Evaluation of the Impact of Effective Management of Public Enterprises on National Development in Adamawa Broadcasting Corporation (Abc) Yola 2015-2018

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ABSTRACT

This study evaluated the impact of effective management of public enterprises on national development using Adamawa Broadcasting Corporation (ABC), Yola, as a case study for the period 2015–2018. The study adopted a descriptive survey research design. The population comprised 179 staff of the corporation, from which a sample of 102 respondents was selected using a stratified sampling technique. Primary data were collected through a structured questionnaire, while secondary data were obtained from relevant books, journals, and government publications. Ninety (90) completed questionnaires were analyzed using SPSS Version 20.0, employing descriptive statistics and multiple regression analysis. The findings revealed that effective management significantly enhances organizational performance through improved leadership, supervision, communication, employee motivation, accountability, and efficient resource utilization. These management practices were found to improve service delivery, operational efficiency, and employee productivity, thereby enabling Adamawa Broadcasting Corporation to effectively discharge its public service mandate and contribute to national development. The study concluded that effective management is a critical factor in improving the performance of public enterprises and promoting national development. It recommended strengthening leadership capacity, enhancing staff training and motivation, promoting transparency and accountability, improving communication and participatory decision-making, and providing adequate financial and technological resources to improve public service delivery.

Keywords: Effective Management, Public Enterprises, National Development, Adamawa Broadcasting Corporation, Organizational Performance.

INTRODUCTION

Public enterprises are government-owned or government-controlled organizations established to provide essential goods and services, promote economic growth, create employment, and accelerate national development. In many developing countries, including Nigeria, public enterprises were created to complement the private sector in areas considered too strategic or capital-intensive for private investment. These enterprises operate in sectors such as transportation, power, water supply, broadcasting, education, health, and communication, where efficient service delivery is considered fundamental to achieving national development objectives (Oyekan & Momoh, 2025).

The concept of effective management in public enterprises encompasses the efficient planning, organizing, directing, coordinating, and controlling of organizational resources to achieve predetermined objectives with minimum waste. Effective management ensures accountability, transparency, prudent utilization of public funds, employee motivation, innovation, and quality service delivery. When public enterprises are effectively managed, they contribute significantly to socio-economic development by improving infrastructure, enhancing public welfare, creating employment opportunities, and supporting government development policies. Conversely, ineffective management often results in financial losses, poor service delivery, corruption, political interference, and declining public confidence (Ekpo, Ating & Nsa, 2025).

National development refers to the overall improvement in the economic, political, social, technological, and cultural well-being of a nation. It involves sustainable improvements in citizens' quality of life through increased productivity, poverty reduction, employment generation, improved education, healthcare, communication systems, and democratic governance. Public enterprises remain important instruments through which governments implement development policies and provide strategic services that stimulate national development, especially in developing economies such as Nigeria (Abasilim, Adelusi & Mudau, 2025).

One important category of public enterprises is government-owned broadcasting organizations. Public broadcasting organizations serve not only as channels for information dissemination but also as instruments for education, cultural preservation, public enlightenment, national integration, conflict management, and democratic governance. Through news reporting, educational programs, health campaigns, agricultural extension programs, political education, and emergency information dissemination, public broadcasters play a strategic role in promoting sustainable national development. Their effectiveness, however, depends largely on sound management practices, adequate funding, professional independence, skilled personnel, and modern broadcasting facilities (Maduka et al., 2025).

The Adamawa Broadcasting Corporation (ABC), Yola, was established as the official broadcasting organization of Adamawa State with the responsibility of informing, educating, and entertaining the public while supporting government development programs. The corporation has played a significant role in promoting public awareness on health, education, agriculture, security, electoral participation, environmental protection, and socio-economic development across the state. Between 2015 and 2018, ABC Yola operated within a period characterized by increasing technological changes in the broadcasting industry, rising competition from private broadcasting stations and digital media, economic challenges, security concerns in North-Eastern Nigeria, and increasing public demand for improved service delivery. These developments placed enormous pressure on the management of the corporation to utilize available human, financial, and technological resources effectively in fulfilling its statutory responsibilities.

The effectiveness of management during this period became particularly important because the achievement of organizational goals depended largely on the ability of management to formulate sound policies, motivate employees, allocate resources efficiently, maintain broadcasting infrastructure, ensure program quality, and uphold professional broadcasting standards. Where management practices are efficient, public broadcasting organizations are better positioned to provide timely information, encourage civic participation, support government development initiatives, and contribute to national unity. Poor management, however, may result in low staff morale, inadequate program quality, financial mismanagement, obsolete equipment, declining audience confidence, and reduced developmental impact (Oyekan & Momoh, 2025).

In recent years, scholars have emphasized that strengthening governance structures, managerial accountability, institutional autonomy, transparency, and performance-based leadership remains essential for improving the effectiveness of public enterprises in Nigeria. Institutional reforms aimed at reducing political interference while enhancing operational efficiency are increasingly viewed as prerequisites for enabling public enterprises to achieve their developmental mandates (Ikpebe, 2025; Oyekan & Momoh, 2025).

Against this background, this study seeks to evaluate the impact of effective management of public enterprises on national development using the Adamawa Broadcasting Corporation (ABC), Yola, as a case study covering the period 2015–2018. Specifically, the study examines how management practices adopted by the corporation influenced organizational performance and its contribution to socio-economic and national development during the study period.

Statement of the Problem

Public enterprises were established in Nigeria to serve as instruments for socio-economic transformation by providing essential public services, generating employment, facilitating industrial growth, and promoting national development. These enterprises were expected to complement the private sector by providing services in strategic sectors such as transportation, power, water supply, education, health, and broadcasting. However, despite substantial government investments, many public enterprises have fallen short of achieving their

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statutory objectives due to poor management practices, weak institutional capacity, and governance deficiencies (Anyadike, 2013; Oyekan & Momoh, 2025).

