

Inefficacy and Inefficiency of Public Enterprise: A Study of the NTA, Ibadan

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Abstract

Public enterprises in Nigeria plays a crucial role in the country's socio-economic development. Similarly, management in all ramifications has been noted as a critical and indispensable element in all organisations. Nevertheless, public enterprises are in dilemma of some management constraints, which tend to hinder their goals and objectives. Against, the background of the above explication, this research work empirically explored into the management of public enterprises in Nigeria with a particular reference to Nigeria Television Authority, Ibadan. Adopting the qualitative research as well as content analysis for the research study, the study employed the Behavioural Theory of Leadership to elucidate Management of Public Enterprises in the Nigeria State with a bird eye view on the Nigeria Television Authority, Ibadan. The research finds that management is a cross-curtain concept that transcend in all facet of human endeavor and various intervening variables tend to impinge on the efficient management of public enterprises in Nigeria. The study recommends improve governance and accountability mechanisms within public enterprises, enhance transparency in decision-making processes, strengthen financial management practices to ensure efficient use of resources, promote professionalisation of management teams through training and capacity building, encourage innovation and adoption of new technologies to improve productivity, foster collaboration and partnerships with private sector entities for knowledge sharing and best practices, implement performance-based incentives and rewards to motivate employees, conduct regular performance evaluations to identify areas for improvement., enhance stakeholder engagement and communication strategies and establish effective monitoring and evaluation systems to track progress and measure outcomes for an efficient public enterprise in NTA, Ibadan.

Keywords: *Management, Public Enterprises, Government, Efficiency, Bureaucracy*

Introduction

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.

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 intends to fill.

Objective of the Study

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. The study specifically seeks to find out the external factors mitigating inefficacy and inefficient operations of the NTA, Ibadan.

Conceptual Review

Concept of Management

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 management (J. To, 2022). 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 collaborate.

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 work (Iyawa et al 2017). 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 process. 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 reasons:

- 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 relations (Iyawa 2019). 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 number 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 staff.
- viii. 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 problem (Meagher 2011). It is imperative that this point be driven home because,

- ix. 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 enterprises. 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 aim. 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 prerequisites. 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 enterprises. 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 management. 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 exerted. The term "public enterprise" may also refers 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 company (Morke 2016).

2.1.14.3 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

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 should not let biases from his past affect how committed he is to doing his job. 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 junkies.

(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 barracks.

(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 encouraged.

Theoretical Framework

Theories of Leadership

Leadership has been the subject of a sizable number 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.

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 criticism (Saud, 2020).

Methodology

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.

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. 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 system.

Discussion of Findings

The study findings, based on the first research question shows that lack of the required knowledge or inadequate knowledge management as well as operational efficacy. Based on the interview with NTA Ibadan Managers, most managers of public enterprises in Nigeria are far from being called professional managers (Reidy, 2020). This is due to the fact that they do not possess the basic managerial skills and knowledge of what they are overseeing or managing. Studies have suggested that the quality of management in the public sector 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 firms. Another scholar also reported that limited technical expertise also has an impact on transparency and accountability in government parastatals such as NTA (Sule, 2018). When staff lacks the skills required to handle complex projects or manage information systems, it makes it challenging to monitor and track government operations. It is a matter of putting round pegs in square holes.

Other study focusing on management quality in public sectors have also reported lack of management quality. 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 reality (Tchamyu,2019). However, public corporations often face challenges when management board is not constituted out

in accordance with sound universal criteria that are in line with fundamental bureaucratic principles and rules.

The study also found a significant level of government interference, conflicting objectives, bureaucratic corruption, lack of motivation and lack of training and development as external factors as the main cause of inefficacy and inefficient operations of the NTA, Ibadan. From the responses of the managers of NTA, Ibadan, 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. This finding is similar to what has been reported by management experts. It was reported that 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 accountability (Ansell, 2020). 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, etc.

In line with the third research question, it is clear that the effects could be poor performance and management inefficiency. Available literature has shown that 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 growth. This finding is also supported by a study which observed the widespread corruption in Nigeria's public sector and concluded that 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 enterprises (Akpan et al, 2019).

Indeed, scholars have pointed out that 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 partners (Weylandt, 2017).

Other studies have also suggested various solutions to the problem of inefficiency in public corporations. A scholar suggested that 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 effectively (Omodia, 2007).

Recommendations

- i. 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.

ii. 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. 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 utilization.

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