

STATE OWNED CORPORATIONS AND SOCIO-ECONOMIC DEVELOPMENT IN AKWA IBOM STATE; A STUDY OF IBOM AIR LIMITED.

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ABSTRACT

State Owned Corporations are established globally for the principal purpose of promoting socio-economic development of a nation. This study focused on Public Corporations and Socio-economic Development of Akwa Ibom State, with particular reference to Ibom Air. The problem to which this research was carried out is the issue of unemployment, low standard of living, poor revenue generation in the state. The New public Management theory was adopted as the theoretical framework for the study. The study used both descriptive and qualitative Approaches. The data was collected from secondary and primary sources were analyzed using content analysis Approach. The findings revealed that Ibom Air has generated over N161,558,530,560 within three and nine years of operation (2020-Septemner 2023). Findings further revealed that Ibom Air has employed 1049 persons who are directly and indirectly employed since it began operation. It has also revealed that Ibom Air has attracted great influx of people who are on socio-economic mission to the State. Findings further revealed that in spites of these positive achievements, Ibom Air has limited scope of operation in Nigeria, and only one international route. The study therefore recommended among other measures that; The State Government and the Management Should make sure the routes are expanded to many States in Nigeria, as well as making move to have more international routes to boost it revenue Capacity. Finally, State Government should make policy to attract more investors to the State and as well as enhancing the practice of Public Private Partnership.

Keynotes: Public corporation, government, privatization, development.

INTRODUCTION

State owned public Corporation is one of the major sources that foster economic growth and development of any given nation especially, in the developing world. Government owned enterprise may also be called public corporations. Public corporation are regarded as those government agencies backed by the state laws and charged with the responsibilities of utilization of available human and materials resources for the development of the general welfare of the people (Basu, 2005). Public Corporation has traditionally have been set up for the express purpose of satisfying some specific facets of the citizen's needs. For example,

health care, education, fire production (service), police service, transportation services. However, Airlines is no doubt an indispensable catalyst for activating and stimulating economic, social, political and cultural development in any state and the Country at large. Airline transportation remains the easiest and the fastest means through which people are conveyed for businesses, social activities, research and seminars, conferences and Annual meetings which promote socio-economic development. This implies that production of paints has to be rationally developed (Nwoye, 2005).

In Nigeria where the government is the biggest employer of labour and provision of services, government revenue and spending are the main drivers of economic activities. When the company was established, policies were made through government bureaucracy when became a limited liability company, board of directors was appointed by the government, their function was mainly that of policy formulation they formulated policies and guidelines for the smooth operation of the Cooperation while policy implementation and the day to day running of the business is left in the hands of the General Manager (Saviour, 2019). Ibom air is a Nigerian airline that is headquartered in Uyo, the capital City of Akwa Ibom State in Nigeria, the airline is owned by the Akwa Ibom State Government. Ibom Air is a government parastatal under direct supervision of the Ministry of commerce and industry. The company generated revenue to sustain the enterprise, the main source of its revenue is from the flight tickets they sale to their customers (passengers).

Ibom Air is first State Airline in Nigeria and one of the few airlines in Nigeria to operate a fleet of modern aircraft. It Started operations on June 7, 2019. Ibom Air currently operates domestic flights within Nigeria, connecting major cities such as Lagos, Abuja, Calabar, Uyo and Enugu and now extending its operations to Ghana. The airline operates a fleet of four Bombardier CRJ900 regional jets, which are known for their fuel efficiency and low operating costs. Each aircraft can carry up to 90 passengers and is equipped with modern amenities such as comfortable seats, air conditioning, and in-flight entertainment. The services they provided have attracted lots of customers (passengers) which is its major source of income. The services they have provided further attract lots of investors to the state and also create employment to the citizens, thereby boosting the economic growth and development of the state. To this end, this study assesses the impact of public Corporation and the socio-economic development of Akwa Ibom State with reference to Ibom Air located in Uyo, Akwa Ibom State.

