New Public Management and Performance of Selected Public Enterprises in Kwara State, Nigeria

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Abstract

The advent of New Public Management (NPM) has sparked global interest as a transformative framework for enhancing the efficiency and effectiveness of public sector entities. This study examined into the dynamics of NPM and its implications on the performance of selected public enterprises in Kwara State, Nigeria. Adopting a quantitative research design, the study employs a stratified sampling technique to select Kwara State Water Corporation and Kwara TV out of Public Enterprises in Kwara State. The study population is made up of the 242 staff of Kwara State Water Corporation and Kwara TV, from which a sample size of 149 was selected proportionately. Data collection involves the administration of a structured questionnaire, combining primary data from respondents and secondary data from relevant literature. Key Informant Interview was also conducted for selected senior officials of the establishment. Validity of the data gathered using questionnaire is ensured through face and content validity, while reliability is determined using Cronbach's Alpha test. Findings reveals significant relationships between NPM variables and public accountability haven produced Pearson's Correlation coefficients ranging from .518 to .751 which were significant at 0.05 critical level. Regression analysis further demonstrates the substantial influence of NPM on the survival of public enterprises as evidenced by the Standardized β coefficient value of .623 (0.00<0.05). It was concluded that adoption of NPM would have a positive influence on accountability and survival of the public enterprises. Among others, it was recommended that government encourage public-private partnership and strengthen performance measurement systems in Kwara State Water Corporation Kwara TV and other public enterprises in Kwara State.

Keywords: New Public Management, Performance, Accountability, Public Accountability Organizational Survival

1.0 Introduction

The global interest in New Public Management (NPM) has surged, positioning it as a pivotal framework for enhancing the efficacy of public enterprises. NPM, originating in the late 1980s, advocates the infusion of private sector management principles into the public sector, emphasizing results-oriented strategies, enhanced accountability, and decentralized decision-making. This paradigm shift has been propelled by the acknowledgment that traditional bureaucratic models often grapple with inefficiency, sluggish decision-making, and a lack of accountability.

Globally, countries like the United Kingdom, Australia, and New Zealand have witnessed significant enhancements in public enterprise performance through NPM-inspired reforms, involving organizational restructuring, performance-based measures, and the cultivation of efficiency and customer orientation (Pollitt & Bouckaert, 2017). In Nigeria, the shift from a centralized bureaucratic system to a market-oriented, performance-driven model commenced in the 1980s, fueled by structural adjustment programs and subsequent waves of reforms in the 1990s and early 2000s (Oyewole, 2018; Salisu & Olatunji, 2020).

In the Nigerian, the adoption of NPM principles commenced in the 1980s, gaining momentum through structural adjustment programs and subsequent waves of reforms in the 1990s and early 2000s. Despite the implementation of various performance measurement systems, decentralization policies, public-private partnerships (PPPs), and performance-based pay reforms, the World Bank's 2020 Worldwide Governance Indicators ranked Nigeria 146th out of 174 countries in government effectiveness, signaling room for improvement. Scholars argue that the limited success in Nigeria is attributable to challenges like a culture of lack of accountability, low survival rates, poor financial performance measurement, political interference, lack of capacity, and resistance to change. This study narrows its focus to Kwara State, investigating the intricate interplay of NPM principles and their impact on public accountability and the survival of selected public enterprises—a crucial endeavor in understanding the contextualized outcomes of NPM implementation.

1.1 Statement of the Problem

Public accountability, survival, and financial performance are critical elements for the effective functioning of public sectors worldwide. The adoption of New Public Management (NPM) principles has been a global trend aimed at enhancing these performance variables. However, there are challenges associated with the implementation of NPM in different countries, including Americas, Europe, Africa, and Nigeria. The study dissected the problem associated with the adoption of NPM and its impact on public accountability, survival, and financial performance.

