in an autocratic fashion. If one is in charge

of running a hospital or institution, it is probably advisable to adopt a leadership style that is more participatory and facilitative.

Therefore, the contingency theory of management exposes public corporations leadership in Nigeria with particular reference to Nigeria Television Authority, Ibadan and also the need to adopt an appropriate method at hand. The Nigerian public service is not excluded from this search; it serves as the country's lifeline and provides the means for carrying out governmental functions. Whatever a country's resources or policies, it requires a trustworthy and appropriate administrative structure to carry them out and translate them into tangible goods and services for the benefit of the state as well its citizens. To achieve this, the political system creates the public service. Employee implementation of these policies requires planning and directing their efforts. Managers Administrators and managers in public organizations are responsible for this work. For the public service to be effectively managed, they create the leadership. The leadership should ensure that the policies agenda is successfully and affordably attained; otherwise, the organization as a whole will be in disarray and the task at hand will be inadequately carried out. Thus the organizational inefficiency mostly connected to Nigeria's public service.

2.5 Summary of Gap in Literature Reviewed

This chapter encompasses the literature review of the study. The chapter is divided into three different sections. The first section which is the conceptual reviewed concepts like management, public enterprises, privatisation, The Nigeria Television Authority, and the Civil Service. In the theoretical review, the theory of leadership and contingency theory were both used to complement the study the last part of the section is the empirical review were previous scholarly work in respect to management of public enterprises were reviewed.

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Chapter Three

Methodology

3.1 Research Design

This research study made use of descriptive research design. The descriptive research design permits the researcher to emphasize the relationship that exists among variables in the study. The research study is similarly design in a way that addresses the research objectives and research questions which have been itemized by launching an investigation with the aim of providing answers to the questions.

3.2 Population of the Study

Population refers to cases or individuals that fit a certain specification. It is the entire group the researcher seeks to study. In other words, it is the entire group whose characteristics we want to explain². These elements may be human beings, animals, events, objects and any other phenomenon. The population of this study comprises the staff of Nigeria Television Authority, OYO which include junior and senior staff of the organisation. As a result of the procedure of this research study, two (2) key staff of the organisation are interviewed.

3.3 Sampling and Sampling Technique

Qualitative research deals with data collection in narrative form. This study will require the non-probability techniques to enhance the richness of this study's information. The purposive and convenience sampling will be used because they align the best across nearly the qualitative research design. This is because information is mostly selected in available literature to analysis concepts in the topic of this research study.

3.4 Description of Research Instrument

The research instrument the researcher intends to make use of in the process of data collection is an interview schedule. An interview schedule is a predetermined set of questions or topics that an interviewer plans to cover during an interview. This helps ensure consistency across interviews and allows for more effective comparison of candidates. This interview schedule will be properly designed to expound responses from the respondents. Demographic details and interview parameters will include the followings. Organisation, sex, age, level of education etc.

3.5 Validity of Research Instrument

Validity of instrument is the ability to make finding that are in agreement with theoretical as well as conceptual values. In order words, validity of the research to measure that is suppressed to be the level of consistency of the measuring instrument. In order to ensure the validity of this research work, the booked reviewed for this research aligns with the research objectives and research questions thereby, maintaining validity.

Similarly, the sources of data collected are presented to the researcher's supervisor. Also, it was subjected to the department's corrections and approval for proper validation.

3.6 Reliability of the Research Instrument

Reliability in this context refers to the dependability of a measurement. However, in the cause of this research work, the researcher work is executed empirically and not subjectively so as to arrive at a logical and more empirical conclusion.

3.7 Method of Data Collection

This research relied mainly on primary and secondary data. The primary data will include sources like in-depth interview verbal discussions with experts from the institutions on the subject matter while the secondary sources will include published (and un-published) materials,

such as: books, journals, and newspapers. Documentations on the subject matter from Libraries, lecture notes, internet etc.

3.8 Method of Data Analysis

Data collected is analysed via content analysis. Content analysis is a research method used to study written, oral, or visual communication. It involves systematically categorizing and interpreting the content of messages using predefined criteria. The goal of content analysis is to identify patterns and themes within the data that can be used to draw conclusions about the meaning and use of language in a particular context.

3.9 Ethical Approval

I, Celestine Oluwatosin Akinde, consciously assure that this thesis: “Management of Public Enterprises in the Nigeria State: A Study of Nigeria Television Authority, Ibadan” the following is fulfilled:

The paper reflects the author’s own research and analysis in a truthful manner.

The result are appropriately placed in the context of prior and existing research.

The paper is not currently considered for publication anywhere.

Endnote

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Chapter Four

Results and Discussion of Findings

4.1 General Overview of the Data Analysis

The information from data analysis will be the focus of this chapter. The chapter focuses on analysing the research objectives of the study after which conclusions will be taken for generalisation. The below three sub-headings will serve as the framework for the data analysis which thus provides empirical findings to the research questions of the study.