Public Corporation was established for the aims of provision of services for the masses. Ibom Air Company as a state-owned Cooperation was established to provide transportation services, ease of movement and remit profits to the state government, provide employment to indigenes and improve the socio-economic development of its host Akwa Ibom State. However, these objectives seem to have been defeated as the company is surrounded by chains of controversies. Many say the establishment of the company by the state government is a ruse, thus; does not benefit the masses. Also, the Cooperation which was established to serve as the employer of last resorts has little or no impacts in reducing unemployment rate in the state as 2019– 2023 statistics reveals that over 78% of the state population are unemployed, some are saying that the Corporation does not leaved up to the expectation of generating revenue and increasing the Gross domestic product as a State Owned Corporation, Considering the fact that Government has nothing to show on what the generated funds have been used for. The Company was established to ease movement, and many say there is often delay in the movement of passengers. Against this background, this study therefore sought to assess the impact of managing state owned Corporation and socio-economic development in Akwa Ibom State, with particular reference to Ibom Air.

Objective of the Study

The objective of this study is to examine State Owned Corporations and Socio-economic Development in Akwa Ibom State; A Study of Ibom Air (2019-2023).

Specific objectives are:

- i. To examine the relationship between the operation of Ibom Air Company and employment generation in Akwa Ibom State.
- ii. To examine the relationship between Ibom Air and Revenue generation in Akwa Ibom State.
- iii. To investigate the relationship between the activities of Ibom Air Company and Influx of people on socio-economic development in Akwa Ibom State.

LITERATURE REVIEW

Conceptual Clarification

Public Corporation

According to Nwoye (2011), a Public Corporation is viewed as an artificial person, who is authorized by law to carry on particular activities and function. It essentially has the features of several individuals who act as one. It is described as a corporate body created by the legislature with defined powers and functions and independently having a clear-cut jurisdiction over a specified area of a particular type of commercial activity. It is a part of government apparatus and three implications are hereby highlighted. Public Enterprise, by virtue of its intricate relationship with government, is an instrument of public policy and its primary mission is in connection with governmental objectives and programs. It is therefore, under government control.

Secondly, a Public Enterprise by its nature mostly manages public resources, especially public money and this means that attention must be paid to mechanisms for enforcing accountability. Thirdly, the combination of financial and economic objectives with social and political arms invariably makes it difficult to devise, appropriate performance measurement instrument. Public Enterprise might be 'an enterprise which is controlled by the government' However, such a definition raises problems of interpretation in specific cases; for example, how can we be sure that the government 'controls' a particular firm? It is the essence of our entire approach to see government-industry relationships where one party can rarely be said to 'control' the other in a mechanical way. Does 'the government' mean just the central government or does it include local governments? For example, statistical information from some countries excludes enterprises run by local governments (Nwoye, 2011).

Socio-Economic Development

The term 'development' is used in many disciplines and serves in practice to define a recognized field of research. Socio-economic development is simultaneously a concept, an activity and a professional practice. Not only is economic development a popular topic of discussion, it is also an activity for which there are high expectations, and significant investments of public money. Perhaps, the only agreement currently is that economic development is difficult to define. Nevertheless, defining economic development is a necessary prerequisite to move discussion towards objective policy discussion and robust measurement (Feldman et al., 2016).

The Relationship between Public Corporation and Revenue Generation.

According to Anyadike (2013), there is usually a problem in trying to assess the performance of public enterprise in Nigeria. The problem arises from the fact that quite unlike private enterprise that are set up with clear cut objectives, public enterprises most often do not have such clear-cut objectives. He premised his assessments of public enterprises to be meaningfully done using two criteria; these are quality of service they deliver and their return on investments. That public enterprises in Nigeria are grossly inefficient and mismanaged is no longer in contention and this has resulted into serious socio-economic debacle. Virtually all public enterprise renders epileptic and unsatisfactory service to the people. On the issue of returns on investment, it is estimated that successive Nigerian governments have invested billions of naira in public owned enterprise with nothing to show for it. Annual returns on this huge investment have been well below 10 percent. These inefficiencies and in many cases, huge losses, are charged against the public treasury. The former Director General Bureau of Public Enterprises (BPE) Nasir Ahmed el Rufai said that “these public enterprises consumed over one third of all money we made from the sale of oil since 1973”.

Akhakpe (2008) attributed the abysmal of public enterprise to low morale among workers, cases of discrimination in appointment, promotion, discipline, and transfer of workers. Ezeani (2006) on his part opined that, the performance of most public enterprises in both developed that developing countries are generally disappointing which throws up the question of selling these enterprises to private investors who are better managers than government. Public enterprise has its primary objectives of promoting socio-economic development of the state and also generates revenue to the government. This is what distinguishes public enterprise from private business which has its main aim of generating profit to the owner. The quest for the transformation of Akwa Ibom State into an industrial State has been the major reasons of the establishment of Ibom Air company. Interestingly, with the volume of the financial resources invested to establish the company the company has generated enough revenue to Akwa Ibom State treasury as well as creating employment for the populace (Nigerian Voice Newspaper, 11th June, 2018).

