



<https://ijecm.co.uk/>

EVALUATING THE IMPACT OF POLITICAL INTERFERENCE AND RESOURCE MISMANAGEMENT ON THE PERFORMANCE OF PUBLIC ENTERPRISES: A STUDY OF THE COMMERCIALIZATION POLICY IN DEVELOPING COUNTRIES IN AFRICA

Azeez Abiola Azeez 

University of Electronic Science and Technology of China, China

abiolaazeez5242@gmail.com

Badmus Ganiyat Oluwatoyin

Obafemi Awolowo University, Nigeria

ganiyatbadmus214@gmail.com

Abstract

The study was critically designed to assess the policy of commercialization of public enterprises in developing countries, taking evidence from the data of the Nigerian television Authority human resources. The primary data were from a well-structured questionnaire survey for the period under study. The population for the study consists of staff of Nigeria Television Authority which sums up to 108. Using Yamani's formula to select an adequate sample size, the sample size arrived at 85 respondents. A simple random sampling technique was used. The data was analyzed qualitatively while hypotheses were tested using chi-square. On the analysis, it is shown that most of the respondents agreed that Political interference in the public sectors has led to mismanagement of the performance of the NTA and there was an impact of policy commercialization on the performance of Nigeria Television in Nigeria but has not achieved its full purposes. However, the study sorts out some recommendations for effective and efficient implementation of commercialization policy to ensure efficient utilization of resources and its impact on the productivity of the Nigeria Television Authority in developing countries in Africa.

Keywords: Policy of Commercialization, Public Enterprise, Mismanagement, Political Interference, Privatization, Nigerian Television Authority (NTA)



INTRODUCTION

The importance of establishing public enterprises or corporations was first felt in the 19th century and after that thereafter. The importance of establishing public enterprises or corporations was first felt in the 19th century and thereafter. There were a lot of changes in European society because of industrialization and urbanization. Social issues like unemployment and economic inequalities necessitated state intervention in economies. Britain is widely referred to as the father of public enterprises (Ogbe, 2017). African countries chose the public sector for economic and social development. This accounts for why many more functions like industrial production, transport, social services, communication, etc. were assigned to the state in addition to its traditional functions like security, justice, etc. Despite the several exercises of Nigeria's economic policies to promote agriculture, industrialization, and other activities, the government still depends on monoculture commodities (oil) which failed to provide good capital investment and development due to a weak technological base, poor managerial skills, etc. This enhanced the desire to establish various enterprises and massive establishment of government agencies and institutions. The 1979 constitution of Nigeria described the official operation of these enterprises and public servants they managed as well as private enterprises. After reviewing the performance of the Nigeria Railway Corporation in 1967 the commission that carried out the exercise recommended that the corporation should have an executive board whose chairman would also be the chief executive.

Due to inadequate capital and lack of financial autonomy, public enterprises in Nigeria are confronted with many problems, among which include, government interference, inadequate capital, technological limitation, and political interference in the activities of these enterprises which must mitigate it, which have mitigated their efficiency in fulfilling their objectives.

Since a monoculture economy cannot meet the demand or generate large sums of revenue to run the economy or by public enterprises, the government seeks ways to reduce dependence on one sector of the economy by adopting policies on privatization and commercialization to boost the economy.

Privatization and commercialization policies are adopted by the federal government as a remedy to problems that emanate from public enterprises. There are economic policies that grant full autonomy to public enterprises so that they can operate without government subvention, control, and interference which ultimately results in efficient provision of service and high productivity that contribute to national growth and development. Although these two concepts have identical goals and purposes, that is provision of efficient services to the public, high productivity, and profitability, yet, they are different in nature and character. In the context of Nigeria, the policy was established by the Federal Government of Nigeria (1988) through

Decree No. 25 set up the Technical Committee on Privatization and Commercialization (TCPC). The TCPC was responsible for privatizing and commercializing some selected government enterprises. The main reason was to promote greater efficiency and productivity in public enterprises. It is pertinent to know whether the essence of the policy of privatization and commercialization of the selected public sector organizations has achieved the purpose of the policy. Public enterprises in Nigeria were established by the Federal Government in the late 1960s and early 1970s when the public sector was seen as a major contributor to economic growth and socio-political stability. The public enterprises of Nigeria were set up by the government to perform definite social and economic functions for the public.

The functions that informed the establishment of these public enterprises are to control the resources and raise funds to provide for the provision of certain infrastructural facilities, particularly in services requiring heavy financial investment e.g. Railway, Electricity, Telecommunication, etc. In addition to performing the function of generating. In addition, it generates revenue that will add to financing development programs and projects as a veritable instrument for the creation of jobs. Therefore, since those functions are not performed, a creditable, or efficient privatization and commercialization policy was introduced by the Federal Government of Nigeria, in 1988 through decree no.25. Therefore, since those functions are not performed, a creditable, or efficient privatization and commercialization policy was introduced by the Federal Government of Nigeria, in 1988 through decree no.25. Although public sectors in developing economies including Nigeria have played a key role in delivery of public services, there has been political influence in their works, having effect on human resource performance (Rogger, 2014) and also the study of (Rogger & Rogger, 2018). In addition, previous works have been devoted to the impact of policy of commercialization on the public sector (Tsunabavyon & Ogbale, 2014). However, limited empirical works have focused on political interference and human resources in public enterprises (Dzansi et al., 2016). To bridge this research gap, this current study seeks to assess the impact of commercialization on the public sector, holding on to variables like political interference and mismanagement of resources as influencing factors. Specifically, the study tends to analyze the political interference and mismanagement of resources, and its effect on poor performance of public enterprises in Nigeria. The study in addition has the following contributions. First, this present study adds to the existing knowledge on political interference and public enterprise performance, since relatively few empirical works have been carried out in the context of developing countries like Nigeria. Again, the study augments the commercialization policy, which supports the importance of resource management in public institutions.

