

HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT IN THE PUBLIC SECTOR

A CASE STUDY OF: THE NIGERIAN POSTAL SERVICES
(NIPOST)

BY

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A Project submitted to the Department of Business Administration in partial
fulfilment of the requirement for the award of Masters Degree in Business
Administration (MBA)


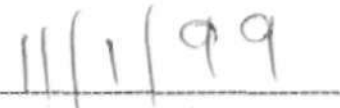
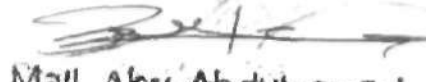
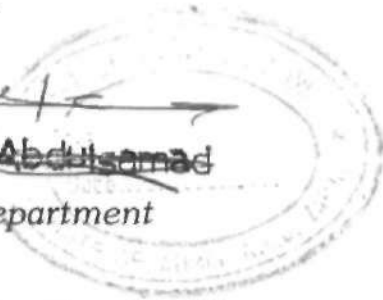
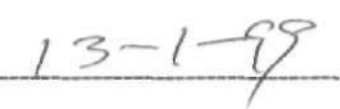
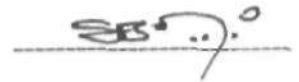
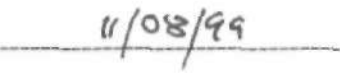
AHMADU BELLO UNIVERSITY

ZARIA-NIGERIA

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CERTIFICATION

This project entitled the Human Resources Management and Development in the public sector. A case study of the Nigerian Postal Services by Favour A. D. Johnson, meets the regulations governing the award of the Masters Degree in Business Administration (M.B.A) of the Ahmadu Bello University Zaria and is approved for its contribution to:

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DECLARATION

I declare to the best of my knowledge, that apart from references and consultations of books, journals, seminar papers and other related literature which have been indicated and acknowledged by references, all materials in the write up are my findings. I bear full responsibility for interpretations made and opinions expressed.

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DEDICATION

I dedicate this Research work to Almighty God and the following people.

My father and mother - Mr and Mrs Johnson Magayaki.

ACKNOWLEDGEMENT

First and foremost, I am most grateful to the Almighty God for his faithfulness and mercies upon my life particularly during the course of this programme. Without Almighty God it would have been *impossible for me to see the expected end*.

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ABSTRACT

Human Resources Management, has to do with human beings and how to manage and developed them. The question of how to get the right personnel to occupy the right positions for them to be able to perform efficiently and effectively has confronted managers for a very long time. Managers have therefore been evolving new ways of recruiting of hiring employees that have relevant qualification by making them to go through intensive interviews and developing them by training them and also motivating them through the various reward systems and compensation in order to induce them to improve their performance. Most organisations spent them resources on recruiting more employees but in spite the high number of employees, their performance is always below expectations. Part of the problem of poor performance mostly lies in the calibre of employees recruited.

It is against this background that the topic of this project "Human Resource Management and Development in the Public Sector" was chosen.

This study will therefore focus on how to recruit, mange and develop the employees. The objective of this study is to attempt to identify how personnel activities are carried out in NIPOST, because there is an increase concern and acceptance of the new that human resources activities determine the performance of an organisation be it positive or negative.

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A Case Study of Nigerian Postal Services (NIPOST)

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CHAPTER 1

1.1 INTRODUCTION

Human Resources Management, in the main, has to do with human beings and how to manage them. The efficiency and effectiveness with which any organisation is operated depends to a considerable extent upon how effectively its personnel are managed and utilised. Human resources programmes of any organisation requires that employees should be recruited, selected, developed, motivated and retained for those jobs that are most appropriate for them to perform to be able to accomplish the objectives of the organisation.

The subject is a dynamic one and has been singled out for special treatment because it is important and persuasive in the management of any organisation and Nipost as an organisation is not left out. The primary focus of this study is on the "Human Resources and Management Development in Nigeria Postal Services. (NIPOST).