State Owned Enterprises and Employment Generation

According to Cray, Nguyen, Pranka, Schild, Sheu, & Whitcomb (2011), employment generation refers to the creation of new jobs without displacing existing economic activity. This means that new jobs are being created without causing unemployment in other sectors due to the jobs that have already been created. While this definition is accurate, it fails to address the category of people who are underemployed and seeking better job opportunities. Employment generation is the process of creating new jobs for the unemployed and the under-employed without necessarily displacing people who are already employed in other economic activities (Ayeni, 2021).

There is no doubt that employment generation in countries that seek to achieve a competitive advantage in the economic sector will lead them to achieve the best possible prosperity in this sector, and this cannot be achieved in isolation from the establishment of projects and investments through which new job opportunities are provided. (Benbekhti et al., 2021:44; Marshall et al., 2009:4), As opined by Henrekson & Johansson, (2010:229), employment generation will result in decrease in job flattening, therefore the larger the percentage of jobs lost due to employment creation, the more this is a sign of economic growth. In light of this, nations take the lead in developing plans that reinforce and encourage the development of new jobs through the adoption of entrepreneurial ventures (Abbas et al., 2022:894) or

offering loans with the intention of investing in ventures that serve as the primary source of new employment opportunities (Awogbenle & Iwuamadi, 2010:831; Aulet & Murry, 2013:9). He further stated that industries must attract employment opportunities in an area.

State Owned Enterprises and Standard of Living

The major objective of any economy is to increase the Gross Domestic Product and to raise the per capita income of its citizens (standard of living). One major way to generate an increase in the GDP and as well as increasing the standard of living of the people is to rapidly boost industrialization of such an economy. It has been observed from historical development that no country has ever become rich by exporting raw materials without also having an industrial sector, and in modern terms an advanced services sector. More so, the more a country specializes in the production of raw materials only, the poorer it becomes. In other words, industry multiplies National wealth (NIRP, 2014). A sustainable industrial development is the primary source of income generation, reduction in unemployment level, improvement in current account balance, and creating a stable price level in an economy. Industrialization could be seen as a deliberate and sustained application and combination of suitable technology, management techniques and other resources to move the economy from the traditional low level of production to a more automated and efficient system of mass production of goods and services (Ayodele and Falokun, 2003). It is well accepted that manufacturing activity is positively correlated with GDP and skilled employment, and has a multiplier effect on job creation, as every one job in manufacturing creates 2.2 jobs in other sectors.

Theoretical Framework:

New Public Management Theory (1991)

This theory was propounded by Christopher Hood (1991) and it's opined that for effective and efficient utilization of resources for the actualization of the maximum output in Public Enterprises to take place, there is a need for Public Private Partnership (PPP). The adoption of private sector modus operandi to manage performance in public sector is part of the international trend known as New Public Management (NPM). Malaysia is one of the few developing countries that is at the frontiers of New Public Management (NPM). The focal point of the New Public Management is the shift in model from Administrator Model to Management Model: The management model represents an internal culture of making managers manage, as opposed to the administrator model which values compliance to rigid pre-determined rules and regulations. The shift to the management model in countries like Singapore, Malaysia, and South Africa etc represents an attempt to empower managers. It requires them to take greater responsibility, gives them greater operational freedom and holds them accountable for results. Most of these countries mentioned above have used many techniques that are used to achieve this transformation in public sector systems and culture. These techniques include: mandatory strategic planning by government agencies, explicit target setting, devolved resource management, performance monitoring and reporting, and regular evaluations using benchmarked data (Dibie, 2014).

One fact that will remain incontrovertible is that as long as there is government, there are likely to be Public Enterprises since they actually represent a form of political expression of the economic intention of the government; or sometimes an economic expression of its political intention. What is often forgotten in the whole debate about the Public Enterprise is that it represents a structural arrangement through which government or other public authorities can make investment for a number of purposes, such as social-economic and

political. The reasons that justify public investment via public enterprises have been well documented in the history of the Public Enterprise and in contexts of extreme poverty, and weak private sector, most of these reasons cannot be overlooked. This theory considers Government involves in outsourcing that is using Private hands to provide services to the public. When applied to this study New Public Management theory sees Public Private Partnership as an instrument for the sustainability and effective management of State-Owned corporation in Akwa Ibom State and Ibom Air in particular.