This paper is arranged as follows; chapter two presents the theoretical background, literature review and hypotheses development. Chapter three follows with the methodology while results analysis is presented in Chapter four. Finally, the papers conclude with theoretical, and practical implications and future research work.

THEORETICAL BACKGROUND

The Neoclassical Theory

The neoclassical theory is a more developed form of classical theory that incorporates behavioral sciences into management. The organization, according to this view, is a social structure whose performance is influenced by human actions. The classical paradigm placed a strong emphasis on physiological and mechanical variables, considering these to be the most important aspects in determining an organization's efficiency. However, when the organization's efficiency was examined, it was discovered that, despite the favorable aspects of these factors, no positive response in work behavior was elicited. As a result, the researchers attempted to pinpoint the causes of human behavior at work. As a result, a neoclassical theory emerged, focusing primarily on the human people in the organization. In companies, this approach is sometimes referred to as the "behavioral theory of organization" or "human relations." The Neoclassical organizational theory states that an organization is a blend of formal and informal forms of organization, which the classical organizational theory does not acknowledge. The informal organizational structure, which is established because of social interactions among employees, influences and is influenced by the formal organizational structure. Conflicts between organizational and individual interests are common, necessitating the need to integrate them.

According to the Neoclassical view, a human is motivated by a variety of factors and desires to meet specific requirements. Communication is a critical metric for determining the efficiency with which information is delivered from and to various levels of the company. Teamwork is a must for the organization's smooth operation, and it can only be achieved through a behavioral approach, i.e. how people interact and respond to one another. This theory justifies the fundamental reason why the commercialization of public enterprise is a key driver to efficiency and productivity, therefore avoiding mismanagement and political interference. This theory highlights the notion that human behavior and social dynamics within an organization have a considerable impact on its success in addition to technical and economic considerations (Gibbons *et al.*, 2012). Within the framework of public enterprises, especially in developing nations, the Neoclassical Theory provides insightful information about how political meddling and poor resource management can impact organizational effectiveness. This theory highlights

the notion that human behavior and social dynamics within an organization have a considerable impact on its success in addition to technical and economic considerations (Gibbons et al., 2012). Within the framework of public enterprises, especially in developing nations, the Neoclassical Theory provides insightful information about how political meddling and poor resource management can affect organizational effectiveness. According to this idea, companies are intricate social systems where informal and formal structures—like employee relationships organizational culture, and management policies—interact to determine overall performance (Akerlof & Kranton, 2010).

By employing neoclassical theory to public human resource management research, the present study proffers in-depth analysis to efficiency resource management in public sector domain, which remained unexplored. Moreover, the current study adds to the neoclassical theory, which buttress efficient resource management, by removing government inference and mismanagement.

CORE CONCEPT AND LITERATURE REVIEW

Public enterprise is also defined by Henson (2019) as a means of state ownership and operation of industrial, agricultural, financial, and commercial undertakings. According to the World Bank, "Public enterprises are defined as any legal entity that a government creates to undertake commercial activities on its behalf, with or without exclusive ownership rights" (Falcone, 2011). Even though the government invested a lot in public enterprises, their performance has not improved much because of their privatization and commercialization in Nigeria. Commercialization aims to increase efficiency, profitability, and sustainability by bringing market-oriented practices—like revenue generation, cost-effective production, and competition—to public enterprises and turning them into commercially viable businesses. To decrease government intrusion and increase autonomy and accountability, this process entails moving the emphasis from bureaucratic control to business-oriented management, frequently through privatization, partial divestiture, or corporatization.

Impact of Political Interference and Resource Mismanagement

In public firms, political meddling frequently upsets the delicate equilibrium between formal and informal organizational systems. Neoclassical Theory states that this kind of interference can damage the organization's social fabric, resulting in inefficiency and a drop in output. For example, when political factors take precedence over merit-based decision-making, it can lead to a culture of complacency, lower productivity, and demoralize staff members. This is in line with the theory's claim that an important factor in determining an organization's success

is human behavior (Bénabou & Tirole, 2016). Another major problem in public companies, resource mismanagement, is also understandable via the Neoclassical Theory perspective. Profitability and service delivery are two examples of formal organizational goals that are jeopardized when resources are misallocated because of corruption or incompetence. This misalignment between organizational objectives and the actual behavior of individuals within the organization leads to suboptimal performance. The theory suggests that such inefficiencies arise when there is a disconnect between the formal organizational structure and the informal norms and behaviors of employees (North, Wallis, & Weingast, 2009).

Relevance of Commercialization Policy

The implementation of commercialization policies in state-owned businesses is consistent with the Neoclassical movement's focus on effectiveness and performance driven by the market. Commercialization aims to align public firms more closely with market principles, hence limiting the potential for political influence and resource mismanagement. It often entails diminishing government authority and boosting private sector engagement. Commercialization promotes more effective resource allocation and better alignment of employee incentives with organizational goals by reorienting the focus to market mechanisms (*Economics*, 2015). Neoclassical Theory bolsters the notion that public enterprises are more likely to function well under market discipline because supply and demand factors impose behavioral restrictions that reduce the likelihood of corruption and inefficiency. The theory also highlights the importance of clear communication and strong leadership in driving organizational change, both of which are crucial in successfully implementing commercialization policies (Mullainathan, 2013).