Globally, the implementation of NPM has faced both positive and negative outcomes regarding public accountability and survival. Scholars including Hood (2019) asserted that, while some countries have achieved improved performance through the adoption of NPM principles, others have encountered challenges, such as decreased accountability and increased corruption as established in the study of (Lynn, 2016). These varying outcomes suggest the need for a better understanding of the implementation of NPM in different contexts.
The positive outcomes reported in some countries, such as improved performance ((Ugwuanyi, 2020; Ajayi & Olowu, 2017), stand in contrast to negative outcomes, including decreased accountability and increased corruption (Lynn, 2016). Focusing on public enterprises in Kwara State, Nigeria, this research aims to explore how the implementation of NPM principles influences public accountability, and survival of public enterprises, addressing the challenges of accountability and possible effect on survival of public enterprises.

1.2 Research Questions
In order to provide a guide for achieving the research objectives, the following research questions shall be answered:
i. What is the relationship between new public management and public accountability?
ii. To what extent does public management influences on survival of public enterprises?

1.3 Objectives of the Study
The main objective of this study is to examine new public management and performance of public enterprises in Kwara State. Hence, the specific objectives are to:
i. determine the relationship between new public management and public accountability.
ii. evaluate the extent of the influence of new public management on survival of public enterprises.

1.4 Research Hypotheses
The following hypothesis were stated to guide the study
Ho_1: There is no significant relationship between new public management and public accountability.
Ho_2: New public management has no significant influence on survival of public enterprises.

2.0 Literature Review

2.1.1 New Public Management
The definitions provided by different authors offer diverse perspectives on New Public Management (NPM), reflecting the absence of a universally accepted definition for this management concept. The term ‘New Public Management’ was coined by Hood (1991) for the policy to modernize the public sector and render it more effective. The basic idea behind the introduction of NPM is that market-oriented management of the public sector will lead to greater cost-efficiency for governments, without having negative side-effects on other objectives and considerations. Later on, Ferlie, Ashburner, Fitzgerald, and Pettigrew (1996) describe 'New Public Management in Action' as involving the introduction into public services of the 'three Ms': Markets, managers and measurement.

The conceptualization of the concept continues to evolve as research on it attract attention of researchers. Kurt and Iris (2019) for instance present NPM as a strategic approach focused on restructuring public sector organizations. Their definition highlights the realignment of management practices, reporting mechanisms, and accounting procedures to emulate business-oriented methods, with the ultimate goal of enhancing efficiency, effectiveness, and accountability in line with contemporary business practices. This definition underscores NPM's aspiration to incorporate private sector principles for improved public sector performance.

Contrastingly, Ferdous (2016) views NPM as a doctrine addressing historical shortcomings in the public sector. This interpretation emphasizes the identification of issues rooted in centralized bureaucratic structures, inefficient resource ucdtilization, and inadequate frameworks for transparency and responsibility. The primary objective of NPM, according to Ferdous, is to rectify these challenges within public sector operations and administration.
Fakhrul's (2015) perspective introduces the concept of new public administration, suggesting an administration centered on serving clients, reducing bureaucratic elements, fostering democratic choices, and distributing administrative procedures for efficient and compassionate public service provision. While this interpretation aligns with NPM's goals, it introduces a broader emphasis on client-centered administration and democratic processes.

The various definitions offer insights into the multifaceted nature of NPM, emphasizing its role in reshaping public sector organizations, addressing historical deficiencies, consolidating decision-making authority, and promoting client-centered administration. The absence of a universally accepted definition reflects the complexity and evolving nature of NPM as it continues to influence public sector management paradigms.

2.1.2 Doctrinal Components of New Public Management

The doctrinal components of NPM presented in the work Hood (1991) cited in Fakhrul (2015) of are elucidated as follows:

a. Hands-On Professional Management: Within the framework of NPM, public service individuals are expected to act as proactive managers, wielding decision-making autonomy within their designated domains.

b. Explicit Standards of Performance: NPM involves stringent performance assessments for public sector entities, necessitating a focus on clearly defined objectives. fostering accountability and a culture of continuous improvement in service provision.

c. Greater Emphasis on Output Controls: NPM redirects the emphasis from bureaucratic procedures to tangible outcomes, requiring public managers to prioritize concrete achievements derived from allocated resources.