METHODOLOGY

The paper adopts qualitative and descriptive methods and the secondary data were analyzed through content analysis.

Presentation of Data on whether there is significance relationship between Ibom Air and employment Generation

Table 1: Data showing employment generation of Ibom Air from 2020 to 2023

Year	Direct Employment (Staff)	Indirect Employment (Taxi, Eatery/ Entertainment)	Estimated Number of people Employed	Total
2020	374	77	451	
2021	384	154	538	
2022	399	308	707	
2023	433	616	1,049	1,049

The Nation Newspaper (June, 2023).

From the table above, it could be noted that in 2020, Ibom Air employed 374 Staff and 77 were gainfully employed indirectly and the total number of people employed in 2020 were 451. In 2021, it could be noted that the number of staff increase to 384 and the number of people employed indirectly increased from 77 to 154 respectively, and the total number of people employed in 2021 increased from 451 to 538. In 2022, it could be noted that the number of employees increased to 399 and those indirectly employed increased to 308 respectively and total number increased to 707. In 2023, it could be noted that the number of staff increased from 399 to 433 and those indirectly employed increased from 308 to 616, and total number of people employed were 1049.

Data Presentation on how Ibom Air Operation Generates Revenue to Akwa Ibom State Government.

Table 2: Transportation from Uyo to Abuja (Morning Trip)

Year	Estimated Flight Fees	Number of passengers per Trip	Estimated revenue per day	Estimated revenue per week	Estimated revenue per month	Estimated revenue per Year
2020	N70,291	90	N6,326,190	N44,283,330	N177,133,320	N2,125,599,840
2021	N70,291	90	N6,326,190	N44,283,330	N177,133,320	N2,125,599,840
2022	N99,291	90	N8,936,190	N62,553,330	N250,213,320	N3,002,559,840
Jan-Sep 2023	N99,291	90	N8,936,190	N62,553,330	N250,213,320	N3,002,559,840
TOTAL						N10,256,319,360

The Nation Newspaper (June, 2023)

Table 3: Transportation from Abuja to Uyo (Returning Trip)

Year	Estimated Flight Fees	Number of passengers per Trip	Estimated revenue per day	Estimated revenue per week	Estimated revenue per month	Estimated revenue per Year
2020	N70,291	90	N6,326,190	N44,283,330	N177,133,320	N2,125,599,840
2021	N70,291	90	N6,326,190	N44,283,330	N177,133,320	N2,125,599,840
2022	N99,291	90	N8,936,190	N62,553,330	N250,213,320	N3,002,559,840
Jan-Sep 2023	N99,291	90	N8,936,190	N62,553,330	N250,213,320	N3,002,559,840
TOTAL						N10,256,319,360

The Nation Newspaper (June, 2023)

Table 4: Summary of the Revenue in Transportation from Uyo to Abuja (To And Fro, in the Morning, Afternoon and Evening Trips)

Period	Morning (Trip, To and Fro)	Afternoon (Trip, To and Fro)	Evening (Trip, To and Fro)
2020- (Sep 2023)	N20,512,638,720	N20,512,638,720	N20,512,638,720
TOTAL			N61,537,916,160

The Nation Newspaper (June, 2023).

Table 5: Transportation from Uyo to Lagos (Morning Trip)

Year	Estimated Flight Fees	Number of passengers per Trip	Estimated revenue per day	Estimated revenue per week	Estimated revenue per month	Estimated revenue per Year
2020	N60,110	90	N5,409,900	N37,869,300	N151,477,200	N1,817,726,400
2021	N60,110	90	N5,409,900	N37,869,300	N151,477,200	N1,817,726,400
2022	N85,110	90	N7,659,900	N53,619,300	N214,477,200	N2,573,726,400
Jan-Sep 2023	N85,110	90	N7,659,900	N53,619,300	N214,477,200	N2,573,726,400
TOTAL						N8,782,905,600

The Nation Newspaper (June, 2023)

Table 6: Transportation from Uyo to Lagos (Returning Trip)