In Nigeria today, most public sectors are fast becoming more complex and they operate in a more turbulent environment, and because of the instability of the political and economic factors even the public sectors are affected.

Government efforts to meet the manpower requirements of the public sectors have been haphazardly and have often focus on not putting the right calibre of personnel in the right places. Whoever is the Chief Executive Officer or the Post Master General at a particular time brings in his people whether they can perform or not whether they have the right qualification or not.

The Postmaster General's post is a political post as such most of them are

appointed by incumbent Government and on most times, they are not even allowed to complete their tenure. Nipost is not well funded by Government being more of a service organization and as such do not maximise profit. Nipost is funded and controlled by Government and there is a lot of Government interference.

The proliferation of other private courier services, has brought about increased competition, the monopoly that Nipost used to enjoy is no more available and as a result, there is the need to develop the staff, motivate they so that they will be able to meet up with the challenges ahead.

1.2 STATEMENT OF THE PROBLEM

NIPOST, which is the focus of this study, has a recent been faced with the staffing problems even though it is over staffed, this suggest that something is wrong with the organisation human resources policies. Nipost is over staffed but focus is not been made on the right personnel with the relevant qualification. It has constituted a lot of problem on the organisation.

The manpower requirements of any organisation have to be planned for, "just as firms plan to capital investment in machinery and equipment. Unfortunately, NIPOST seem to neglect this component of management functions. In practice they spent time looking for capital to spend on irrelevant projects.

1.3 OBJECTIVE OF THE STUDY

The main objective of this study is to attempt to identify how personnel activities are carried out in Nipost. This is important because there is an increased concern and acceptance of the view that human resources activities determine the performance of an organisation be it positive or negative. Since human resources activities, when properly carried out given an outcome of satisfaction tenure and regular attendance, on the other hand, the inability of the organisation to carry out its personnel or human

activities effectively, equally will give rise to absenteeism and turnover, which are all very costly to any organisation.

Furthermore, considering the fact that the field of personnel management is constantly becoming very important in this present day Nigeria where organisations like Nipost are striving against all odds to improve their services and productively. This topic: Human resources and management development is being decided because of its importance in finding out causes of poor personnel outcomes experienced by most organisations with particular reference to Nipost. It is in the light of the above, the final findings can be used by such an organisation like Nipost to have a more stable and a well managed labour force.

Proper selection and maintenance of staff form the basic ingredient of any organisation. This study will further unveil whether the much talked about poor services rendered by Nipost, could be due to poor management of human resources or not.

1.4 THE SCOPE OF THE STUDY

Human Resource Management and Development encompasses a wide range of activities within an organisation. A lot of time and money is needed if one is to look into all the aspects of human resources management and development. This thesis will therefore briefly discuss some of the activities such as recruitment, selection, placement and how the human resources are managed and developed in Nipost.

1.5 THE LIMITATION OF THE STUDY

The major limitation to this study is reluctance on the part of the organisation executives to release vital information necessary for detailed analysis of the study.

Others include:-

The delay in answering my questionnaire as, it had to pass through to each of the

departmental Heads for approval before passing to the various staff. This wasted a lot of time and money which could have been used to do a more extensive and elaborate work.

The employees were also reluctant in answering the questionnaire due to some fear that it might be used against them.

One other problem of the study is lack of sufficient time and the absence of an existing researched text in this area which make reference in respect of some critical issues practically difficult.

1.6 SIGNIFICANCE OF THE STUDY

There is no doubt that the quality and productivity of a country's labour force is important factor in its economic development. Therefore, governments continue to strive to increase the quality of their human resources. In order to improve the quality and productivity of Nigerian labour, it is essential to know how to manage and develop workers by recruiting, selecting and placing the right employees in the right places.

The organisation, should be concerned with the way employees are recruited, selected, developed and retained since the process influences organisational effectiveness.

1.7 DEFINITION OF TERMS

1. *Defined Human Resources* can be defined as the process of accomplishing organisational objectives by acquiring, retaining, terminating, developing and properly using human beings in the organisation by *Donnelly Cribson Ivanceuich*. It is argued that human resources (labour) which comprises of men and women who engage in the production of goods and services plays determinant roles in the development of a nation.