d. Disaggregation of Public Sector Units: NPM advocates for the division and decentralization of public sector entities to enhance efficiency, transparency, and accountability.

e. Greater Competition in Public Service Provision: Grounded in the public choice perspective, NPM introduces market principles to enhance efficiency through competition among service providers.

f. Private Sector Styles of Management: NPM encourages public sector entities to adopt business-oriented approaches, incorporating incentive systems akin to the private sector.

g. Greater Discipline and Economy in Resource Use: The core of NPM revolves around the imperative for public service entities to enhance resource utilization efficiency, achieving more with fewer expenses.

2.1.3 Performance

Numerous writers have attempted on multiple occasions to provide a suitable definition of organizational performance along with the creation of accurate metrics and indicators. Barney and Wright (2008) define an organization as a freely chosen coalition of productive resources, including financial, human, and physical assets, working toward a shared objective.

Alabi, Afolabi, and Adeyemo (2015) provided a concise definition of performance, defining it as the organization's capacity to achieve its objectives in an efficient and effective manner. Norashikin, Nurain, and Muhamad-Khalil (2016) defined organizational performance as the degree to which an organization is fulfilling its vision, mission, and goals; it is about optimizing resource allocation to achieve high level results and successfully achieving its objectives while fulfilling its obligations to stakeholders.

Nsikan, Etim, and Uduak (2015) offered an alternative interpretation of what the term "performance" means, claiming that an organization's performance is determined by comparing its actual output to its projected outputs. Moreover, organizational outcomes—which measure input, output, and aspects of processes, services, and products—can also be used to characterize organization performance. Defect rates, invention dependability, manufacturing cycle time, on-time delivery, cost of quality and scrap minimization, efficiency, and stock were all considered by Hussaini, Jamila, and Idris (2016). Performance of an organization is generally seen as a gauge of how well a business uses the resources from its activities and generates profits over a fair amount of time.

2.1.4 Public Sector Accountability

Accountability is an important element of good government. Preston (2012) says accountability implies holding public officials responsible for their actions. In the opinion of Lawton and Rose (2014), it is a process where a person or group of people are required to present an account of their activities and the way in which they have or have not discharged their duties. By implication, a person is held accountable for not only his/her actions but also inactions. According to Rouse (2017), accountability encompasses the act of revealing, explaining, and justifying one's actions, as well as how responsibilities have been fulfilled. Laxmikanth's definition (2016) highlights accountability as the duty of administrators to provide a satisfactory explanation of their performance and the manner in which bestowed powers have been exercised.

Moreover, accountability pertains to the relationship between the State and its citizens, determining the level of responsibility the State holds for its actions. The concept encompasses the legal and reporting framework, organizational structure, strategies, procedures, and actions aimed at ensuring that entities utilizing public funds and making decisions that impact people's lives are held liable for their choices.

Public sector accountability is a collective effort involving various entities and institutions, including Parliament members, public bodies, courts, tribunals, investigative bodies, and often oversight from civil society organizations and the media. Public accountability signifies the unequivocal recognition that all public officials are entrusted with their positions by the people. It implies that individuals engaged in public service are obliged to answer to the very individuals they are expected to serve (Akpan, 2021). Nkoma (2004) asserts that public accountability mandates that those in positions of public trust must explain the use of that trust to citizens or their representatives. It's important to note that accountability is inherently linked to responsibility - anyone holding responsibility is inherently accountable.

2.1.5 Organizational Survival

A critical review of various definitions of organizational survival reveals a rich, multidimensional concept that extends beyond mere persistence. Several scholars have emphasized that organizational survival should encompass sustained growth, adaptation, and resilience. Pearce and Robbins (2015) define organizational survival as the ability to endure and succeed in a constantly changing business environment. They underscore the necessity for organizations to not only persist but also thrive amidst challenges.