- i. What are the managerial challenges confronting Nigeria Television Authority, Ibadan?
- ii. What are the external factors mitigating inefficacy and inefficient operations of the NTA, Ibadan?
- iii. If management of public enterprises is said to be in good hand, has NTA, Ibadan been able to achieve government said goals and objectives?

4.2 What are the Managerial Challenges Confronting Nigeria Television Authority, Ibadan?

4.2.1 Lack of Good Knowledge or Inadequate Knowledge Management as well as Operational Efficacy

The first respondent stressed inadequate knowledge on management as the managerial challenges confronting Nigeria Television Authority, Ibadan. Most managers of public enterprises in Nigeria are far from being called professional managers. This is due to the fact that they do not possess the basic managerial skills and knowledge of what they are overseeing or managing. There are many reasons for prevailing problems. Nigeria is a resource-rich nation, and these riches allowed it to harness modern financial and technical advancements. One of Nigeria Heads of State once boasted that Nigeria's major challenge was not how to make money

but how to spend the money, and as a result, embarked on a jamboree spending spree that included hosting Nigeria's festival of art and culture as at that time in history. Thus, improvement in Nigeria' financial returns due to natural factors was so significant. However, the fact is that the significant increase in economic output and the resources available for development between 1960 and the 1970s was largely a result of a fortunate circumstance related to crude oil and its fortunes on the global market. Real economic growth has lagged behind social progress, which has been the most disappointing. Indeed, the situation the Nigeria State is in right now proves that Nigeria is one of the world's poorest countries.

Therefore, the question that plagues people's minds is: Why is the nation in such a glaring state of poverty amidst its bountiful plenty? Researchers seem to have reached a consensus on this subject. The nation has a management issue. There is the belief that public enterprise failure to effectively manage our tremendous resources is preventing us from becoming more prosperous. Businesses started by Nigerians, both private and public, but which cease operations at various stages of existence due to management issues¹. One would anticipate that the expanding number of management training institutes as well as management consultancy firms in the country would have had a significant impact on the fortunes of the country if our problem as defined is poor management and lack of knowledge and. The management issues facing public enterprises can be attributed to the management approach developed in western countries not being fit for the Nigerian circumstance since Nigerian culture differs from the cultures that formed the basis of the management theories. Similarly, the issue may not be due to cultural differences but rather the fact that Nigerian managers at all levels lack the necessary orientation for rationalized management in terms of organizing, controlling, planning, and regulating etc².

The question that agitates ones' mind therefore is why is the country in such an object poverty condition in the midst of plenty? Research on this study seems to come to one conclusion. The country has management problem. There is the thinking that our inability to properly manage our enormous resources to increase our prosperity. Businesses that were set up by Nigerians both private and public but which phase out at various stages of existence because of management problem³. If our problem as identified is lack of knowledge and poor management, one would expect that the growing number of management training institutions and management consultancy services in the country would have created considerable impact on the fortunes of the nation. Many writers have averred that the management problems we have in this country is traceable to the management approach developed in the western countries not being appropriate to Nigerian situation because Nigerian culture varied from western culture base of the management theories. Also the problem many not be that of cultural variation but perhaps because Nigerian managers, at all levels have not show proper orientation for rationalized management in planning, organizing and controlling⁴. It came from the separation and differences in orientation between the academic theorists who propounded the theories and the practicing managers who applied them.

Whichever way we look at the matter, it is obvious that the relevance of culture to responsibility and evaluating the success of managerial approaches. The fact is most relevant in developing any management approach for the Nigerian environment and we intend to explore this angle deeply. The following factors have been pinpointed as being responsible for the poor performance of most government-owned organizations in Nigeria⁴.

- i. Value System: Nigeria's value system tends to control the actions of the managers such that the managers respect the value system instead of adopting the proper management practices. An

instance is the value system that sees the elderly as somebody to be respected since his words are words of wisdom, even when his ideas are wrong, the manager who must respect the value system carries out the elders' instruction. These practices then rundown the organization since they do not go in line with the known management practices⁵.

ii. Illiteracy: This has been pinpointed as one of the reasons why most organizations in Nigeria including NTA, Ibadan fail to perform. Most managers did not gain the qualitative education it takes to properly manage organization. Many rise from the ranks; from cleaners to clerks etc to managers as a result they perform poorly⁵.

iii. Extended family: This is a situation where workers are loyal to the family rather than to the organization as far as their works in the firm are concerned. As a result, family obligations are attended to at the detriment of the work obligations for instance, Thursday and Fridays have now become the traditional burial days with the result that sometimes only very few workers are seen loitering in the offices. Sometimes also to please an extended family members a worker may commit offence which will make the organization suffer⁵.