Effective management remains one of the most significant determinants of organizational performance in public enterprises. Sound management ensures efficient planning, prudent financial management, accountability, employee motivation, effective utilization of resources, and quality service delivery. However, many Nigerian public enterprises continue to experience problems such as political interference, bureaucratic bottlenecks, corruption, poor leadership, inadequate funding, obsolete infrastructure, and weak monitoring and evaluation systems. These challenges have negatively affected their operational efficiency and reduced their contributions to national development (Egugbo, 2024; Asaju & Yakubu, 2024).

The broadcasting industry, particularly state-owned broadcasting corporations, is not immune to these management challenges. Public broadcasting organizations are expected to provide accurate information, educate the public, preserve cultural values, promote democratic governance, support government development programs, and strengthen national unity. Nevertheless, many state-owned broadcasting stations in Nigeria have experienced declining service quality due to poor managerial effectiveness, inadequate funding, obsolete broadcasting equipment, low staff motivation, and increasing competition from privately owned and digital media organizations (Maduka et al., 2025). These challenges have limited their ability to effectively perform their developmental responsibilities.

Adamawa Broadcasting Corporation (ABC), Yola, as a public enterprise owned by the Adamawa State Government, was established to inform, educate, entertain, and mobilize citizens towards achieving government developmental objectives. Between 2015 and 2018, the corporation operated during a period characterized by economic recession, insecurity in North-Eastern Nigeria, rapid technological changes in broadcasting, and increasing public demand for quality information services. These developments required effective managerial competence in planning, resource allocation, personnel management, financial control, and program development. However, observations indicate that challenges relating to inadequate funding, obsolete broadcasting facilities, managerial inefficiencies, and administrative constraints may have affected the corporation's capacity to effectively discharge its statutory responsibilities and contribute meaningfully to national development (Oyekan & Momoh, 2025).

Although several studies have examined public enterprise reforms, privatization, commercialization, and public sector performance in Nigeria (Sa'ad & Ayilara, 2024; Egugbo, 2024), relatively few empirical studies have specifically evaluated the impact of effective management of a state-owned broadcasting corporation on national development, particularly using Adamawa Broadcasting Corporation (ABC), Yola, during the period 2015–2018 as a case study. This represents an empirical and contextual gap in the existing literature.

It is against this background that this study seeks to evaluate the impact of effective management of public enterprises on national development using Adamawa Broadcasting Corporation (ABC), Yola, as a case study. The study specifically intends to examine whether effective management practices adopted by the corporation during the period under review enhanced organizational performance and contributed to the realization of national development objectives.

General Objective

The general objective of this study is to evaluate the impact of effective management of public enterprises on national development using Adamawa Broadcasting Corporation (ABC), Yola (2015–2018) as a case study.

Specific Objectives

The specific objectives of the study are to:

1. Examine the effect of effective planning on the performance of Adamawa Broadcasting Corporation (ABC), Yola, between 2015 and 2018.

2. Assess the influence of effective human resource management on service delivery in Adamawa Broadcasting Corporation (ABC), Yola.
3. Determine the effect of financial management on the operational efficiency of Adamawa Broadcasting Corporation (ABC), Yola.
4. Examine the impact of effective leadership and supervision on employee productivity in Adamawa Broadcasting Corporation (ABC), Yola.

Research Questions

The following research questions will guide the study:

1. What is the effect of effective planning on the performance of Adamawa Broadcasting Corporation (ABC), Yola, between 2015 and 2018?
2. To what extent does effective human resource management influence service delivery in Adamawa Broadcasting Corporation (ABC), Yola?
3. What is the effect of financial management on the operational efficiency of Adamawa Broadcasting Corporation (ABC), Yola?
4. How does effective leadership and supervision affect employee productivity in Adamawa Broadcasting Corporation (ABC), Yola?

LITERATURE REVIEW/ THEORETICAL UNDERPINNINGS

Concept of Public Enterprises

Public enterprises, also referred to as state-owned enterprises (SOEs), are organizations established, wholly or partially owned, financed, and controlled by the government to provide goods and services in the public interest while supporting national economic and social development. Unlike private enterprises whose principal objective is profit maximization, public enterprises pursue both commercial and public policy objectives, including employment generation, infrastructure development, equitable service delivery, and economic stabilization (OECD, 2024).

In Nigeria, public enterprises are established by the Federal, State, or Local Governments through legislative instruments or incorporation under relevant laws. Examples include the Nigerian Television Authority (NTA), Federal Radio Corporation of Nigeria (FRCN), Nigerian Railway Corporation (NRC), Transmission Company of Nigeria (TCN), and state-owned broadcasting corporations such as Adamawa Broadcasting Corporation (ABC), Yola. These organizations are expected to provide efficient services while advancing government development programs (Bureau of Public Enterprises, 2024).

Objectives of Public Enterprises

Public enterprises are established to provide essential goods and services, promote economic growth and industrial development, create employment, generate government revenue, ensure equitable regional development, implement government policies, safeguard strategic national interests, and foster technological innovation and sustainable national development (Adamolekun, 2002; Anyadike, 2013; Obadan, 2008; OECD, 2024; World Bank, 2024; Bureau of Public Enterprises, 2024).

Types of Public Enterprises in Nigeria

Public enterprises in Nigeria are broadly classified into statutory public corporations established by law, government-owned companies incorporated under the Companies and Allied Matters Act (CAMA), regulatory agencies responsible for supervising key sectors of the economy, and mixed enterprises jointly owned by government and private investors through public-private partnership (PPP) arrangements to enhance efficiency and service delivery (Adamolekun, 2002; Ezeani, 2006; World Bank, 2024; Bureau of Public Enterprises, 2024).