Moreover, Hannan and Freeman (2014) contribute to the understanding of organizational survival by introducing the concept of 'ecological niche.' According to their perspective, survival involves finding and maintaining a unique niche within the business ecosystem. This niche allows an organization to secure necessary resources and minimize competitive pressures, facilitating long-term existence. This concept underlines the importance of strategic positioning and differentiation for survival.

In contrast, Aldrich and Ruef (2016) offer a more dynamic view of survival, suggesting that organizations persist by continually evolving and adjusting their goals and activities. They argue that organizational survival entails adaptation to environmental shifts and changes in stakeholders' demands. This perspective aligns with the broader view of survival as not merely continuing to exist, but as the ability to remain relevant and effective over time.
On the other hand, Cameron and Quinn (2016) bring the internal aspect into focus by discussing the role of organizational culture and effectiveness in survival. They argue that survival is intricately linked to an organization's ability to develop a positive culture that aligns with its strategies and goals. The emphasis here is on the internal resilience and cohesiveness as factors critical for survival.

Interestingly, uncertainty is acknowledged as a significant factor in the definition of organizational survival by Covin and Slevin (2019). They highlight that survival involves the management of uncertainty by adjusting to new market conditions and technologies. This definition underscores the importance of an organization's capacity to embrace change and uncertainty as part of its survival strategy.

Therefore, organizational survival is a complex, multi-dimensional concept that encompasses enduring challenges, adapting to change, finding a niche, maintaining relevance, and managing uncertainty. Scholars stress the need for organizations not only to persist but also to thrive, emphasizing the dynamic nature of survival in contemporary business environments.

2.1.6 New Public Management and Performance

The relationship between New Public Management (NPM) and firm performance, especially within public enterprises, has been a subject of extensive academic inquiry. NPM, as a governance paradigm introduced in the late 20th century, emphasizes the adoption of private sector management practices to improve efficiency, accountability, and service delivery in public organizations. The core principles of NPM—such as hands-on professional management, explicit standards of performance, output control, decentralization, competition, private sector management styles, and disciplined resource use—are designed to create a performance-oriented culture in public enterprises (Hood, 1991). These principles aim to shift focus from traditional bureaucratic processes to results-driven management, aligning organizational goals with measurable outputs and outcomes.

Empirical evidence supports the assertion that NPM reforms positively influence firm performance, particularly in areas like accountability, efficiency, and service quality. Studies by Pollitt and Bouckaert (2017) reveal that the adoption of NPM practices enhances transparency and reduces inefficiencies by fostering competitive service delivery models and output-focused management. Similarly, NPM reforms encourage innovation and flexibility, enabling organizations to adapt to changing environmental conditions and meet stakeholder expectations more effectively (Lodge & Gill, 2020). This is particularly relevant in developing economies, where public enterprises often face resource constraints and institutional inefficiencies. For instance, decentralization of decision-making and increased competition can empower public managers, reduce bureaucratic red tape, and improve organizational responsiveness to societal needs.

However, the relationship is not universally positive, as certain studies highlight challenges associated with NPM reforms. Critics argue that the overemphasis on market mechanisms and privatization can lead to unintended consequences, such as undermining public values, fostering inequality, and neglecting broader societal objectives (Dunleavy et al., 2006). Additionally, the applicability of NPM principles varies across contexts, with factors such as institutional capacity, governance quality, and cultural orientation playing significant roles in determining the success of NPM initiatives (Hyndman & Liguori, 2018). In public enterprises in Nigeria, for example, evidence suggests that while NPM reforms can enhance accountability and survival, their effectiveness is often constrained by weak institutional frameworks, corruption, and inadequate implementation capacity.