iv. Person to person Relationship: When this exists in organization then personalities are listened to, attended to and respected instead of following a stated management procedure. In our public organization including NTA, Ibadan, for example, up till the present time, if a customer does not know one of the workers who may help to quicken the services rendered, then such customer must be ready to spend hours waiting for their turn. The proper management principles should be person-to-object and not person to person as it presently the case in developed nations

v. Time Attitude: Managers of our public enterprises including NTA, Ibadan have been known to believe in "African time," it has even become a syndrome because after fixing a time for an event, cognizance is or hours are given before the function takes off. In a work organization,

such allowance cannot be given because workers must be in their offices by 7.30am presently. In some offices, the offices are still locked by 10.00am sometimes, the manager who also come late are locked out with the result that sometimes before offices are formally opened for work, it is already 11.30am and yet the offices must close by 3.30pm⁵.

vi. Corruption and Bribery: The progress that should ordinarily be made in offices are not made because many believe in giving and receiving bribes. Sometimes, somebody's file is hidden until the person greases the palms of the officer in charge. When the bribe is not given, the important files gets missing and the purpose for which it would have served is not accomplished. The few that still refuse to engage themselves in the bribing suffer so much.

vii. Condoling Indolent Staffs: Some workers are not useful in organization because they are not productive. But because they are related to the managers, they are retained. Some of these categories of workers go to banks everyday, some go to the hospitals. Some take casual leaves more than they should in a year etc. They always look for excuses not to come to work yet at the end of the month they look forward to receiving their pay.

4.3 What are the External Factors Mitigating Inefficacy and Inefficient Operations of the NTA, Ibadan?

4.3.1 Government Interference, Conflicting Objectives, bureaucratic Corruption, Lack of Motivation and Lack of Training and Development as External Factors Mitigating Inefficacy and Inefficient Operations of the NTA, Ibadan

From the second respondent, it is indicated that Government Interference, Conflicting Objectives, bureaucratic Corruption, Lack of Motivation and Lack of Training and Development are the Management Problems of most public enterprises in Nigeria including NTA, Ibadan. The performance of most public enterprises in Nigeria including NTA, Ibadan has been generally

disappointing. It is widespread as to whether the benefits of public ownership are worth the cost, in country after country, unbridled state expansion has led to the following;

- i. Ineffectiveness in the provision of goods and services such as failure to meet intended objectives diversion to benefits to elite group⁶.
- ii. Economic Inefficiency in the production of goods and services by the public sector, with high cost of production, inability to innovate and costly delay in delivery of the goods produced⁶.
- iii. Rapid expansion of the bureaucracy severally straining the public budget with huge deficits of public enterprises becoming massive drain on government resources, inefficiency in government⁶.

Most public enterprises operate at a loss, and therefore constitute a massive drain on government resources through transfers and subsidies. In Africa, the poor performance of public enterprises attracted a great deal of criticisms, particularly in the 1980s and the macro-economic policy environment arising from the impact of the global economic crisis, become less accommodating to the resulting inefficiency in resources allocation⁷. A number of factors account for the poor performance of most public enterprises, the main reasons are as follows;

i. Excessive Control and lack of Autonomy

Public enterprises managers including NTA, Ibadan suffers from excessive control and interference in their daily operations by supervising government department. This often stifles management initiatives and leads to costly operational inefficiencies and loss of accountability⁷.

ii. Multiple and often contradictory objectives of the enterprises

The social goals or obligations of most public enterprises often conflict with their economic objectives for instance, some public enterprises are expected to supply goods below cost in an

effort to subsidize the public, or hire workers to meet national employment objectives even when they are already overstaffed. Consequently, they become inefficient and ineffective⁷.

iii. Poor Infrastructures

The deteriorating state of infrastructure in most African Countries also contributed to the failure of public enterprises as they contribute to high cost of operation. In Nigeria for instance, power supply is unreliable, consequently, most public enterprises rely on standby generators which cost much to purchase and maintain. In addition, the roads are in a bad state. Like in NTA, Ibadan according to the interviewee. Inadequate equipment constitutes challenges in the area of production as well as transmission. Sometimes a reporter or a producer returns to base with an empty cassette or a untransmittable material often being in the field for hours. This could be due to bad tape mal-function of equipment or even poor handling. This is very embarrassing especially when the situation cannot be recreated one of the biggest challenges that station has been facing since inception is running daily transmission on generator. A large chunk of the stations lean finances goes into the purchase of the diesel for running the generator. So all these challenges are what we are battling now to make sure that our services are better. Also according to the response of one of the managers of NTA, Ibadan, stated that nepotism, unqualified personnel's are being hired into the system. Leadership in Nigeria public organization has been highly influenced and shaped by the country's changing political scene⁸. The experience of working in the public service since independence has been largely in the direction of master-servant relationship at all levels, between ministers and top public servants. Also the subordinates are very much removed from the decision-making arena. They are denied the opportunity of exercising the function of presetting alternative ways of achieving objectives and setting consequences of implementing policy alternatives. So the relationship between superiors

and subordinates in the public service in Nigeria as one of acrimony and antagonism in the conflict rather than partnership in an enterprise with resultant lack of team-work necessary in modern management⁸.