Year	Estimated Flight Fees	Number of passengers per Trip	Estimated revenue per day	Estimated revenue per week	Estimated revenue per month	Estimated revenue per Year
2020	N60,110	90	N5,409,900	N37,869,300	N151,477,200	N1,817,726,400
2021	N60,110	90	N5,409,900	N37,869,300	N151,477,200	N1,817,726,400
2022	N85,110	90	N7,659,900	N53,619,300	N214,477,200	N2,573,726,400
Jan-Sep 2023	N85,110	90	N7,659,900	N53,619,300	N214,477,200	N2,573,726,400
TOTAL						N8,782,905,600

The Nation Newspaper (June, 2023).

Table 7: Summary of the Revenue in Transportation from Uyo to Lagos (To and Fro, in the Morning, Afternoon and Evening Trips)

Period	Morning (Trip, To and Fro)	Afternoon (Trip, To and Fro)	Evening (Trip, To and Fro)
2020-(Sep 2023)	N17,565,811,200	N17,565,811,200	N17,565,811,200
TOTAL			N52,697,433,600

The Nation Newspaper (June, 2023).

Table 8: Transportation from Uyo to Enugu (Morning Trip)

Year	Estimated Flight Fees	Number of passengers per Trip	Estimated revenue per day	Estimated revenue per week	Estimated revenue per month	Estimated revenue per Year
2020	N55,205	90	N4,968,450	N34,779,150	N139,116,600	N1,669,399,200
2021	N55,205	90	N4,968,450	N34,779,150	N139,116,600	N1,669,399,200
2022	N75,205	90	N6,768,450	N47,,379,150	N189,516,600	N2,274,199,200
Jan-Sep2023	N75,205	90	N6,768,450	N47,379,150	N189,516,600	N2,274,199,200
TOTAL						N7,887,196,800

The Nation Newspaper (June, 2023).

Table 9: Transportation from Uyo to Enugu (Returning Trip)

Year	Estimated Flight Fees	Number of passengers per Trip	Estimated revenue per day	Estimated revenue per week	Estimated revenue per month	Estimated revenue per Year
2020	N55,205	90	N4,968,450	N34,779,150	N139,116,600	N1,669,399,200
2021	N55,205	90	N4,968,450	N34,779,150	N139,116,600	N1,669,399,200
2022	N75,205	90	N6,768,450	N47,,379,150	N189,516,600	N2,274,199,200
Jan-Sep 2023	N75,205	90	N6,768,450	N47,379,150	N189,516,600	N2,274,199,200
TOTAL						N7,887,196,800

The Nation Newspaper (June,2023).

Table 10: Summary of the Revenue in Transportation from Uyo to Lagos (To And Fro, in the Morning, Afternoon and Evening Trips)

Period	Morning (Trip, To and Fro)	Afternoon (Trip, To and Fro)	Evening (Trip, To and Fro)
2020-(Sep 2023)	N15,774,393,600	N15,774,393,600	N15,774,393,600
TOTAL			N47,323,180,800

The Nation Newspaper (June, 2023).

Table 11: Total Estimated Revenue Generated in Conveying Passengers from Uyo to Abuja, Lagos, and Enugu State in Four Years, (2020-2023).

Year	Routes	Estimated Revenue Generated by each Routes in 4 Years
2020-(Sep 2023)	Uyo-Abuja	N61,537,916,160
2020-(Sep 2023)	Uyo-Lagos	N52,697,433,600
2020-(Sep 2023)	Uyo-Enugu	N47,323,180,800
TOTAL		N161,558,530,560

The Nation Newspaper (June, 2023).

From the table above, it could be noted that N61,537,916,160 was generated to Akwa Ibom State Government in conveying passengers from Uyo to Abuja, in and out of the State between 2020 to September 2023. Also, between 2020 to September 2023, transportation of passengers from Uyo to Lagos was generated N52,697,433,600 to Akwa Ibom State Government in and out of the State. Furthermore, between 2020 to September 2023, transportation of passengers from Uyo to Enugu was N47,323,180,800. It could be noted that Ibom Air generated the total sum of **N161,558,530,560** in three years and nine months of operation, in conveying passengers from Uyo to Abuja, Lagos and Enugu State, to and fro between 2020 to September 2023.