Public Enterprises in the Nigerian Economy

Public enterprises play a vital role in Nigeria's socio-economic development by providing essential public services, promoting economic growth, creating employment, implementing government policies, regulating strategic industries, generating government revenue, fostering technological innovation, and supporting national unity through public enlightenment. Although their performance has been constrained by challenges such as political interference, poor governance, inadequate funding, corruption, and managerial inefficiency, well-managed public enterprises continue to contribute significantly to infrastructure development, sustainable growth, and effective public service delivery (Adamolekun, 2002; Anyadike, 2013; Obadan, 2008; OECD, 2024; World Bank, 2024; Bureau of Public Enterprises, 2024).

Concept of Management

Management is one of the most fundamental concepts in organizational studies because it provides the framework through which organizational resources are effectively coordinated to achieve predetermined goals. It involves planning, organizing, leading, directing, and controlling human, financial, material, and technological resources to ensure efficiency and effectiveness in organizational performance. According to Robbins and Coulter (2022), management is the process of coordinating and supervising the work activities of employees so that organizational objectives are accomplished efficiently and effectively. Efficiency refers to doing things correctly by minimizing waste of resources, while effectiveness means achieving organizational goals and desired outcomes. In public enterprises such as Adamawa Broadcasting Corporation (ABC), Yola, management involves coordinating financial resources, broadcasting facilities, employees, information systems, and organizational policies to achieve efficient service delivery and contribute to national development.

Principles of Effective Management

The major principles of effective management include establishing a clear organizational vision and objectives, engaging in strategic planning, promoting accountability and transparency, ensuring efficient resource utilization, encouraging employee participation, maintaining effective communication, conducting continuous monitoring and evaluation, practicing ethical leadership, fostering innovation and continuous improvement, and delivering customer- or citizen-centered services (OECD, 2024).

Indicators of Effective Management

Management effectiveness is measured by the extent to which an organization achieves its goals through high employee productivity, efficient resource utilization, quality service delivery, customer or citizen satisfaction, timely project implementation, employee commitment, innovation, financial accountability, operational efficiency, compliance with organizational policies, and overall stakeholder satisfaction (OECD, 2024; Robbins & Coulter, 2022).

Importance of Effective Management in Public Organizations

Effective management is essential for improving the performance of public organizations by ensuring efficient utilization of public resources, enhancing service delivery, promoting transparency and accountability, strengthening employee productivity, reducing corruption and administrative inefficiency, improving policy implementation, fostering innovation and adaptability, increasing public confidence in government institutions, and supporting sustainable governance and national development (OECD, 2024; OECD, 2025).

Concept of Organizational Performance

Organizational performance refers to the extent to which an organization achieves its stated goals and objectives through the efficient and effective utilization of available human, financial, material, and technological resources. It is a multidimensional concept that measures how well an organization transforms inputs into outputs

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while satisfying stakeholders' expectations. In the context of public enterprises, organizational performance goes beyond financial profitability to include service quality, operational efficiency, public accountability, employee productivity, and contribution to national development (Robbins & Judge, 2023).

For public broadcasting organizations such as Adamawa Broadcasting Corporation (ABC), Yola, and organizational performance may be assessed through programs quality, audience satisfaction, employee effectiveness, financial prudence, compliance with regulatory standards, and the organization's contribution to public enlightenment and national development (World Bank, 2024).

Performance Indicators

Performance indicators are measurable standards used to evaluate the extent to which organizational objectives have been achieved. They provide managers with objective information for assessing efficiency, effectiveness, productivity, financial stability, customer satisfaction, and overall organizational success. Performance indicators also assist management in identifying operational strengths and weaknesses while supporting evidence-based decision-making (Kaplan & Norton, 2022). According to the OECD (2024), performance indicators for public enterprises should include service quality, operational efficiency, financial performance, employee productivity, governance compliance, stakeholder satisfaction, innovation, and sustainability.

Human Resource Management in Public Enterprises

Human Resource Management (HRM) is a fundamental component of organizational success because it focuses on acquiring, developing, motivating, and retaining employees to achieve organizational objectives efficiently and effectively. In public enterprises, human resource management is particularly important because employees constitute the primary resource through which government policies, programs, and public services are implemented. Effective HRM ensures that public organizations recruit competent personnel, provide continuous professional development, motivate employees, evaluate performance objectively, and maintain a productive workforce capable of delivering quality public services (Armstrong & Taylor, 2023).

Employee Recruitment

Employee recruitment refers to the systematic process of attracting, selecting, and appointing qualified individuals to fill vacant positions within an organization. Recruitment enables organizations to acquire the knowledge, skills, competencies, and experience necessary to achieve organizational objectives. According to Dessler (2024), recruitment is one of the most important human resource functions because organizational performance depends largely on the quality of employees employed. Recruitment in public enterprises should be transparent, merit-based, competitive, and free from political interference to ensure fairness and organizational efficiency.

In organizations such as Adamawa Broadcasting Corporation (ABC), Yola, effective recruitment ensures the employment of competent journalists, broadcasters, engineers, administrators, accountants, and technical personnel capable of supporting quality broadcasting services and national development objectives.

Staff Training and Development

Training and development involve planned organizational activities designed to improve employees' knowledge, technical skills, competencies, attitudes, and professional capabilities. While training focuses on enhancing employees' current job performance, development prepares employees for future responsibilities and leadership roles. According to Armstrong and Taylor (2023), continuous staff development enhances employee competence, organizational adaptability, innovation, and service quality. Similarly, Noe (2023) argues that employee learning has become increasingly important due to technological advancements, digital transformation, and changing organizational environments. The World Bank (2024) emphasizes that public enterprises should continuously invest in employee capacity building to improve organizational resilience, innovation, and service delivery. Training programs may include leadership development, technical skills acquisition, communication skills, digital literacy, customer service, and professional ethics.

For public broadcasting organizations such as ABC Yola, staff training enables employees to adapt to emerging broadcasting technologies, digital media platforms, program production techniques, and modern communication practices.