Still in corruption, it is clear that most public enterprises, especially in developing countries, such as Nigeria, are seen as instrument for private wealth accumulation by their managers and political appointees. Huge sum of money are often siphoned into private accounts, leading to huge losses by the enterprises. Any public officer or manager is expected to give account of public resources entrusted to them. Despite these expectations, public servants in Nigeria have often been found wanting in the discharge of their duties. I think reason for this dirty act could be value system of the people lack of commitment, general poverty of Nigerian, lack of social services and political interference. So corruption is a big problem, in a system where high premium is placed on material resources becomes a mean for private enrichment when sources of wealth are not queried but praised. We live now in the society where the end justifies the means, it is not a surprise the way our social institutions recognize people of questionable character. Traditional rulers encourage people of questionable means in the society by giving them chieftaincy title. So corruption is a major issue to tackle in the public enterprises including NTA, Ibadan.

iv. Excessive Political Interference

Public enterprises also suffer from frequent political interference, they are often seen as instrument of political patronage by the government in power. This results in overstaffing, poor choices of product and location recruitment of mediocre etc⁸.

4.4 What are the Effects of Management Problems on the Operational Efficiency of NTA, Ibadan?

4.4.1 Poor Performance and Management Inefficiency

This section of the analysis will be guided by research question number three, which sought to know the effects of management problems on the operational efficiency of NTA, Ibadan and the measures of overcoming these problems. The second respondent emphasized the poor performance as an effect of management problem on operational efficiency of NTA, Ibadan. Most Nigerians have been living witnesses to the very poor performance of the Nigerian public enterprises. Since independence, these enterprises have not only failed to justify the huge government investment and subventions to them but have constituted a huge financial burdens of the government including NTA, Ibadan⁹. Management inefficiency and poor performance of most public enterprises led to their privatization, for example NEPA to PHCN and to IBDEC⁹. So talking about poor management is also a major reason, because the enterprises are so poorly administered and managed that they had little or nothing to offer to the public for which they were meant to serve and therefore could not justify their continued existence.

One of the cardinal objectives for the establishment of public enterprises in Nigeria was to aid economic development. Sequel to the weak economic structures inherited from the Colonial government and the absence of any strong indigenous capitalist and local entrepreneurs strong enough to pilot the economic development of the country. Regrettably enough, the public enterprises have not only been unable to justify the high hoped and expectations reposed on them, but also appeared incapable of managing efficiently, the huge financial resources hitherto appropriated to them for their supposed crucial role. Public enterprises in recent times, have been

found to be inefficient, unproductive, unprofitable and therefore have failed to perform most of the roles they were expected to perform, this including NTA, Ibadan⁹. Consequently, they were seen in many quarters as constituting a financial burden on the government instead of performing the various functions for which they were instituted. The image of public enterprises is so bad that it has come to symbolise inefficiency, red-tapism, lack of initiative and corruption, this may not be totally justified but it reflected apparent dissatisfaction with public establishment. Publicly run enterprises are notorious for their ability to forget the reasons for their creation, thereby becoming ends in themselves. The result is that millions of naira of a significant proportion collected from the taxpayers, for whom these services are created are spent on paying employees who do not have any idea of what they have been employed to do, purchasing equipment which nobody knows how to maintain and generally funding mismanaged enterprises and their debts. Nigeria Airways and the National Electric Power Authority are just two examples of such wasted fund.

A glance at the public corporation – Nigerian Coal Corporation, and the Nigeria Railways to operate efficiently necessitated the sub-contracting of the management of this corporation to expatriates¹⁰. Another reason for the privatization exercise embarked upon in Nigeria was due to management inefficient which characterized these enterprises. The enterprises were so poorly administered and managed that they had little or nothing to offer to the public for which they were meant to serve and, therefore, could not justify their continued existence. It is surprising to note that despite the existence of Centre for Management Development (CMD), the Administrative Staff College of Nigeria (ASCON), the Nigerian Institute of Management (NIM) and all our universities, a number of public enterprises are still being managed on the principle of trial and error, or by intuition and quite unscientific methods¹⁰. In considering the factor of

inefficiency in the Nigerian public service, thirteen main reasons are identified below, these reasons according to him can be grouped broadly under five main categories i.e institutional, political, psychological, attitudinal and sociological.

i. Faculty and Frequency Postings

A man's capability can be best demonstrated in field most familiar to him by training and experience. When you put a man on a job for which he has no previous experience or background training, then it is asking too much expect him to be master of that job immediately. The situation becomes most exasperating and self-defeating when you keep shifting such a man from job to job, each one hardly related to the previous one. The situation described above is all too common in the Nigerian civil service. The question of frequent postings, again usually argued on the ground of exigencies of service can be detrimental to efficiency. No one who is constantly on the move and never able to find his fact, let alone master the subject matter of his schedule of work, can be expected to offer useful advice or assist in the formulation of policy¹⁰.