The Neoclassical Theory provides a robust framework for analyzing the impact of political interference, resource mismanagement, and commercialization policies on the performance of public enterprises. By recognizing the complex interplay between formal structures, informal social dynamics, and market forces, this theory offers a comprehensive understanding of how these factors influence organizational behavior and outcomes in public enterprises.

This theoretical framework is particularly relevant for the study of public enterprises in developing countries, where political influence and resource mismanagement are often significant challenges. The Neoclassical perspective not only helps in diagnosing these issues but also provides a rationale for reforms, such as commercialization, that aim to improve organizational performance by leveraging market principles and reducing political interference.

Justifications for Public Enterprise

According to (Casimir et al., 2014), the following are the justification for public enterprise: The scarcity, or in certain cases, lack, of an indigenous private sector capable of providing certain infrastructure services, particularly those requiring significant financial investment, such as railways, power, ports and harbors, and airways. Direct government regulation may be required in such circumstances to ensure that prices do not exceed the cost of providing the service. The scarcity, or in certain cases, lack, of an indigenous private sector capable of providing certain infrastructure services, particularly those requiring significant financial investment, such as railways, power, ports and harbors, and airways. Direct government regulation may be required in such circumstances to ensure that prices do not exceed the cost of providing the service.

Origin and Development of Public Enterprise in Nigeria

The public sector emerged in Nigeria because of the need to harness rationally scarce resources to produce goods and services for economic improvement, as well as for the promotion of the welfare of the citizens. The involvement of the public sector in Nigeria became significant during the period after independence. The railways were probably the first major examples of public sector enterprises in Nigeria. At first, conceived mainly in terms of colonial strategic and administrative needs, they quickly acquired the dimension of a welcomed economic utility for transporting the goods of international commerce, like cocoa, groundnut, and palm kernels. Given the structural nature of the colonial private ownership and control of the railways in the metropolitan countries, it's unlikely that the Nigerian Railways Corporation could have begun as anything other than a public-sector undertaking for such mass transit (*Nigeria : Privatised Companies Are Collapsing - Our Story* , by BPE, 2024). Given the structural nature of the colonial private ownership and control of the railways in the metropolitan countries, it's unlikely that the Nigerian Railways Corporation could have begun as anything other than a public-sector undertaking for such mass transit (Abubakar, 2011).

The colonial administration provided the essential economic and social infrastructure that private enterprises could not offer. Railways, roads, bridges, electricity, ports and harbors, waterworks, and telecommunications were among the facilities. Social services such as education and health care were still largely in the hands of Christian Missions. However, during this early period, the government supported some of the economy's directly productive sectors, including the stone quarry at Aro, the colliery at Udi, and the sawmill and furniture plant at Ijora. Those were the early stages of the project (Hou, 2011). Following the civil war in the 1970s, the entry of the crude oil industry into the Nigerian economy, together with the subsequent boom,

increased governmental participation in the production and management of the Nigerian economy. One of the government's main goals at the time was to turn as much of the expanding oil wealth as possible into social, physical, and economic infrastructure improvements. The Nigerian Enterprises Promotion Decree of 1972, which went into force on April 1, 1974, and was later, amended in 1976, laid the groundwork for the government's considerable involvement in firm ownership and administration. Given these developments, by 1985, the number of public enterprises operating at the federal level had surpassed 100, with operations spanning agriculture, energy, mining, banking, insurance, manufacturing, transportation, commerce, and other service activities (Turap *et al.*, n.d.).

Soon, Nigerian Public Enterprise expanded to include everything from agricultural organizations to manufacturing, municipal transportation to mining, housing to multipurpose power, and trading to banking and insurance. Soon, Nigerian Public Enterprise expanded to include everything from agricultural organizations to manufacturing, municipal transportation to mining, housing to multipurpose power, and trading to banking and insurance. The spectrum of activities that had drawn public sector investment at the state and local government levels had likewise grown substantial. The spectrum of activities that had drawn public sector investment at the state and local government levels had likewise grown fairly substantial.

As a result, in various regions of Nigeria, a range of firms – with public interest in terms of majority equity participation or fully owned by states and local governments, as well as other governmental bodies – became prominent. As a result, in various regions of Nigeria, a range of firms – with public interest in terms of majority equity participation or fully- owned by states and local governments, as well as other governmental bodies – became prominent. The Federal Government of Nigeria is projected to have invested more than \$100 billion in Public Enterprise between 1975 and 1995.

Empirical Review on Privatization and Commercialization of Public Enterprise

Nigeria's experience with reforms is examined in Chiedozi *et al.* (2020), with particular attention paid to the goals and theoretical framework of the program, the growth and performance of state companies, and associated issues. Fears of injustice, foreign interference, exploitation by capitalist nations, and employment insecurity brought on by privatization in Africa are all evident in the literature. Nonetheless, it has been demonstrated that commercialization and privatization boost output efficiency, support the role of the private sector, and may even improve employment and capacity utilization. To increase productivity and development in both the public and private sectors, these reforms seek to promote a new division of labor between them (Eyisi & Iwendi, 2020).

The study of Parker et al (2021), highlighted that researchers have easily determined that governments' New Public Management fosters an environment that is favorable to commercialization (Parker et al., 2023). In furtherance, he emphasized on the new Australian policy that Universities have always operated in this atmosphere, which has led to their transformation into corporatized organizations with primarily commercial identities and roles. Private telephone companies were given the chance to enter the market once the telecommunications sector was deregulated in 1999. The nation's overall phone line count rose from 450,000 in 2007 to 38 million in 2010, and then to 85 million in 2011. The government's issuance of licenses to mobile operators was the cause of this significant surge (Ijewere & Gbandi, 2012). It is significant to note that the commercialization of the enterprise's activities marked the beginning of the deregulation process of NITEL in 1980, primarily to foster effectiveness and efficiency in the industry.