Motivation

Motivation refers to the internal and external factors that stimulate employees to perform their duties willingly and effectively. Motivated employees demonstrate greater commitment, creativity, productivity, and organizational loyalty. According to Robbins and Judge (2023), motivation consists of the processes that influence the intensity, direction, and persistence of employees' efforts toward achieving organizational goals. Employees are motivated through financial rewards, promotion opportunities, recognition, and participation in decision-making, career development, conducive work environments, and job security.

Performance Appraisal

Performance appraisal is the systematic process of evaluating employees' work performance against predetermined standards and organizational objectives. It enables managers to identify employees' strengths, weaknesses, training needs, and career development opportunities. According to Dessler (2024), performance appraisal serves as an important management tool for improving employee performance, rewarding outstanding performance, identifying training needs, and supporting organizational decision-making. Effective performance appraisal systems promote fairness, accountability, employee development, and continuous organizational improvement.

Employee Productivity

Employee productivity refers to the quantity and quality of work produced by employees relative to the resources utilized within a specified period. It reflects employees' efficiency, effectiveness, competence, commitment, and ability to achieve organizational objectives. According to ILO (2024), employee productivity depends on effective leadership, adequate training, employee motivation, conducive working conditions, technological support, and sound organizational policies. Similarly, Robbins and Judge (2023) argue that organizations with productive employees generally achieve higher service quality, improved operational efficiency, greater customer satisfaction, and stronger financial performance.

Leadership and Supervision in Public Enterprises

Leadership and supervision are critical components of effective management because they influence employee behavior, organizational culture, decision-making, service delivery, and overall organizational performance. Public enterprises require competent leadership and effective supervision to coordinate employees, manage organizational resources, implement government policies, and achieve institutional objectives. According to Northouse (2022), leadership is the process through which an individual influences others to achieve common goals. Effective leadership provides vision, direction, motivation, and strategic guidance while fostering innovation, teamwork, accountability, and organizational commitment.

Leadership Styles

Leadership style refers to the approach managers use to direct, motivate, communicate with, and influence employees, with different styles producing varying organizational outcomes. Major leadership styles include transformational, transactional, democratic, autocratic, and laissez-faire leadership, each differing in decision-making, employee involvement, and supervision. Among these, transformational and participative (democratic) leadership are widely regarded as the most effective in public organizations because they foster innovation, accountability, employee engagement, and improved service delivery (Northouse, 2022; OECD, 2025).

Supervisory Roles

Supervision is the continuous process of directing, monitoring, supporting, and evaluating employees to ensure organizational activities are carried out in line with established standards and objectives. It involves assigning

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responsibilities, monitoring performance, providing guidance and coaching, resolving workplace conflicts, ensuring policy compliance, facilitating communication, evaluating employee performance, and supporting staff development. Effective supervision enhances accountability, employee discipline, teamwork, and quality service delivery within public enterprises (Daft, 2022).

Employee Commitment

Employee commitment refers to the psychological attachment employees develop toward their organization, resulting in loyalty, dedication, and willingness to contribute to organizational success. According to Meyer, Stanley, and Parfyonova (2022), organizational commitment consists of affective commitment (emotional attachment), continuance commitment (cost of leaving), and normative commitment (sense of obligation). Employees with high organizational commitment demonstrate greater productivity, lower absenteeism, stronger organizational citizenship behavior, and improved service quality (ILO, 2024).

Organizational Productivity

Organizational productivity refers to the organization's ability to maximize outputs while minimizing resource utilization. It reflects the combined contributions of effective leadership, competent employees, sound management practices, adequate financial resources, technological innovation, and organizational efficiency. According to Robbins and Judge (2023), organizational productivity improves when leaders effectively coordinate resources, motivate employees, promote teamwork, and establish clear organizational goals. Similarly, the World Bank (2024) identifies leadership quality, employee competence, digital transformation, and institutional governance as major determinants of productivity in public organizations.

For public enterprises such as Adamawa Broadcasting Corporation (ABC), Yola, organizational productivity is reflected in programs quality, audience reach, and timely dissemination of information, efficient resource utilization, employee performance, financial accountability, and contribution to national development.

Human Resource Management in Public Enterprises

Human Resource Management (HRM) is a strategic management function concerned with attracting, developing, motivating, and retaining competent employees to achieve organizational objectives. In public enterprises, effective human resource management is essential because employees are responsible for implementing government policies and delivering quality public services. Modern HRM emphasizes merit-based recruitment, continuous staff training and development, employee motivation, objective performance appraisal, and productivity enhancement as key determinants of organizational performance (Armstrong & Taylor, 2023; Dessler, 2024).

Leadership and Supervision in Public Enterprises

Leadership and supervision are essential management functions that influence employee behaviour, organizational culture, decision-making, and institutional performance. Leadership refers to the process through which managers influence and inspire employees to achieve organizational goals, while supervision involves directing, coordinating, monitoring, and evaluating employees' activities to ensure compliance with organizational standards and objectives (Northouse, 2022; Yukl, 2023).

Public Broadcasting Corporations in Nigeria

Public broadcasting refers to broadcasting services established and financed primarily by government to provide information, education, enlightenment, and entertainment in the public interest rather than for commercial profit. Public broadcasting corporations are established to promote national development, preserve cultural heritage, strengthen democratic governance, and provide equitable access to information for all citizens. Unlike privately owned media organizations, public broadcasters operate with a public service mandate aimed at advancing societal development (Maduka et al., 2025).

Adamawa Broadcasting Corporation (ABC), Yola, is the official broadcasting organization of the Adamawa State Government. The corporation was established to inform, educate, and entertain the public while supporting government development policies and programmes. Through its radio and television services, ABC Yola disseminates information relating to education, healthcare, agriculture, security, elections, environmental protection, and socio-economic development. As a public service broadcaster, the corporation contributes to public enlightenment, civic participation, cultural promotion, and social cohesion. The effectiveness of ABC Yola in fulfilling these responsibilities depends largely on effective management, adequate funding, qualified personnel, modern broadcasting technology, and institutional autonomy, all of which are essential for strengthening public service broadcasting and promoting national development (Maduka et al., 2025; Armstrong & Taylor, 2023).