ii. Institutional Faculty Recruitment of Employees

One of the banes of the Nigerian public organization is the recruitment of mediocre or totally unsuitable candidates of preference to candidates of high merit. The reasons for this ugly situation can be traced directly to nepotism. Corruption plays only a little part and is generally prevalent in the recruitment of very junior officials of lower middle rank who see an opportunity of making money on the side by collecting little bribes from applicants. Much as this situation is reprehensible, it is not the heart of the matter. The selection of unsuitable candidates, which undermine efficiently and lower performance of higher grades of staff-assistance secretaries, accountants, technical officers, works superintendents, information officers¹⁰. Highly placed functionaries at the top of the system are responsible for the recruitment of these grades of

staff. It is not being suggested that the illustration cited above represent the state of affairs generally in the public organizations like NTA, Ibadan. On the contrary, there are institutions within the public service which rigorously uphold and enforce the principle of merit and whose integrity cannot be faulted. Yet this fact should not blind us to the existence of frequent lapses in the system, when mediocre or totally unsuitable candidate are appointed to senior position in the public organization, the seed of inefficiency has started to germinate. One fact which is seldom realize today is that mere paper qualification is not a true test of the merit which the qualification proclaimed in the certificate is supposed to carry. It is not unusual today to find two young graduates holding the same degree qualification, but while one can write down his thoughts and ideas in logical sequence and correct grammar, the other can hardly write one sentence correctly without elementary errors of spelling, grammar and in totally unintelligible prose. Yet, they both hold the same degree qualification. This is why it is frightfully important that the processes of recruitment or appointment should be an instrument for the promotion of efficiency in the public organization¹⁰.

iii. Incompetent Superior

It sometimes happens that by some fluke or deficiency in the system, some incompetent officials climb to a high point of seniority, at which they have to direct and supervise the work of junior officials, such officials may have shown some promise in their earlier years but somehow they have risen to achieve final placement at their level of incompetence when such officials have to direct and supervise the work of junior officials, they infect the juniors with their incompetence. In this particular instance the senior official had made no worthwhile contribution to advance the progress of the matter under consideration⁹. And he had kept doing was picking faults at the various efforts made by the junior to solve the problem. A senior official who is

worth his salt will after going through the submission from his junior, put up his own submissions, referring to and making use of the contribution from his junior where appropriate and giving his own views and recommendations in the light of his experience and knowledge at a higher plane in the department. His own submission will then go up to the permanent secretary who will take whatever action he deems best. When the file returns to the senior official, a good practice is for him to send it to his junior official so that the junior can see the improvement made by the senior on the junior official's submission. This is where the junior learns by comparing his work with the much superior prudent of the senior. A junior official head for the road to stagnation and inefficiency when he had nothing to learn or gain from his superior, when there are quite a number of junior officials in this predicament and there is no means of removing the obstacle before them quickly, then the seed of inefficiency have been undoubtedly sown into the system⁹.

iv. Deterioration of Health

Perhaps because of domestic commitments and responsibilities, most Nigerian public organization managers whose health has deteriorated to the point of permanent impairment of efficiency, never learn to retire gracefully from public office, they hold on and drag themselves to work, painfully labouring with their official assignment by day, and collapsing on their back after office hours. Mental concentration on work is difficult for a man afflicted with a physical ailment, difficult aggrieved by the psychological fear of the possible outcome of the illness. The General orders contain adequate provision for dealing with official whose efficiency had run low as dealing of ill-health, such official are required to be sent before a medical board and if the board finds that such officials can no longer operate with a degree of competence compatible with efficiency in the public organization, they are to be removed from public service. In

practice, however this provision in the general orders is hardly ever utilized, the fault is that of Nigerian socio-cultural behaviour. The department boss who should initiate action is reluctant to do so because of the fear that he has taken the bread one of the month of a fellow Nigerian. Even where the departmental boss summons up courage to refer the case to the medical board, the officer concerned will set in motion such numerous channels of pressure and lobby that the medical board is most likely to decide in his favour. Whether it is the department boss or the medical board that develops cold feet, the result is still the same; the official continues in office and with detrimental effect to the efficiency of public organization⁹.

v. Inadequate Training

Admittedly, much progress has been made in various public organizations towards training and staff development during the past decades, and particularly since the introduction of a result-oriented approach to public service. Attention appears to be focused on senior management training to relative neglect of the numerous other cadres in the public organizations.

Endnotes

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Chapter Five

Conclusion

5.1 Summary of Findings

The performance of public enterprises in Nigeria has become a subject of national debate and hence a matter of crucial policy agenda of the government of this country for the past two decades. This is why many investigative and administrative study groups, commissions, committees, and bureaux have been set up to resolve the problem of poor performance of these enterprises. Moreover, the manner of the implementation of the privatization and commercialization policy of these enterprises has, more than ever before brought this agenda to the fore. There have been serious allegation of frauds, unethical deals, and lack of public accountability surrounding the disposal of some of these public enterprises to the extent that members of the Nigerian senate committee on privatization have expressed concern on the matter. This unsatisfactory state of affairs on such a matter that touches on the welfare and economic well-being of every Nigerian cannot but attract serious research attention and study activity of scholars in the areas of economic, politics and policy matters.