2.2 Theoretical Framework

Institutional Theory

Institutional Theory, first proposed by Selznick in 1948, has evolved significantly to explain how organizations adapt to external pressures to gain legitimacy and sustain their operations. The theory posits that organizational structures and behaviors are influenced not only by efficiency concerns but also by social expectations, norms, and institutional pressures, including coercive, mimetic, and normative isomorphism (DiMaggio & Powell, 1983). Recent scholarship emphasizes its applicability in understanding public sector reforms, highlighting that organizations often adopt new practices not solely for performance improvement but to align with societal and institutional expectations (Scott, 2018). Despite its strengths, Institutional Theory has been criticized for overemphasizing conformity at the expense of agency, innovation, and contextual variability (Greenwood et al., 2020). This theory is relevant to this study as it provides a good framework for analyzing how public enterprises in Kwara State adopt New Public Management (NPM) reforms to enhance accountability and survival, not just for efficiency but also to comply with societal demands for transparency and improved governance. Its adoption is justified by its capacity to explain the interplay between external pressures and organizational changes, enabling an in-depth understanding of the institutionalization of NPM principles in public enterprises.

2.3 Empirical Review

Researchers have worked extensively in examining new public management and its impact on performance and related management variables. Ružić and Vučković (2022) conducted a comprehensive empirical investigation aimed at assessing the impact of New Public Management (NPM) on the performance of public organizations in transitional countries. The study, employing a quantitative research design, focused on contributing valuable insights to the existing literature by scrutinizing the efficacy of NPM reforms within a specific contextual framework. Utilizing a structured questionnaire, the researchers collected data from a sample of public organizations across three transitional countries. The analysis, including regression analysis and statistical techniques, revealed nuanced outcomes regarding the influence of NPM on organizational performance. Positive effects were observed in certain aspects of NPM, such as performance measurement and accountability mechanisms, while dimensions like marketization and privatization did not exhibit significant improvements. The study further identified contextual factors, including political instability, institutional capacity, and bureaucratic culture, as influential elements shaping the relationship between NPM and performance. In essence, the findings suggested that the effectiveness of NPM reforms in enhancing the performance of public organizations is contingent on the specific context.

In the same vein, Olsen (2022) delved into the intricate relationship between performance management and governance within public sector organizations. The research aimed to elucidate how performance management practices impact the governance structures and processes of these organizations. Employing a theoretical approach grounded in concepts from public administration and organizational theory, the study established the pivotal role of performance management in shaping governance dynamics. Key practices, such as performance measurement, goal setting, and performance-based incentives, were identified as influential factors in decision-making, accountability, and organizational behavior.

Akpan and Atah (2021) conducted a study investigating the impact of New Public Management (NPM) on governance in Nigeria, drawing insights from the Economic Recovery and Growth Plan (ERGP) implemented between 2016 and 2020. Employing a qualitative research design involving document analysis and interviews with key stakeholders, the study found that the adoption of NPM principles within the ERGP positively influenced governance outcomes in Nigeria.

Salisu and Olatunji (2020) conducted a comprehensive review assessing the achievements, challenges, and prospects of NPM reform in Nigeria. Utilizing a literature review approach, the study revealed that NPM reforms in Nigeria have led to improvements in efficiency, transparency, and accountability in public service delivery. However, significant challenges have hindered the full realization of the potential benefits, indicating the need for further efforts to overcome obstacles. The findings emphasize the positive changes brought about by NPM in the Nigerian public sector while underscoring the importance of addressing existing challenges for a more successful implementation.

These studies collectively contribute to the understanding of the impact of NPM on governance in Nigeria, emphasizing the potential benefits, challenges, and the need for tailored implementation strategies to enhance public sector performance and accountability in the country.

3.0 Methodology

The research methodology employed in this study utilizes a combination of qualitative and quantitative research designs, employing the use of interview and questionnaire as the research instruments. The study focuses on Kwara State Water Corporation and Kwara TV which were selected based on their high relevance and easy access to required data for achieving the study objectives. The interview respondents used were determined by selecting 5 most senior staff from each of the 2 public enterprises, making a total of 10 interviewed respondents. As for the questionnaire respondents, all staff were involved. statistic gathered from the two public enterprises established that the staff strength of 168 and 74 respectively for Kwara State Water Corporation and Kwara TV respectively, making a total study population of 242.