DISCUSSION OF FINDINGS

From the analysis, it was revealed that Ibom Air has the capacity to accommodate 90 passengers per trip. As at 2020 and 2021 respectively, the flight ticket from Uyo to Abuja were booked at the rate of N70, 291. But as inflation affected by economy, the price rose in 2022 and 2023 to N99, 291 respectively. As at 2020 and 2021 respectively, the flight ticket from Uyo to Lagos were booked at the rate of N60, 110. But as inflation affected by economy, the price rose in 2022 and 2023 to N85,110 respectively. As at 2020 and 2021 respectively, the flight ticket from Uyo to Enugu were booked at the rate of N55,205. But as inflation affected by economy, the price rose in 2022 and 2023 to N75,205 respectively. Again, it could be noted that N10,256,319,360 was generated to Akwa Ibom State Government in conveying passengers from Uyo to Abuja, and movement from Abuja to Uyo was amounted to the sum of N20,512,638,720 (morning trip), afternoon and evening trips sum up the amount to N61,537,916,160 between 2020 to September 2023.

Also, between 2020 to September 2023, transportation of passengers from Uyo to Lagos generated N8,782,905,600 to Akwa Ibom State Government and movement from Lagos to Uyo was amounted to the sum of N17,565,811,200 (morning trip), afternoon and evening trips sum up the amount to N52,697,433,600 between 2020 to September 2023. Furthermore, between 2020 to September 2023, transportation of passengers from Uyo to Enugu was N7, 887,196,800, and movement from Enugu to Uyo was amounted to the sum of N15,774,393,600 (morning trip), afternoon and evening trips sum up the amount to N47,323,180,800 between 2020 to September 2023. It could be noted that Ibom Air generated **N161,558,530,560** in conveying passengers from Uyo to Abuja, Lagos and Enugu

State (in and out of Akwa Ibom State) between 2020 to September 2023. With these findings, it can be deduced that Ibom Air has generated enough revenue to the State and thus; there is significance relationship between its operation and revenue generation in Akwa Ibom state.

Findings further revealed that in 2020, Ibom Air employed 374 Staff and 77 were gainfully employed indirectly and the total number of people employed in 2020 was 451. In 2021, it could be noted that the number of staff increase to 384 and the number of people employed indirectly increased from 77 to 154 respectively, and the total number of people employed in 2021 increased from 451 to 538. In 2022, it could be noted that the number of employees increased to 399 and those indirectly employed increased to 308 respectively and total number increased to 707. In 2023, it could be noted that the number of staff increased from 399 to 433 and those indirectly employed increased from 308 to 616, and total number of people employed were 1049. The easy movement and the reliable services they render have attracted so many people in and out of the State. Findings revealed that there is poor mechanism between the management of Ibom Air and Akwa Ibom State government in the area of accountability and remittance. Findings further revealed that Ibom Air has 4 routes operational in Nigeria and only 1 international route (Ghana) which has just been added recently. With these findings, it is concluded that Ibom Air has generated employment opportunities to the people of Akwa Ibom State and as well as generated revenue to Akwa Ibom State government. Thus; contributes to socio-economic development of Akwa Ibom State and the Nigeria at large.

CONCLUSION

Ibom Air as Government owned enterprise established by state Government in the interest of the public has performed some important developmental roles in different facets of the state and the nation's political economy. Her establishment was aimed at promoting socio economic development of the state and this has been gradually achieved. The company has done well as it has rapidly increased income generation and as well as increases socio-economic development of the State. It has also increased the population of the State as it eases movement of people into the State for commercial activities, Annual conferences and meetings, tourism etc. which in turn boost the economy of the state and Creates employment. These and many have justified the reasons for the establishment of the Corporation by the Akwa Ibom State Government.

RECOMMENDATIONS

In view of the research findings, the following recommendations are made;

- i. In order to promote the socio-economic growth of the state, Ibom Air should adopt appropriate measures by continuing to provide quality Services to attract more investors and influx of people into the State.
- ii. There should be a robust operational mechanism between the Government and the management of Ibom Air for transparency and accountability so as to judiciously utilize the income generated, for other robust investment that will bring more revenue to the State and create more employment.
- iii. The State Government and the Management Should make sure the routes are expanded to many States in Nigeria, as well as making move to have more international routes to boost it revenue Capacity.
- iv. Lastly, State Government should make policy to attract investors and as well as enhancing the practice of Public Private Partnership.

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