On the other hand, the study noted that management is a cross-curtain concept that transcend in all facet of human endeavour. Thus, management is seen as an activity as well as a process of getting things done in an organization through people by planning, organizing, coordination, controlling, supervising and directing. This presupposes that management is geared towards achieving goals and objectives of organizations. Various intervening variables tend to impinge on the efficient management of public enterprises in Nigeria. Some of these problems are, conflicting objectives, poor management board, unstable management board, general incompetence, government interference, corruption and monopoly to mention but a few.

5.2 Conclusion

The performance of public enterprises in Nigeria including that of NTA, Ibadan has been regrettable inspite of huge sum of money invested on them. However, without an attempt to checkmate these management problems of public enterprises in Nigeria which include poor and unstable management board, incompetence, excessive government interference and control, conflicting objective, corruption and monopoly, achievement of efficiency, profitability and socio-economic growth and development in the country will be unwillingly dwelling in utopia. The current predicament of public enterprises the world over, notwithstanding, an active public sector presence is desirable so as to counterbalance the excesses and contradictions of the ubiquitous private sector.

5.3 Recommendations

On the strength of the observations and findings made in this study the following recommendations have been made:

- i. Under government interference, there is a policy which will aim at making management board independent and autonomy in issues relating to employment and decision making. With this attempt, excessive politicization will be checked thereby creating a competing ground for skilled and qualified personnel to discharge their duties without fear and favour. In addition, regulating government interference through policy initiation will contribute positively to the performance of the organisation.
- ii. Since it is agreed that motivation induces employee to give their best, proper motivation cannot be de-emphasize in NTA, Ibadan. This could take the form of promotion, increasing the salaries of employees, allowing their initiative in some policy issues and remunerating them adequately so that their social obligation and responsibilities are attained with good

working condition, employees of NTA, Ibadan no doubt will increase their elasticity to achieving desired result.

iii. Also in bureaucratic corruption, government should see corruption as a deadly cancer that has eaten deep into the fabric of our economy and social life. This phenomenon has posed a serious set-back to the achievement of the much desired socio-economic growth and development in Nigeria. On this note, an effective correctional measure should be ensured in the polity. Similarly any action of corrupt practice among employees should be accompanied with a heavy sanction. For example, such unethical issues as late coming, laissez fair attitude and unwillingness to work attract punishment.

vi. Since it is agreed that motivation induces employee to give their best, proper motivation cannot be de-emphasize in NTA, Ibadan. This could take the form of promotion, increasing the salaries of employees, allowing their initiative in some policy issues and remunerating them adequately so that their social obligation and responsibilities are attained with good working condition, employees of NTA, Ibadan no doubt will increase their elasticity to achieving desired result.

v. Effective training and development programme should be inculcated by the management of NTA, Ibadan. The essence of training is to equip staff with necessary skills and techniques needed for the particular job in the organization. In the case of change in technology and innovations, an employee needs to be educated and trained in relevant job. This significantly will help to boost efficiency and effectiveness of the company and ensure full capacity utilisation.

vi. Improve governance and accountability mechanisms within public enterprises.

vii. Enhance transparency in decision-making processes.

- viii. Strengthen financial management practices to ensure efficient use of resources.
- ix. Promote professionalisation of management teams through training and capacity building.
- x. Encourage innovation and adoption of new technologies to improve productivity.
- xi. Foster collaboration and partnerships with private sector entities for knowledge sharing and best practices.
- xii. Implement performance-based incentives and rewards to motivate employees.
- xiii. Conduct regular performance evaluations to identify areas for improvement.
- xiv. Enhance stakeholder engagement and communication strategies.
- xv. Establish effective monitoring and evaluation systems to track progress and measure outcomes.

5.4 Contribution to Knowledge

This research work contributes to the body of knowledge as it will help to shed more light on managerial problems mitigating inefficiency and inefficacy in public enterprises in Nigeria. The study contribute to the body of knowledge on improved governance as the research study have highlighted the importance of good governance practices, such as transparency, accountability, and stakeholder engagement, in managing public enterprises effectively. Also, the study contribute to the body of knowledge on performance evaluation as the research developed frameworks to measure the performance of public enterprises, enabling policymakers to identify areas that need improvement and make informed decisions., Similarly, the study contribute to the body of knowledge on financial management as the Study explored financial management

practices, including budgeting, cost control, and revenue generation, to enhance the financial sustainability of public enterprises., Furthermore, the study contribute to the body of knowledge on human resource management as the research focused on strategies to attract, develop, and retain skilled personnel, enhancing the overall efficiency and productivity of public enterprises. Also, the study contribute to the body of knowledge on privatization and regulation as the research study elucidate the analysis of privatization policies and regulatory frameworks which provided insights into their impact on the management and performance of public enterprises.