Given the considerable size of the study population of 242, it is imperative to determine an appropriate sample size that effectively represents the entire study population. In this regard, the Raosoft (2024) online sample size calculator was employed to ascertain the total sample size to be selected from the overall population. The online sample size calculator, available at http://www.raosoft.com/samplesize.html, was accessed on the internet for this purpose. Utilizing the Raosoft (2023) online sample size calculator, a sample size of 149 was estimated to be appropriate for this study. The calculation was conducted with a 0.05 error term, signifying a 95% confidence level in the estimated sample size. Consequently, out of the total population of 242 staff, the chosen sample size for the study is 149.
In estimating the number of respondents required from each of the selected public enterprises, proportionate sampling technique is adopted as follows:

Kwara State Water Corporation

$$\frac{168}{242} \times 149 = 103$$

Kwara TV

$$74 \times \frac{149}{242} = 46$$

Therefore, as estimated above, a total of 103 sample members were proportionately selected from Kwara State Water Corporation, while a total of 46 sample members were proportionately selected from Kwara TV.
Data for the study are sourced from primary sources. A questionnaire serves as the primary data source, designed to gather information from the study audience. The researcher personally administers copies of the questionnaire to ensure guidance for respondents when needed.

An open-ended and structured questionnaire serves as the instrument for eliciting data from the sampled audience, with two sections ('A' and 'B'). Section 'A' gathers demographic information, while section 'B' contains question items adapted from scales designed for measuring the proxies considered in the study. To ensure the validity of the research instrument, face and content validity assessments are conducted. The questionnaire's draft is submitted to the supervisor for evaluation, ensuring it encompasses all relevant variables and is well-structured.
The validity of the research instrument is further confirmed through subject-matter expert assessment. Copies of the instrument are submitted to management experts to evaluate the appropriateness of the study variables. Corrections are made based on the feedback received before administration. Reliability is assessed using Cronbach's Alpha test, with coefficients of 0.821, 0.768 and 0.782 for New Public Management, Public Accountability and Survival of Public Enterprises respectively, indicating a high level of internal consistency and reliability.

In analyzing the gathered data, inferential statistical tools like regression analysis and Pearson's correlation were employed. After which the data gathered from the interview conducted were used to corroborate the findings from the questionnaire data.

4.0 Results and Discussion

4.1 Relationship between new public management and public accountability.

HO_1: There is no significant relationship between new public management and public accountability.
The correlation analysis in Table 2 explores the relationship between New Public Management (NPM) variables, and with Public Accountability (PA). The results reveal statistically significant positive correlations (ranging from 0.518 to 0.751) between each NPM variable and Public Accountability, all significant at the 0.01 level. This implies that as NPM principles are effectively implemented, public accountability also tends to increase. The results indicate that implementing NPM reforms, encompassing these specific dimensions, may contribute positively to fostering accountability in public enterprises.
Key informant interviews conducted with senior officials and managers in public enterprises supported the quantitative findings, revealing that the adoption of New Public Management (NPM) principles significantly enhances public accountability. Respondents emphasized that practices such as explicit performance standards, greater competition in service provision, and hands-on professional management create a framework that fosters

transparency and responsibility. Additionally, interviewees noted that these principles encourage clear benchmarks and improve resource management, ultimately promoting accountability across various levels of public sector operations. These insights affirm the statistical evidence that NPM reforms positively influence public accountability.

Table 2: Correlations Matrix

		PA
Hand-On Professional Management (HPM)	Pearson Correlation	.538**
	Sig. (2-tailed)	.016
	N	149
Explicit Standard of Performance (ESP)	Pearson Correlation	.613**
	Sig. (2-tailed)	.011
	N	149
Greater Emphasis on Output Controls (EOC)	Pearson Correlation	.628**
	Sig. (2-tailed)	0.001
	N	149
Disaggregation of Public Sector Units (DPU)	Pearson Correlation	.518**
	Sig. (2-tailed)	.019
	N	149
Greater Competition in Public Service Provision (CPP)	Pearson Correlation	.751**
	Sig. (2-tailed)	.000
	N	149
Private Sector Styles of Management (PSS)	Pearson Correlation	.732
	Sig. (2-tailed)	.000
	N	288
Greater Discipline and Economy in Resource Use (GER)	Pearson Correlation	.684**
	Sig. (2-tailed)	.002
	N	149

**. Correlation is significant at the 0.01 level (2-tailed).
Source: *Researcher's Analyses, 2024*

4.2 *Influence of* New public management on survival of public enterprises

HO_2: New public management has no significant influence on survival of public enterprises.