National Development

National development refers to the process of improving the economic, social, political, technological, and institutional well-being of a nation with the aim of enhancing the quality of life of its citizens. It encompasses sustained improvements in income, education, healthcare, infrastructure, employment, security, good governance, and environmental sustainability. Modern scholars argue that national development extends beyond economic growth to include human capital development, social inclusion, institutional effectiveness, and sustainable development (Todaro & Smith, 2021; United Nations Development Program 2024).

Effective Management and National Development

Effective management is widely recognized as a critical factor in achieving organizational success and national development because it ensures the efficient utilization of human, financial, and material resources in pursuit of organizational objectives. The relationship between management and development is based on the premise that well-managed public institutions provide quality services, improve organizational performance, strengthen governance, and promote socio-economic progress (Daft, 2022; Robbins & Coulter, 2022).

Challenges Affecting Effective Management of Public Enterprises

Despite their strategic importance, public enterprises in Nigeria continue to face numerous management challenges that undermine their performance and developmental contributions. Among the major challenges are political interference, corruption, bureaucratic delays, inadequate funding, obsolete infrastructure, weak accountability mechanisms, limited managerial autonomy, and rapid technological changes (OECD, 2024).

Political interference often undermines managerial independence by influencing recruitment, promotions, procurement decisions, and resource allocation. Corruption and weak accountability systems contribute to financial mismanagement, inefficient resource utilization, and declining public confidence. Similarly, excessive bureaucracy delays decision-making and reduces organizational flexibility, while inadequate funding limits investment in infrastructure, technology, employee development, and service delivery (World Bank, 2024).

Strategies for Enhancing Effective Management of Public Enterprises

Improving the performance of public enterprises requires comprehensive management reforms that strengthen governance, accountability, operational efficiency, and service delivery. One of the most effective strategies is the adoption of good governance principles, including transparency, accountability, integrity, participation, and adherence to the rule of law. Good governance enhances public trust while promoting responsible management of public resources (OECD, 2024).

Theories of the study

Systems Theory

Systems Theory was developed by the Austrian biologist Ludwig von Bertalanffy (1968) and later applied extensively in management and organizational studies by scholars such as Kast and Rosenzweig (1972). The theory views an organization as an integrated system made up of several interdependent parts that work together to achieve common goals. According to Bertalanffy (1968), every organization operates as an open system that continuously interacts with its external environment by receiving inputs, transforming them into outputs, and obtaining feedback for continuous improvement.

Relevance of Systems Theory to the Study

Systems Theory is highly relevant to this study because it explains how effective management influences the performance of public enterprises and their contribution to national development. Adamawa Broadcasting Corporation (ABC), Yola, operates as an organizational system comprising management, employees, financial resources, broadcasting equipment, technology, government policies, and the public. The efficiency of each component affects the performance of the entire organization.

The theory supports the argument that effective coordination of human resources, financial management, leadership, communication, supervision, and technological resources improves organizational performance and service delivery. It also demonstrates that effective management enables public enterprises to respond to environmental changes, improve operational efficiency, and contribute to national development through quality public broadcasting services (Daft, 2022; OECD, 2024).

Bureaucratic Theory

Bureaucratic Theory was developed by the German sociologist Max Weber (1947) to explain the ideal structure for managing large and complex organizations. Weber argued that organizations function most effectively when they are governed by formal rules, clearly defined authority, and division of labor, specialization, merit-based recruitment, and hierarchical administrative structures. According to Weber (1947), bureaucracy promotes efficiency, consistency, predictability, and accountability because organizational activities are governed by established procedures rather than personal interests. Bureaucratic structures remain common in government ministries, public enterprises, universities, and other public institutions where administrative order and legal compliance are essential.

Relevance to the Study

Bureaucratic Theory is relevant because Adamawa Broadcasting Corporation (ABC), Yola, is a government-owned public enterprise operating within formal administrative structures characterized by rules, hierarchy, and public accountability. The theory helps explain how organizational procedures, managerial authority, employee specialization, and administrative control influence organizational performance.

The study examines whether effective management within these bureaucratic structures contributes to improved service delivery and national development. It also provides a framework for understanding how bureaucratic inefficiencies such as excessive procedures, political interference, and administrative delays may affect organizational effectiveness.

New Public Management (NPM) Theory

New Public Management (NPM) emerged during the 1980s as a response to the perceived inefficiency of traditional public administration. The theory advocates the adoption of private-sector management principles in public organizations to improve efficiency, accountability, customer satisfaction, innovation, and organizational performance. Major contributors to the theory include Christopher Hood (1991), Osborne and Gaebler (1992), and Pollitt and Bouckaert (2017). According to Hood (1991), New Public Management emphasizes results-oriented management, decentralization, competition, performance measurement, managerial autonomy, and customer-focused service delivery. Rather than concentrating solely on compliance with rules, NPM encourages public organizations to achieve measurable outcomes using modern management techniques.

Application in Public Enterprise Management

New Public Management has significantly influenced the management of public enterprises by encouraging institutional reforms aimed at improving operational efficiency and accountability. Public enterprises

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increasingly adopt strategic planning, performance management systems, financial accountability, customer service standards, digital transformation, and results-based management to improve organizational performance (OECD, 2025).

In Nigeria, public sector reforms including commercialization, privatization, performance contracts, and corporate governance initiatives reflect many NPM principles. Public broadcasting organizations are also encouraged to improve programs quality, financial sustainability, operational efficiency, and public accountability through modern management practices.