5.5 Area for Further Studies

Significant areas for further studies worthy of research is Africa Union's deficiencies and challenges while dealing with conflicting scenarios, Organisational structure and design in public enterprises in Nigeria, Financial management and budgeting in public enterprises, Human resource management in public enterprises, Strategic management and planning for public enterprises, Performance measurement and evaluation in public enterprises, Governance and accountability in public enterprises, Leadership and change management in public enterprises, Public-private partnerships in the management of public enterprises, Stakeholder engagement and management in public enterprises and Technology adoption and innovation in public enterprises.

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APPENDIX

In-Depth Interview Guide for NTA, Ibadan Staff

Introduction

Dear Respondent,

My name is Celestine AKINDE, an MSc student of Public Administration Department, Lead City University. I am conducting a research on Management of Public Enterprises in the Nigeria State: A Study of Nigeria Television Authority, Ibadan.

I thank you very much for accepting to participate in this study. I want to crave your indulgence to record our session today. This will enable me to analyse this session for the purpose of generalising the results.

There are few questions I would like to ask and I will be happy if you can be as open as possible and be confident that your responses shall be kept confidential.

Confidentiality and Informed Consent: Please note that all information generated from this discussion is purely for academic purposes and will be treated with utmost confidentiality.

Do I have your permission to continue as I would have to record the interview?

Yes () No ()

Please, I will like to know your view about the following:

Name----- Adebowale Thomas

Age --53.....

Sex..... Male.....

Occupation----- Technician

Level Of Education --Master Degree

Position within the Institution--- Manager

1. Director ()
2. Head ()
3. Supervisor ()
4. Others ()

Researcher: Could you explain the nature the nature of managerial problems confronting NTA, Ibadan?

Respondent 1: The Nigeria Television Authority (NTA), Ibadan has been plagued by a cumbersome and outdated management structure. This has led to decision-making delays, lack of accountability, and an overall lack of effectiveness in addressing managerial problems. NTA, Ibadan struggles to keep up with the rapid advancements in technology, which has resulted in outdated equipment and limited broadcasting capabilities. This hampers their ability to compete with other media outlets and provide quality programming to their viewers. Also, it is faced financial constraints for many years, which severely limits their ability to invest in new technology, attract and retain qualified staff, and produce high-quality content. This leads to a decline in viewership and advertising revenue, further exacerbating their financial challenges. Further, like many government-owned institutions in Nigeria, NTA Ibadan faces issues of corruption and political interference. This has hindered the development of a merit-based system, where qualified individuals are appointed to key roles based on their skills and expertise rather than political connections.

Researcher: What is the central (federal) government measures in relations to managerial problems confronting NTA, Ibadan?

Respondent 2: The Federal Government of Nigeria takes several measures in relation to the managerial problems confronting the Nigeria Television Authority (NTA), Ibadan. These measures are aimed at addressing the challenges and ensuring effective management of the national television network. The government formulates policies that guide the operations of the NTA. These policies provide a framework for addressing managerial problems and promoting

good governance within the organization. The government exercises regulatory oversight over the NTA to ensure compliance with established rules and regulations. This helps in addressing managerial issues such as corruption, mismanagement, and inefficiency. The federal government provides financial support to the NTA to address managerial problems. Adequate funding ensures that the organization has the necessary resources to function effectively and overcome challenges. The government invests in capacity building programs for NTA staff. This includes training and development initiatives aimed at enhancing managerial skills and knowledge. By improving the capacity of NTA personnel, the government aims to address managerial issues and improve overall performance. The government conducts periodic performance evaluations of the NTA. This includes assessing the organization's management practices, efficiency, and effectiveness. The findings from these evaluations help identify managerial problems and guide improvement efforts. The government encourages collaboration and partnerships between the NTA and other relevant stakeholders. This fosters knowledge sharing, innovation, and best practices in managing the organisation.

Researcher: Could you expatiate on the external factors enhancing inefficacy and inefficient operations of NTA, Ibadan?

Respondent 2: The Nigeria Television Authority (NTA), Ibadan faces external factors such as political interference, where government officials may influence programming decisions or interfere in the recruitment and management processes. This often hinder the NTA's ability to operate efficiently and independently. Inadequate funding is another external factor that contributes to inefficiency in the NTA. Insufficient financial resources can limit the organization's capacity to invest in modern equipment, infrastructure, and training programs.

This can result in outdated technology, poor broadcasting quality, and a lack of skilled personnel. Rapid technological advancements in the broadcasting industry also pose challenges for the NTA. Keeping up with emerging technologies requires significant investments, which may be difficult for the NTA due to financial constraints. As a result, they may struggle to provide high-quality content and compete with privately-owned broadcasters. The presence of private broadcasters in the state creates competition for the NTA, Ibadan. Private broadcasters often have access to more resources, modern technology, and diverse programming options. This can lead to a decline in viewership for the NTA and impact its revenue generation. The NTA's Ibadan similarly lacks of autonomy from government control can also contribute to inefficiency. Decisions regarding programming, staffing, and financial matters may be influenced by political considerations rather than solely focusing on delivering quality content.

Researcher: What are the effects of management problems on the operational efficiency of NTA, Ibadan?