However, since civil rule was reinstated in 1999, several noteworthy reforms have been implemented to address the issues plaguing the public sector and governance generally. Federal civil service changes, the Financial Control and Management Act review, the privatization and commercialization of public institutions, the National Economic Empowerment and Development Strategy (NEEDS), and governance and anticorruption reforms were prominent among these reforms. Nigeria has greatly improved due to all these reforms, especially at the federal level (Adegbami & Adesanmi, 2020). Commercialization is an additional means of increasing the provision of service infrastructure. It refers to local governments charging for services they provide to raise extra money (Adegbami & Adesanmi, 2020). Commercialization is an additional means of increasing the provision of service infrastructure.

The commercialization and performance of Nigerian state firms were studied by EGBUCHULAM (2024), with a particular emphasis on the Enugu Electricity Distribution Company (EEDC) located in Owerri, Imo State. It used a survey research design and questionnaires for primary data collection to evaluate the effect of deregulation on the performance of the power sector. Simple percentages, bar charts, and Pearson correlation coefficients were used to analyze the data. The results showed that low funding, major political meddling, host towns' uncooperative attitudes, and corruption are to blame for the EEDC's subpar performance (State, 2024).

Ozioko and Onah's study delves into the notions of privatization and commercialization of public enterprises in Nigeria. These initiatives are designed to increase efficiency and lessen government burdens by shifting assets to private management and turning public firms into profit-making businesses. Nigeria has been enacting similar rules since the late 1980s in

several important industries, including banking, telecommunications, electricity, petroleum, manufacturing, and hospitality. The study looked at the main components and legal framework of these policies and concluded that although the objectives were appealing, the execution did not live up to the expectations. The financial security of the populace and the nation's economic autonomy are jeopardized by the current administration. The research suggests examining the policies surrounding privatization and commercialization to improve overall economic development, productivity, affordability of services, efficiency, and job creation. The research suggests examining the policies surrounding privatization and commercialization to improve overall economic development, productivity, affordability of services, efficiency, and job creation.

The study by Henry and Sunday (2020) looks at how public companies are privatized and commercialized in Nigeria, with an emphasis on the effects on the working class and people as well as the sustainability of democracy. Good governance has been a central idea in international development since the early 1990s when it was seen to be necessary for developing nations like Nigeria to experience sustained growth and development. The goals and efficacy of these policies are demonstrated using the case study of PHCN/BEDC in Edo State. With basic percentage analysis on both primary and secondary data, the study verified that there was a substantial association between the independent and dependent variables. The results highlight that commercialization and privatization necessitate teamwork in management and have greatly aided in the expansion and advancement of public firms in Nigeria (Eyisi & Iwendi, 2020).

Oladosu *et al.*'s (2023) study examined the effects of partial commercialization on state-owned firms' financial performance in Nigeria, with a particular focus on NTA stations between 2001 and 2021. Secondary data from NTA's financial accounts were examined in the study using both descriptive and expo-factor research techniques. The results showed that NTA's spending patterns were positively impacted by partial commercialization. Furthermore, NTA's interest earnings were negatively impacted by federal account allocations, but positively by aid and grants. However, there was no discernible correlation between NTA's non-tax revenue and federal allocations, aid, or grants, suggesting that partial commercialization had no appreciable effect on non-tax revenue (Njonge, 2023).

Unuigbokhai *et al.*'s study in 2023 explores the historical and modern backgrounds of commercialization and privatization, following their inception in China's Han Dynasty to their later applications in Britain and Germany. (Leong *et al.*, 2024) study explores the historical and modern backgrounds of commercialization and privatization, following their inception in China's Han Dynasty to their later applications in Britain and Germany. Leaders like Margaret Thatcher

and Ronald Reagan, as well as organizations like the World Bank and IMF, who supported extensive privatization through structural adjustment programs, helped these ideas acquire traction in the 1980s. Under pressure from the IMF, Nigeria launched its structural adjustment program in 1986 and required the privatization of state-owned firms to receive foreign loans. The study draws attention to the problems with corruption and poor management in state-owned businesses, which led to the shift toward commercialization and privatization to boost productivity and the economy. The paper discusses the benefits and drawbacks of commercialization and privatization in Nigeria through a thorough theoretical analysis, highlighting the necessity of institutional reforms. The conclusions emphasize that although privatization has advantages, its implementation must be aggressive, truthful, and open. The government must eradicate nepotism, corruption, and the misappropriation of public monies in order to foster an atmosphere that is favorable to private economic activity (Journal et al., 2023).

RESEARCH METHODOLOGY

Research Design

A research design specifies a framework on which the project is based. The study was carried out using the NTA office as a case study. This approach has enabled the researcher to recognize and isolate specific variables contained within the study framework, seek correlation, relationships, and causality, and attempt to control the environment in which data is collected to avoid the risk of variables, other than the one being studied, accounting for the relationships identified, and allow for broader study involving a greater number of subject and enhancing the generalization of the result.

Population of the Study

The total workforce is one hundred and eight (108) which constitute of permanent, casual and contract-based staff, obtained from the human resource management office of the NTA, , office. From the population size, 30 employees were top management staff, 35 staff were middle management, 20 were senior staff while the remaining 23 were junior staffs.

Sample Size and Sampling Techniques

Sampling is used to enable all categories of staff to have equal responsibility of being represented. The sample size is selected as part of the population using simple random sampling technique to avoid bias. The method the research adopted gives every respondent an equal choice of being selected.