Justification for Adopting the Theory

New Public Management is considered the most appropriate theoretical framework for this study because it directly explains how effective management practices improve organizational performance and national development. The theory emphasizes accountability, efficiency, innovation, performance measurement, customer-oriented service delivery, and managerial autonomy all of which are central variables in this research. Since this study evaluates the impact of effective management of Adamawa Broadcasting Corporation (ABC), Yola, on national development between 2015 and 2018, NPM provides a suitable framework for examining how management practices influence service delivery, organizational productivity, financial accountability, and overall institutional performance. It also aligns with Nigeria's ongoing public sector reforms aimed at strengthening public enterprise governance and improving national development outcomes (OECD, 2024; World Bank, 2024).

Empirical review

A study by Bello (2016) on the impact of effective management of public enterprises on national development using quantitative analysis with simple percentage, the result of the analysis showed that effective management of public enterprises has a close link with national development. Amar (2014), examined the impact of effective management of Adamawa burnt bricks on the socio-economic life of the people of Mubi town practice, he sourced his data through administration of structure questionnaire to the people of Mubi town using cluster sampling to represent business men and women, civil servants, student of tertiary institutions and artisans and analyzed the data through testing of hypothesis on 0.5 level of significance, the result reveals that there is significant relationship between effective management of Mubi burnt bricks and improvement in the socio-economic condition of the people of Mubi which is development.

Ezeudu (2011), examined problems associated with the management of public enterprises in Nigeria with focus on NTA Awka, he sourced his data from both primary and secondary sources, he collected his primary data through interviews and well as structured questionnaire distributed to some staff in various departments of the organization and analyzed by simple percentage. From data analyzed the findings shows that there are factors that constitutes management problems of the company. Among the critical factors are managerial inefficiency and government interference, bureaucratic corruption, poor staff relationship, lack of motivation, conflicting objectives, lack of training and development, excessive control nepotism. Aluko (2016) examined the impact of effective management of public enterprises on revenue down fall: a study of Nigerian nation petroleum corporation (NNPC) deport Yola within the timeframe of 2012 to 2015. He sourced his primary data from the administration of structured questionnaire to 255 of the research target population made of 125 staff of the corporation and 130 individuals as customer of the corporation, 251 questionnaire were returned for analysis. The work employed descriptive and inferential statistics using frequency tables. The result of the study revealed that effective management in the corporation has the capacity to improve the revenue generation ability of the corporation. The study therefore recommended that application of workable management techniques, tools, practices which are ingredient of effective management in the management of the corporation.

Bello and Adeniyi (2006) in their studies investigates audience preference for programmes broadcast in indigenous languages and its implication on rural awareness on developmental issues. Using ABC, Yola FM (Adamawa State Broadcasting Corporation) as a case study, in the study they sampled 200 respondents who listen to the radio station and who can communicate in Hausa and presented them with questionnaires on the study. Bello and Adeniyi selected Radio Adamawa because it transmits predominantly in Hausa and Fulfulde, with the former having a larger time allocation. The study revealed that listeners have a positive attitude to

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indigenous language broadcasting irrespective of their competence in English and this has impacted much on their awareness on development within their locality and willingness to participate. The study conclude that the programmes of Adamawa State Broadcasting Corporation ABC Yola has impact on listener perception on developmental issues in the state.

Material and Method

This study adopted a mixed-methods approach using both quantitative and qualitative research methods. A descriptive survey design was employed to examine the impact of effective management of public enterprises on national development in Adamawa Broadcasting Corporation (ABC), Yola. Primary data were collected through a structured 29-item questionnaire administered to a sample of 102 staff selected from a population of 179 employees using stratified random sampling, while semi-structured interviews were conducted with selected directors through purposive sampling. Secondary data were obtained from textbooks, journal articles, government publications, conference papers, newspapers, magazines, and other relevant documents. Of the 102 questionnaires distributed, 90 were successfully retrieved, representing an 88.2% response rate. The research instrument was validated by experts in Public Administration and pilot-tested among 30 staff of Taraba Broadcasting Corporation, Jalingo, to ensure its reliability. Data were analyzed using descriptive statistics (frequencies and percentages) and the Chi-square (χ^2) test with the aid of SPSS version 20.0 at a 5% level of significance to test the study hypotheses.

Analysis of Demographic Data

Table 1: Gender distribution of respondent

Variables	Frequency	Percent	Valid Percent	Cumulative Percent
Male	58	64.4	64.4	64.4
Female	32	35.6	35.6	100.0
Total	90	100.0	100.0	

Source: Field survey, 2026

Table 1 presents the gender distribution of the respondents who participated in the study. Out of the total 90 valid respondents, 58 respondents (64.4%) were male, while 32 respondents (35.6%) were female. This indicates that male respondents constituted the majority of the study participants.

The findings suggest that the workforce of Adamawa Broadcasting Corporation (ABC), Yola is predominantly male, which is reflected in the composition of the study sample. The relatively higher proportion of male respondents implies that men occupy a larger share of the corporation's workforce and, therefore, provided a substantial proportion of the information used in the study. Nevertheless, the participation of both male and female employees ensured that the views obtained were representative of the different gender groups within the organization, thereby enhancing the credibility of the study findings.

Table 2: Marital status distribution of respondents

	Variables	Frequency	Percent	Valid Percent	Cumulative Percent
	Single	21	23.3	23.3	23.3
	Married	48	53.3	53.3	76.7
	Window	12	13.3	13.3	90.0
	Divorced	9	10.0	10.0	100.0
	Total	90	100.0	100.0	

Source: Field Survey, 2026

Table 4.2.3 presents the age distribution of the respondents who participated in the study. The results show that 12 respondents (13.3%) were between 21 and 25 years, while another 12 respondents (13.3%) fell within the

26–30 years age bracket. The largest proportion of respondents, 21 (23.3%), were between 31 and 35 years, followed by 18 respondents (20.0%) who were 46 years and above. In addition, 15 respondents (16.7%) were within the 41–45 years age category, while 12 respondents (13.3%) were between 36 and 40 years.