The model summary reveals an R Square of .644, indicating that approximately 64.4% of the variance in the survival of public enterprises can be explained by NPM variables, while the remaining 33.6 can be explained by other factors not included in the model.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802[a]	.644	.640	2.14829

a. Predictors: (Constant), New public management
Source: *Researcher's Analyses, 2024*

4.3 ANOVA result on new public management and survival of public enterprises

The ANOVA results in table 4 presents a p-value of .000 which is less than the critical value of 0.05 indicates that the model is fit and that new public management is a good predictor of Survival of public enterprises. The null hypothesis is therefore rejected, while its alternative is accepted.

Table 4: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1526.892	2	763.446	165.422	.000[b]
	Residual	844.571	147	4.615		
	Total	2371.462	149			

a. Dependent Variable: Survival of public enterprises
b. Predictors: (Constant), New public management
Source: *Researcher's Analyses, 2024*

4.4 Coefficients

The coefficients table 5 reveals a constant value of 2.445 indicating that when all variables are constant, survival of public enterprises is at 2.445. The standardized coefficient (Beta) of .623 indicates that with the adoption of NPM principles, survival of public enterprises will increase by 0.623 ($p < .05$) indicating a substantial positive influence of NPM on the survival of public enterprises. Key informant interviews further validated the statistical findings, highlighting that the adoption of New Public Management (NPM) principles plays a pivotal role in enhancing the survival of public enterprises.

Table 5: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.445	.504		4.850	.000
	New public management	1.501	.128	.623	11.724	.000

a. Dependent Variable: Survival of public enterprises

Source: Researcher's Analyses, 2024

Responses affirmed that strategies such as performance-driven management, efficient resource utilization, and competitive service delivery ensure that public enterprises remain viable in a dynamic environment. Moreover, they emphasized that NPM fosters adaptability and innovation, enabling these organizations to overcome challenges and sustain operations effectively. These qualitative insights align with the quantitative results, affirming the significant influence of NPM on the survival of public enterprises.

5.0 Conclusion and Recommendations

Conclusion

Based on the study findings, it was concluded that adoption of NPM principles in Kwara State's public enterprises positively influences public accountability. It was also the study conclusion that NPM has a substantial and positive influence on the survival of public enterprises in Kwara State. This finding is consistent with recent research highlighting the positive impact of NPM on organizational outcomes and survival (Kurt & Iris, 2019; Maor, 2018).

Recommendations

Building upon the findings and conclusions of this study, several actionable recommendations emerge for public sector stakeholders in Kwara State:

Based on the findings of the study, the following recommendations are proposed:

1. **Strengthen Implementation of New Public Management (NPM) Principles:** Public enterprises in Kwara State should prioritize the effective implementation of NPM principles, such as explicit performance standards, output controls, competition in service provision, and private sector management styles. These principles have shown significant positive correlations with public accountability, suggesting their capacity to foster transparency, efficiency, and improved service delivery.
2. **Promote Greater Accountability Mechanisms:** Given the strong relationship between NPM reforms and public accountability, public enterprises should establish and enforce mechanisms that encourage transparency and accountability. This includes regular performance evaluations, public disclosure of operations, and alignment of goals with measurable outcomes to ensure adherence to NPM principles.
3. **Invest in Capacity Building for Sustainable Reforms:** To enhance the survival of public enterprises, there should be continuous training and capacity building for managers and staff on the implementation of NPM practices. Such investments will ensure the sustainability of reforms and enable enterprises to adapt to changing operational environments while achieving long-term efficiency and competitiveness.

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