The selected member of the class or group (population) to be questioned constitutes the sample. The sample size of this research covers the Nigeria television authority employee, Nigeria. In sampling therefore, NTA was chosen, meaning to say; NTA is the project assigned area and the chosen sampling. The sampling size purposely used for this study is determined by Yamani's formula which is as follows:

$$\text{Sample size } (n) = \frac{N}{1+N(e)^2}$$

Where:

N = the number of populations in which the sample is to be drawn

n = sample size desired to be covered

e = error estimated/significance level, given 0.05

i = constant

Therefore, to compute a sample size, "n" which shall be a representative of all confidence limit or 0.05 significance level by using Yamani's formula

$$N = \frac{108}{1+108(0.05)^2}$$

$$N = \frac{108}{1+108(0.0025)}$$

$$N = \frac{108}{1+ 0.27}$$

$$N = \frac{108}{1.27}$$

$$N = 85$$

Sources of Data Collection

Primary Sources

The primary sources of data used for this study are those collected from the respondents through designed questionnaires, in this study, close-ended questionnaires were adopted to obtain information from the respondents. The questionnaire is based on five Likert scales, from strongly disagree, to disagree, neutral, agree, and strongly agree.

Secondary Sources

The secondary data for this study was collected from already written books, both published and unpublished relevant to this study. These already-written works include top published articles, journals, magazines, newspapers, government documents, and other published documents which will supplement the primary data.

Instrument of Data Collection

The research instrument used in this study is the questionnaire. The questionnaire was divided into two sections, the first section enquired about the responses' demographic or personal data while the second sections were in line with the study objectives, aimed at providing answers to the research questions. Thus the data obtained for the study was mainly using questionnaires, which were designed to access the policy of commercialization of public enterprise, with reference to the telecommunication sector (Nigeria Television Authority.). A Likert scale was used throughout the questionnaire which consists of a total of eighteen questions (apart from section A).

Validity and Reliability of the Instrument

The questionnaire was subjected to content validation by the researcher's supervisor and human resource management of the Nigeria Television Authority. Having done the above every contribution and corrections made by the supervisor were considered before making the final draft of the questionnaire. Reliability The reliability test implies the extent to which the instrument will yield the same result during a repeat measurement under similar conditions. To establish the reliability of the research instruments, a pre-test through piloting was done at school before taking to the field.

Method of Data Analysis

As survey research, the data analysis will be in frequency count using Statistical Package for Social Sciences (SPSS) to interpret the data, simple frequency and percentages will be used since there are research questions of different responses and ideas. This will help in the analysis, which will provide answers to the research questions.

Method of Testing Hypothesis

Chi-square analysis will be used to analyze the hypothesis to achieve a more reliable result. A Chi-square analysis will be adopted to know the impact of the policy of commercialization on the performance of Nigeria Television Authority Sokoto.

ANALYSIS AND FINDINGS

Data Presentation

Data received from respondents was analyzed with the help of statistical software SPSS version 20. A total of eighty-five (85) questionnaires were distributed to the Nigeria Television

Authority, out of which seventy-five only 75 were completed and returned, therefore the analysis of data will be based on (75) respondents.

Table 1 Descriptive features of Respondent

Demographic Category	Variable	Frequency	Percent
Gender	Male	41	54.7%
	Female	34	45.3%
Total		75	100.0%
Marital Status	Single	20	26.7%
	Married	44	58.7%
	Widow/Widower	11	14.7%
Total		75	100.0%
Age Group	21-30	16	21.3%
	31-40	38	50.7%
	41 & above	21	28.0%
Total		75	100.0%
Educational Qualification	O'level	4	5.3%
	NCE/ND	29	38.7%
	HND/BA/BSC	42	56.0%
Total		75	100.0%
Length of Service	0-4 years	1	1.3%
	5-10 years	40	53.3%
	11 years & above	34	45.3%
Total		75	100.0%

This empirical analysis of table 1, which focuses on Nigeria's policy of commercializing public enterprises—specifically, the Nigeria Television Authority (NTA) in Sokoto—presents the demographic characteristics of 75 respondents from a field survey conducted in 2023. Five primary demographic factors are included in the analysis: gender, age group, marital status, level of education, and duration of employment with the company. The gender distribution of the sample indicates that, at 54.7% of the total, men make up most respondents, while women make up 45.3%. In terms of marital status, married respondents make up 58.7% of the total, followed by single respondents (26.7%) and widows or widowers (14.7%). With 50.7% of respondents, the age group of 31 to 40 years old is the most represented in terms of age group. Next in line are 41 years of age or older (28%), and people who are between the ages of 21 and 30 (21.3%). According to the respondents' educational backgrounds, the greatest degree

obtained by 56% of them was an HND, BA, or BSC. Holders of NCE/ND Certificates make up 38.7% of the population and O'level holders make up 5.3%. According to the data on duration of service, a noteworthy percentage of participants (53.3%) had worked for five to ten years. 45.3% of the population has served for 11 years or more, and 1.3% have served for 0–4 years.

In conclusion, the demographic information shows a diversified workforce, which may have an impact on the dynamics and effectiveness of the Nigeria Television Authority. The even proportion of genders points to the possibility of inclusive work practices. The large proportion of married respondents points to a steady and mature labor force, while the age group that makes up the majority—31–40 years old—suggests a combination of youthful vigor and mature experience. A highly educated workforce is reflected in the high level of educational qualifications, which probably translates to high competency and professionalism.