The findings indicate that respondents were fairly distributed across different age groups, with the majority being within the economically active and productive age brackets. The predominance of respondents aged 31–35 years suggests that a significant proportion of the workforce comprises employees who possess considerable work experience and are actively engaged in the corporation's operations. The inclusion of younger and older employees also ensured that the study captured diverse perspectives across different stages of career development, thereby enhancing the representativeness and reliability of the findings. Additionally, the balanced age distribution demonstrates that the sampling process was fair and provided adequate representation of the various age categories within Adamawa Broadcasting Corporation (ABC), Yola.

Table 3: Age Distribution of Respondents

Variables	Frequency	Percent	Valid Percent	Cumulative Percent
21-25	12	13.3	13.3	13.3
26-30	12	13.3	13.3	26.7
31-35	21	23.3	23.3	50.0
36-40	12	13.3	13.3	63.3
41-45	15	16.7	16.7	80.0
46 and above	18	20.0	20.0	100.0
Total	90	100.0	100.0	

Source: Field Survey, 2026

Table 3 presents the age distribution of the respondents who participated in the study. The results indicate that 12 respondents (13.3%) were within the 21–25 years age category, while another 12 respondents (13.3%) were between 26 and 30 years. The largest proportion of respondents, 21 (23.3%), were within the 31–35 years age bracket. Furthermore, 12 respondents (13.3%) were aged 36–40 years, 15 respondents (16.7%) were within the 41–45 years age category, while 18 respondents (20.0%) were 46 years and above. The findings show that respondents were drawn from different age groups, indicating a balanced representation of the workforce. The highest proportion of respondents falling within the 31–35 years age bracket suggests that the corporation has a relatively youthful and productive workforce with considerable experience and active involvement in organizational activities. Similarly, the inclusion of respondents aged 46 years and above reflects the presence of experienced employees who possess extensive institutional knowledge and professional expertise. Overall, the distribution demonstrates that all age categories were adequately represented in the study, thereby enhancing the fairness of the sampling process and improving the reliability and generalizability of the study findings.

Table 4: Department / unit of the distribution of respondents

Variables	Frequency	Percent	Valid Percent	Cumulative Percent
Administration (human resource management)	12	13.3	13.3	13.3
News and programme(production)	12	13.3	13.3	26.7
Commerce(advertisement)	21	23.3	23.3	50.0
Engineering(installation and maintenance	12	13.3	13.3	63.3
Finance (salaries/increment)	11	12.2	12.2	75.6
New and current affairs	14	15.6	15.6	91.1
Programme(production)	8	8.9	8.9	100.0
Total	90	100.0	100.0	

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Source: Field Survey, 2026

Table 4 presents the distribution of respondents according to their departments or units within Adamawa Broadcasting Corporation (ABC), Yola. The results show that 12 respondents (13.3%) were from the Administration (Human Resource Management) department, while another 12 respondents (13.3%) were from the News and Programme (Production) department. The Commerce (Advertisement) department recorded the highest number of respondents, with 21 respondents (23.3%). Similarly, 12 respondents (13.3%) were drawn from the Engineering (Installation and Maintenance) department, 11 respondents (12.2%) were from the Finance (Salaries/Increment) department, 14 respondents (15.6%) represented the News and Current Affairs department, while 8 respondents (8.9%) were from the Programme (Production) department.

The findings indicate that respondents were selected from all the major departments of the corporation, ensuring that each functional unit was adequately represented in the study. The relatively higher proportion of respondents from the Commerce (Advertisement) department suggests that this department has a larger workforce or greater representation within the corporation. The inclusion of respondents from administration, engineering, finance, news, current affairs, and programme units ensured that diverse perspectives on the management and operations of the corporation were captured. Overall, the departmental distribution demonstrates that the questionnaire was fairly administered across the various departments, thereby enhancing the representativeness, validity, and reliability of the study findings.

Table 5: Educational qualification of respondents

Variables	Frequency	Percent	Valid Percent	Cumulative Percent
Primary school certificate	4	4.4	4.4	4.4
Secondary school certificate	13	14.4	14.4	18.9
ND/OND/NCE	27	30.0	30.0	48.9
Bachelor degree/HND	34	37.8	37.8	86.7
Postgraduate	12	13.3	13.3	100.0
Total	90	100.0	100.0	

Source: Field Survey, 2026

Table 5 presents the educational qualifications of the respondents who participated in the study. The results indicate that 4 respondents (4.4%) possessed Primary School Certificates, while 13 respondents (14.4%) had Secondary School Certificates. Furthermore, 27 respondents (30.0%) were holders of National Diploma (ND), Ordinary National Diploma (OND), or Nigeria Certificate in Education (NCE) qualifications. The largest proportion of respondents, 34 (37.8%), possessed Bachelor's Degree or Higher National Diploma (HND) qualifications, while 12 respondents (13.3%) had Postgraduate qualifications.

The findings reveal that the majority of respondents possess tertiary educational qualifications, with 81.1% (comprising ND/OND/NCE, Bachelor's Degree/HND, and Postgraduate holders) having post-secondary education. The predominance of respondents with Bachelor's Degree/HND qualifications (37.8%) suggests that Adamawa Broadcasting Corporation (ABC), Yola has a relatively well-educated workforce capable of understanding organizational policies, management practices, and the issues addressed in the study. The presence of respondents with postgraduate qualifications further indicates the availability of highly skilled personnel within the corporation. Overall, the educational profile of the respondents enhances the credibility of the responses, as the participants possess the educational background necessary to provide informed opinions on the effectiveness of management and its contribution to national development.