Respondent 1: Management problems within Nigeria Television Authority often lead to decreased productivity among employees. This occur due to a lack of clear direction, ineffective communication, and poor coordination. Without effective management, employees may not have clear goals and objectives, leading to confusion and decreased efficiency in their work. Management problems also negatively impact employee morale within Nigeria Television Authority, Ibadan. If employees feel that their efforts are not recognized or valued, they may become demotivated and disengaged. This can result in decreased productivity and a higher turnover rate, which further affects operational efficiency. Poor management leads to inefficient allocation of resources within Nigeria Television Authority. This includes financial resources,

human resources, and equipment. If resources are not properly managed and allocated, it can result in wastage, duplication of efforts, and delays in operations. A lack of effective management similarly hinder innovation within Nigeria Television Authority, Ibadan. Without proper guidance and support from managers, employees may be reluctant to suggest new ideas or take risks. This can stifle creativity and prevent the organization from adapting to changing market demands. Management problems often also affect the reputation of Nigeria Television Authority. If there are frequent operational issues or mismanagement, it erodes public trust and confidence in the organization. This can have long-lasting effects on viewership, advertising revenue, and overall operational efficiency.

Researcher: What are the best measures of overcoming the managerial problems of NTA,Ibadan?

Respondent 2: One of the key measures to overcome managerial problems at Nigeria Television Authority (NTA), Ibadan is to establish a culture of effective communication. This includes ensuring clear and timely communication channels between management and employees, as well as fostering open and transparent communication within teams and departments. Providing regular training and development opportunities for managers can greatly enhance their leadership skills and enable them to effectively address managerial problems. Focusing on areas such as decision-making, conflict resolution, and strategic planning can equip managers with the necessary tools to overcome challenges at NTA, Ibadan.

Respondent 1: Implementing a robust performance management system can help identify and address managerial problems at NTA, Ibadan. This involves setting clear performance

expectations, regularly monitoring progress, providing constructive feedback, and rewarding exemplary performance. Additionally, addressing underperforming managers through appropriate interventions can help improve overall managerial effectiveness. Empowering employees by delegating authority and involving them in decision-making processes can foster a sense of ownership and accountability. This can lead to increased employee satisfaction, motivation, and productivity, ultimately helping to overcome managerial problems at NTA, Ibadan. Encouraging a culture of continuous improvement is essential for overcoming managerial problems. This involves regularly evaluating processes, identifying areas for improvement, and implementing necessary changes. Additionally, soliciting feedback from employees and stakeholders can provide valuable insights into the challenges faced by managers at NTA, Ibadan.

Respondent 1: Promoting ethical leadership practices is crucial in addressing managerial problems. Managers should lead by example, demonstrate integrity, and adhere to ethical standards. This creates a positive work environment and fosters trust among employees, enabling effective resolution of managerial issues. Encouraging collaboration and teamwork among managers and employees can enhance problem-solving capabilities and facilitate effective decision-making. By leveraging diverse perspectives and skills, NTA, Ibadan can overcome managerial problems more efficiently. Engaging stakeholders such as viewers, advertisers, and industry experts can provide valuable input in overcoming managerial problems at NTA. Seeking their opinions and involving them in decision-making processes can lead to innovative solutions and improved organizational performance. In a rapidly changing media landscape, being flexible and adaptable is key to overcoming managerial problems. NTA should encourage managers to embrace change, explore new technologies, and adapt their strategies to meet

evolving challenges. Developing a long-term vision that aligns with the organization's goals can provide managers at NTA, Ibadan with a clear direction and purpose. This vision should be effectively communicated and regularly reviewed to ensure that it guides decision-making and helps address managerial problems.

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Bio-data

A. Personal Data

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Date of Birth: February 06, 1997
Place of Birth: Akure, Ondo State.
Nationality: Nigerian
Next of Kin: Akinde Folorunso
Shop 303, Mojere Market Ilesha Garage Akure, Ondo State.

B. Educational Background

Educational Institutions Attended with Dates and Qualifications

- MSc. in Public Administration – Leadcity University, Ibadan (In View)
- BSc Political Science – Joseph Ayo Babalola University 2019
- S.S.C.E – Sacred Heart Seminary Akure, Ondo State 2015

C. Working Experience with Dates

- Oyo state House of Assembly (legislative Department)

D. Awards and Fellowship (If any) No

E. Member of Academic and professional Bodies No

F. Publication No

G. Major Conferences / Workshops Attended with Dates No

H. References

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Honourable,
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Secretariat, Ibadan, Oyo State
Tel: 07069328086

2. Mr. John Binuomote
Civil Servant,
Ondo State Teaching Commission,
Alagbaka, Akure, Ondo State
Tel: 08033678838

Signature

Date

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The University Compliance Certification

This is to certify that this project by Celestine Oluwatosin Akinde with Matric No. LCU/PG/002220 in the Department of Politics and International Relations, Faculty of Management and Social Sciences, Lead City University, Ibadan is in full compliance with the approved university.

Signature

Date

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