The high percentage of workers with five to ten years of experience points to stability and possible institutional knowledge within the company, but the low number of recent hires may point to difficulties in finding fresh talent. The high percentage of workers with five to ten years of experience points to stability and possible institutional knowledge within the company, but the low number of recent hires may point to difficulties in finding fresh talent. In the framework of the commercialization policy, these insights can guide organizational development programs, HR regulations, and strategic planning to increase output and worker happiness.

Descriptive Statistics of Relevant Variables to the Hypotheses

Table 2 Whether interference of government brings about mismanagement of NTA

Variables	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	8	10.7	10.7	10.7
Disagree	21	28.0	28.0	38.7
Agree	23	30.7	30.7	69.3
Strongly Agree	23	30.7	30.7	100.0
Total	75	100.0	100.0	

Table 2 reveals the number of respondents on whether Interference of government brings about mismanagement of NTA. 8 respondents representing (10.1%) strongly disagreed, 21 respondents representing (28.0%) disagreed, 23 respondents representing (30.7%) agreed, 23 respondents representing (30.7%) strongly agreed. This implies that the respondents agreed and strongly agreed that meaning the interference of the government brings about the mismanagement of NTA.

Table 3 Whether interference of government opens a way of corruption in NTA

	Variables	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	9.3	9.3	9.3
	Disagree	16	21.3	21.3	30.7
	Undecided	15	20.0	20.0	50.7
	Agree	15	20.0	20.0	70.7
	Strongly Agree	22	29.3	29.3	100.0
	Total	75	100.0	100.0	

Table 3 reveals the result of whether interference of government opens a way of corruption in NTA. Of the respondents 9.3% were strongly disagree, 30.7% Disagreed, 20% undecided, 20% agreed and 29.3% were strongly agreed. From the result it could be seen that majority of the respondents (29.3%) strongly agreed that interference of government open a way of corruption into NTA.

Table 4 Whether commercialization has improved the achievement of NTA in maximizing profit

	Variables	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	9.3	9.3	9.3
	Disagree	8	10.7	10.7	20.0
	Undecided	8	10.7	10.7	30.7
	Agree	37	49.3	49.3	80.0
	Strongly Agree	15	20.0	20.0	100.0
	Total	75	100.0	100.0	

Table 4 reveals the result of whether commercialization and privatization improved the achievement of NTA in maximizing profit. Of the respondents 29.3% were strongly disagreed, 21.3% Disagreed, 20.0% undecided, 9.3% agreed and 20.0% were strongly agreed. From the result it could be seen that majority of the respondents (29.3%) strongly disagreed that recruitment and selection into NTA is based on technical quality and monetary due to government interference.

Test of Hypotheses

The Chi-Square (χ^2) formula used is:

$$\chi^2 = \sum (O_i - E_i)^2 / E_i$$

where:

O_i = observed value (actual value), E_i = expected value.

Test of hypothesis one: *Political interference and mismanagement of resources have affected the performance of public enterprises.*

Table 5 Political interference and mismanagement of resources has affected the performance of public enterprises

	Observed N	Expected N	Residual
Disagree	7	18.8	-11.8
Undecided	15	18.8	-3.8
Agree	16	18.8	-2.8
Strongly Agree	37	18.8	18.2
Total	75		
Test Statistics			
Chi-Square		26.280 ^a	
Df		3	
Asymp. Sig.		.001	
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 18.8.			

Decision rule

The researcher, therefore, rejects the null hypothesis political interference and mismanagement of resources have not affected the performance of Nigeria's television authority based on the P- value is 0.001, which is less than 0.05, therefore the alternate hypothesis is accepted that Political interference and mismanagement of resources has affected the performance of public enterprises

Test of hypothesis two: *Policy of commercialization policy has enhanced the efficiency of Nigeria's television authority.*

Table 6 The policy of commercialization has enhanced the efficiency of Nigeria television authority

	Observed N	Expected N	Residual
Strongly Disagree	8	18.8	-10.8
Disagree	23	18.8	4.2
Agree	22	18.8	3.2
Strongly Agree	22	18.8	3.2
Total	75		

Test Statistics	
Chi-Square	8.253 ^a
Df	3
Asymp. Sig.	.041

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 18.8.

Table 6...

Decision rule

The researcher therefore rejects the null hypothesis the policy of commercialization has not enhanced the efficiency of Nigeria television authority Sokoto as the P- value is 0.041, which is less than 0.05, the alternate hypothesis is accepted that the policy of commercialization has enhanced the efficiency of Nigeria television authority.

Summary of Major Findings

The above results align with findings from several journal articles that have investigated the relationship between mismanagement and organizational performance. For example, a study published in the "Journal of Business Ethics" found that poor leadership practices, including mismanagement, can negatively impact organizational performance by reducing employee morale and motivation. Another study by Fornell (2007) found that mismanagement can lead to decreased financial performance and decreased customer satisfaction (Luo & Homburg, 2007). These findings suggest that mismanagement has a significant effect on the performance of NTA, as indicated by the p-value of 0.001, which is less than the hypothesized significant value of 0.05. The results the hypothesis 1 testing align with findings from several journal articles that have investigated the relationship between mismanagement and organizational performance. For example, a study published in the "Journal of Business Ethics" found that poor leadership practices, including mismanagement, can negatively impact organizational performance by reducing employee morale and motivation. Another study by Fornell (2007) found that mismanagement can lead to decreased financial performance and decreased customer satisfaction (Luo & Homburg, 2007). These findings suggest that mismanagement has a significant effect on the performance of NTA, as indicated by the p-value of 0.001, which is less than the hypothesized significant value of 0.05.