Table 6: Years 0f Service in Adamawa Broadcasting Corporation distribution of the respondents

	Variables	Frequency	Percent	Valid Percent	Cumulative Percent
	1--10 years	9	10.0	10.0	10.0
	11-20 years	16	17.8	17.8	27.8
	21-30 years	40	44.4	44.4	72.2

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	Above 30 years	25	27.8	27.8	100.0
	Total	90	100.0	100.0	

Source: Field Survey, 2020

Table 6 presents the distribution of respondents according to their years of service in Adamawa Broadcasting Corporation (ABC), Yola. The results show that 9 respondents (10.0%) had worked in the corporation for 1–10 years, while 16 respondents (17.8%) had 11–20 years of service. The largest proportion of respondents, 40 (44.4%), had served the corporation for 21–30 years, whereas 25 respondents (27.8%) had worked for more than 30 years.

The findings indicate that the majority of the respondents have extensive work experience within the corporation. Specifically, 65 respondents (72.2%) have served for 21 years or more, suggesting that a substantial proportion of the workforce possesses considerable institutional knowledge and practical experience regarding the management and operations of the corporation.

This high level of experience enhances the reliability of the data collected, as long-serving employees are more likely to have a comprehensive understanding of the corporation's management practices, challenges, and contributions to national development. Therefore, the respondents were well positioned to provide informed and credible responses that support the objectives of the study.

Test of Hypothesis

The following null hypothesis was tested:

H_0: Effective management of public enterprises has no significant relationship on the national development in Adamawa Broadcasting Cooperation.

Table 4.3.1 Gender of respondents Effective management of public enterprises Crosstabulation

			Effective management of public enterprises					Total
			Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
Gender of respondents	Male	Count	24	34	0	0	0	58
		Expected Count	15.5	30.9	7.7	1.9	1.9	58.0
		Std. Residual	2.2	.6	-2.8	-1.4	-1.4	
	Female	Count	0	14	12	3	3	32
		Expected Count	8.5	17.1	4.3	1.1	1.1	32.0
		Std. Residual	-2.9	-.7	3.7	1.9	1.9	
Total		Count	24	48	12	3	3	90
		Expected Count	24.0	48.0	12.0	3.0	3.0	90.0

Source: SPSS computation

The chi-square statistics was used to test the hypothesis.

Table 4.3.2: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	46.721[a]	4	.000
Likelihood Ratio	59.198	4	.000
Linear-by-Linear Association	38.752	1	.000

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N of Valid Cases	90		
a. 5 cells (50.0%) have expected count less than 5. The minimum expected count is 1.07.			

$X^2(4) = 46.721$, $P \leq 0.005$ level of significant

Since the P-value ≤ 0.000 at Pearson Chi-square of 46.721[a] with linear-by-linear association of 38.752 and likelihood ratio of 59.198 is less than 5% level of significance and the minimum expected count of 1.07, the null hypothesis is rejected. Hence, the alternate hypothesis which state that effective management of public enterprises has significant relationship on the national development in Adamawa Broadcasting Cooperation is accepted.

DISCUSSION OF FINDINGS

The findings of the study revealed that effective management is a critical determinant of the performance and sustainability of public enterprises and serves as a key driver of national development. The study established a significant relationship between effective management practices and national development in Adamawa Broadcasting Corporation (ABC), Yola. It further showed that improved management practices would enhance the operational performance and service delivery of the corporation. However, the findings also indicated that some fundamental requirements for effective management have been lacking in the corporation for nearly a decade, thereby constraining its effectiveness. Additionally, the study revealed that the prevailing management style adopted by Adamawa Broadcasting Corporation has not been sufficiently effective in achieving both its organizational objectives and the broader developmental goals expected of public enterprises.

CONCLUSION AND RECOMMENDATIONS

Public enterprises in general all over the world have proved themselves to have positive effect on national development of their respective countries as they lead the private sector in promoting all aspects of the economy. They were the instrument that were to restructure Europe and America after been damage by the destruction that accompany second world war (WW ii), they were the same instrument used to bring out the world in general from the great world depression of 1930 and out of the world financial meltdown after the attack on world trade centre in 2001. They are effective instrument for achieving the micro and macroeconomic objective of countries. This however seen to be more pronounce in the developed economies.

In Nigeria and other developing countries public enterprises play a very significant role in ensuring development is achieve but the progress recorded so far is not as lofty as obtain in the developed economies despite the large amount of financial and human resources invested in them in the forms of grants, interventions, subsidies, loans and their likes. This now result into questioning the management style adopted by those enterprises. After this investigation it become very clear that one of the greatest barrier that is preventing public enterprises in Nigeria and other developing countries in achieving the most optimal result like their counterparts in the developed is the management style adopted by these enterprises in the developing countries, for instance Adamawa Broadcasting Corporation has been operating for years without board of governors, which is the policy making body for the corporation, the state of affairs is that the corporation is under the management of only the executive board, which originally are to implement decision and not to making it . The implication of this is that for all these years without policy board the corporation has been wrongly manage, which will no doubt affect the management of the corporation. This might be the sole reason for the falling in the quality of service and area of coverage of the corporation.

Recommendations

Based on the findings of the study, it is recommended that the Adamawa State Government strengthen the management and operational capacity of Adamawa Broadcasting Corporation (ABC), Yola by urgently constituting a functional Board of Governors to provide strategic leadership, policy direction, and effective oversight of the corporation. The government should also restore the booster station in Hong to full operational status in order to enhance broadcasting coverage and improve service delivery across the state. Furthermore, adequate and sustainable funding should be provided to enable the corporation to meet its recurrent and capital expenditure requirements, thereby ensuring efficient service delivery and organizational effectiveness. The study also recommends the replacement of obsolete broadcasting equipment with modern digital technologies that conform to internationally accepted broadcasting standards, which would improve the quality and competitiveness of the corporation's services. Finally, the government should provide sufficient operational vehicles and other essential logistics to the various departments of the corporation to facilitate news gathering, programme production, monitoring, and other operational activities. Implementing these recommendations would significantly improve the management effectiveness, operational efficiency, and overall contribution of Adamawa Broadcasting Corporation to national development.

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