It is important to note that these results should be interpreted with caution. While mismanagement has been found to have a significant effect on the performance of NTA, other factors may also be at play and should be considered in future research. Additionally, the results do not necessarily indicate causality, and further research is needed to fully understand the

underlying mechanisms of the relationship between mismanagement and organizational performance.

The results of the study indicate that the policy of commercialization has a significant impact on the performance of the National Television Authority (NTA). The probability value of 0.041 supports the rejection of the null hypothesis and acceptance of the alternative hypothesis that the policy of commercialization affects NTA performance (Table 6). This finding is in line with previous research in the field that has also found a positive relationship between commercialization policies and performance in the tourism industry. For example, a study published in the *Journal of Hospitality and Tourism Research* found that commercialization policies have a positive impact on the competitiveness of the tourism industry in emerging economies (Zadeh Bazargani & Kiliç, 2021).

Furthermore, a study published in *Tourism Management* showed that the commercialization of state-owned tourism enterprises can lead to increased efficiency and effectiveness, thereby positively impacting the overall performance of the tourism industry. In conclusion, the results of this study, as well as related findings from journal articles, suggest commercialization policies can have a significant impact on the performance of the NTA, including the tourism (Zadeh Bazargani & Kiliç, 2021). These findings provide important information for policymakers and industry stakeholders to consider when implementing such policies.

CONCLUSIONS

For the study, reliable theoretical postulations and empirical studies were critically reviewed and discussed. Considering the trend of argument in the literature, the researcher collected relevant data from the population drawn from the staff of Nigeria Television Authority, with a sample size of 85 respondents. However, due to some limitations and excuses given by some of the respondents, out of 85 questionnaires administered to them only 75 were retrieved, therefore, the analysis was based on the 75 Questionnaire returned.

The hypotheses tested in this study show that there is a strong and positive significant relationship between Nigeria Television Authority's performance and mismanagement of resources and political interference of the government and that there is also a significant relationship between the policy of commercialization to enhance the performance of NTA, which were found using interested variables in the questionnaire. The study reveals that these factors or interested variables positively, strongly, and significantly affect the performance of Nigeria television authority.

From the findings of this study, the researchers were able to draw the following conclusions:

- i. Political interference in the public sector has led to mismanagement of the performance of the NTA.
- ii. There was an impact of policy commercialization on the performance of Nigeria Television Authority.
- iii. The results of this survey provide valuable insights into the public's perception of the NTA's services and management practices, giving rooms for efficient management of resources. While most respondents believe that the NTA provides adequate services and has improved its services due to commercialization, there is still room for improvement in areas such as management and employee performance management.
- iv. There was a mixed response, with some respondents agreeing that commercialization improved certain aspects of NTA, while others disagreed. This particular result is essential in highlighting the need for adequate utilization of the commercialization policy to avoid political interference and mismanagement of resources.

RECOMMENDATIONS

- i. The government's role in NTA must be carefully managed to ensure that the organization operates effectively and serves the needs of the public. To achieve this, the government needs to adopt a hands-off approach and allow NTA to function independently, free from political influence. Additionally, the government should ensure that the appointment of personnel to high-level positions within NTA is based on merit, rather than political considerations.
- ii. The government needs to ensure the effective implementation of the policy of policy commercialization, this will enhance the performance of Nigeria Television Authority.
- iii. These findings suggest that there is a need for further investigation into the recruitment processes and practices within NTA, as well as the potential impacts of government interference on the agency. It is important to address these concerns to ensure the effective and efficient functioning of NTA and to maintain public trust in the agency.
- iv. The results of the survey suggest a mixed response to the impact of commercialization policy on NTA. While some respondents agreed that commercialization improved certain aspects of NTA, such as output and management efficiency, others disagreed that it led to political interference in the decision-making process and reduced the quality of services provided by the organization. Further research is needed to fully understand the impact of

commercialization and privatization on NTA and to develop effective strategies for maximizing their benefits and minimizing their drawbacks.

REFERENCES

- Adegbami, A., & Adesanmi, F. O. (2020). Journal of Public Administration, Finance and Law Issue 18/2020. *Journal of Public Administration, Finance and Law*, 52(2), 1–203.
- Bénabou, R., & Tirole, J. (2016). Mindful economics: The production, consumption, and value of beliefs. *Journal of Economic Perspectives*, 30(3), 141–164. <https://doi.org/10.1257/jep.30.3.141>
- Casimir, K. C. A., Izueke, E. M., & Nzekwe, I. F. (2014). Public Sector and Corruption in Nigeria: An Ethical and Institutional Framework of Analysis. *Open Journal of Philosophy*, 04(03), 216–224. <https://doi.org/10.4236/ojpp.2014.43029>
- Dzansi, L. W., Chipunza, C., & Monnapula-Mapesela, M. (2016). Municipal Employees' Perceptions Of Political Interference In Human Resource Management Practices: Evidence From The Free State Province In South Africa. *International Business & Economics Research Journal (IBER)*, 15(1), 15. <https://doi.org/10.19030/iber.v15i1.9572>
- Economics*. (2015).
- Eyisi, E. C., & Iwendi, O. F. (2020). Port Harcourt Journal Of History & Diplomatic Studies |. *Port Harcourt Journal Of History & Diplomatic Studies*, 7(1), 357–378.
- Falcone, P. (2011). Small and Medium Enterprises Clusters. *Small Business Clustering Technologies*. <https://doi.org/10.4018/9781599041261.ch003>
- Gibbons, R., Matouschek, N., & Roberts, J. (2012). Decisions in organizations. *The Handbook of Organizational Economics*, 373–431.
- Hou, J. W. (2011). Economic reform of China: Cause and effects. *Social Science Journal*, 48(3), 419–434. <https://doi.org/10.1016/j.soscij.2011.06.009>
- Leong, A. M. W., Yeh, S. S., Zhou, Y., Hung, C. W., & Huan, T. C. (2024). Exploring the influence of historical storytelling on cultural heritage tourists' value co-creation using tour guide interaction and authentic place as mediators. *Tourism Management Perspectives*, 50(August 2023), 101198. <https://doi.org/10.1016/j.tmp.2023.101198>
- Luo, X., & Homburg, C. (2007). Neglected outcomes of customer satisfaction. *Journal of Marketing*, 71(2), 133–149. <https://doi.org/10.1509/jmkg.71.2.133>
- Mullainathan, S. (2013). Scarcity: Why Having Too Little Means So Much | Sendhil Mullainathan. *Harvard University*, 4–9. <https://scholar.harvard.edu/sendhil/scarcity>
- Njonge, T. (2023). *Influence of Psychological Well-Being and School Factors on Delinquency , During the Covid-19 Period Among Secondary School Students in Selected Schools in Nakuru County : Kenya. VII(2454)*, 1175–1189. <https://doi.org/10.47772/IJRISS>
- Ogbe, A. A. (2017). *Public Enterprises As Catalyst for Economic Growth and Development in Kampala-Uganda. July*.
- Parker, L., Martin-Sardesai, A., & Guthrie, J. (2023). The commercialized Australian public university: An accountingized transition. *Financial Accountability and Management*, 39(1), 125–150. <https://doi.org/10.1111/faam.12310>
- Rogger, D., & Rogger, D. (2018). The Consequences of Political Interference in Bureaucratic Decision Making: Evidence from Nigeria. *The Consequences of Political Interference in Bureaucratic Decision Making: Evidence from Nigeria, August*. <https://doi.org/10.1596/1813-9450-8554>
- State, B. (2024). *Science and Career Development*. 35–59.
- Tsunabavyon, A. P., & Ogbale, F. E. (2014). Performance of Public Enterprises in Nigeria and the Privatization Option. *International Journal of Public Administration and Management Research*, 2(2), 148–155.
- Turap, T., Merupakan, T. B., Lebih, T. B., & Turap, T. D. (n.d.). *No 主観的健康感を中心とした在宅高齢者における健康関連指標に関する共分散構造分析Title*. 1–17.
- Zadeh Bazargani, R. H., & Kiliç, H. (2021). Tourism competitiveness and tourism sector performance: Empirical insights from new data. *Journal of Hospitality and Tourism Management*, 46(October 2020), 73–82. <https://doi.org/10.1016/j.jhtm.2020.11.011>

APPENDIX I**USMANU DANFODIYO UNIVERSITY, SOKOTO****SURVEY STUDY QUESTIONNAIRE**

Dear respondents,

I am a researcher researching the topic “An **assessment of the policy of commercialization of public enterprises in Nigeria: (A study of Nigeria Television Authority)**”

Please kindly assist by providing honest answers to the attached questionnaire by way of ticking and filling the spaces where necessary. I wish to assure you that all information provided will be used exclusively for academic purposes and will be treated with high degree of confidentiality.

SECTION “A” PERSONAL INFORMATION

1. Gender

Male () Female ()

2. Marital status

Single () Married () Widow/Widower ()

3. Age group

21-30 () 31-40 () 41 & above ()

4. Educational qualification

O’Level () NCE/ND Certificate () HND/BA/BSc ()

OTHERS SPECIFY _____

5. Length of service in the organization

0-4 years () 5-10 years () 11 years above ()

SECTION “B”

Please kindly tick the number that indicates the degree to which you agree or disagree. Endeavor to choose the option that best suit you and be rest assured that your responses will only be used for academic purposes. The options are indicated below:

SD = Strongly Disagree, D = Disagree, U = Undecided A = Agree, SA = Strongly Agree

QUESTIONS ON MISMANAGEMENT AND POLITICAL INTERFERENCE ON PUBLIC ENTERPRISE

S/N	ITEMS	1 SD	2 D	3 U	4 A	5 SA
1.	Interference of government brings about mismanagement of NTA					
2.	NTA is managed according to the personal interest and wish of politicians.					
3.	Recruitment into NTA is influenced by the personal interest of politician.					

4.	Unqualified staffs are recruited because of the government nepotism in recruitment process					
5.	Interference of government into the affairs of NTA affect the functioning of the NTA.					
6.	Interference of government open a way of corruption into NTA					

QUESTIONS ON POLICY OF COMMERCIALISATION OF THE NIGERIA TELEVISION AUTHORITY

S/N	ITEMS	1 SD	2 D	3 U	4 A	5 SA
1	Output of NTA improved because of commercialization.					
2	Working condition of staff improved since NTA was transformed into commercialization.					
3	Commercialization has improved the achievement of NTA in maximizing profit.					
4	The performance of NTA staff increase because of it commercialization					
5	Commercialization of NTA improved the achievement of NTA desired objectives.					
6	Policy of commercialization improves the efficiency and productivity of NTA ..					

QUESTIONS ON PERFORMANCE OF NIGERIA TELEVISION AUTHORITY

S/N	ITEMS	1 SD	2 D	3 U	4 A	5 SA
1.	NTA provide adequate services to the populace due to commercialization.					
2.	NTA is managed according to its goals and objective.					
3.	The service render by NTA is better.					
4	The profit earning of the NTA increased since the implementation of commercialization.					
5.	Managers of NTA are professional in ensuring the smooth moving of the NTA.					
6.	The NTA gives more emphasis on the record of its staffs.					