Harbison, described human resources as not capital, not income or material resources, constitute the ultimate basis for the *wealth* of a nation.

2. Development as being provided by *Fredrick Riggs*, as one of the essential idea of development, lies in the increased ability of human societies to shape their physical, human and cultural environment.

3. Personnel management *Filipo*, defines Personnel Management as the planning, organising, directing and controlling of the procurement, development, compensation, Integration, maintenance and separation of human resources to the end that individual, organisation and societal objectives are accomplished.

While *Brech*, see management as a social process entailing responsibility for effective and economic planning of the operation of an enterprise in fulfilment of a purpose of a task.

4. Recruitment It has been defined by *Maurice Cuming*, who roots recruitment in knowing what staff are required and where to get them. *Cr. Straiss* and *L. Sayles* described it as a decision on where and how to look for job applicants.

Andrew F. Sikula describes it as the attraction and tentative supply of new personnel to the organisation, *Luanceuicit* and *Gluck* 1983 in their book see recruitment as an attempt to find employees with the abilities and attitudes desired the organisation and to match them with the task to perform.

5. Selection *Professor Ali D. Yahaya* and *Dr. Caleb I. Akinyele* see selection as the exercise of choosing for excellence through the process of rejecting and matching of the applicants, first against the attributes which we expect will make for success on the job and secondly matching of the candidates one against the other until we have rank ordered all of them in order of relative suitability.

6. Placement *Andrew F. Sikula* said it involves matching an employee with his unique qualification to a job with its unique requirement.

Another author described it as a personnel function of assigning new employees to duty posts where they are best suited, professionally and where they will render optimum service to the organisation.

7. **Training:** Training refers to the planned development of an employee to make him better fit for the job he/she is doing in an organisation. Training and development according to *Cuming* (1980) means the “provision of facilities and opportunities for people to acquire the skills and knowledge needed to performed the jobs for which they are employed and to develop their own personal potentials to meet to present and future needs of the organisation”.

8. **Transfers:** A transfer is a shift of a person from one job, organisational level, or location to another. Two common types of transfers are **Promotion** A shift to a higher position in the hierarchy, usually with added salary, status and authority and lateral moves - A shift from one position to another at the same level. The third type of transfer is demotion - A shift to a lower position in the hierarchy.

FOOT NOTES

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CHAPTER II

LITERATURE REVIEW

In every research work, review of related literatures is an important aspect to consider. It offers the researcher a good background on the theoretical work of past authors and journals on similar topic and put the readers in a right mood to build upon that, and come out with his or her own discoveries, pamphlets and thesis and newspapers used.

James A. F. Stoner/Charles wrote that most important resources of an organisation are its human resources - the people who supply the organisation with their work, talent, creativity and drive. Without competent people at all levels of the organisation, the organisation will either pursue inappropriate goals or find it difficult to achieve appropriate goals.

Human resource management practice in any organisation such as Nipost, is inevitably the product of many theories of past administrators. Thus, it will be just if a critical review of the organisation's personnel management practice is attempted to, in order to bring out what the organisation has done and is doing in the area of its personnel management.

2.1 PERSONNEL

The management of people at work of 1970 *Dale S. Beach* has made us to understand that productivity in any organisation is labour measured directly by quantity, equality and economy of output per worker.

T. F. Cawsey wrote in his report journal on personnel 59 1980 that *Peter Drucker* once said, Business is a human organisation, made or broken by its people and annual reports echo this sentiments in their emphasis on the major role people

play in a firm's success. The message here certainly suggests that the personnel function is crucial that any firm fool handy enough to ignore it would do so at its peril "good managers recognise the importance of good human relations".

Journal of human resources 16, 1981 - personnel management can be defined as that aspect of management that deals with how people work and related to each other within a given organisation. The personnel manager should focus on bringing together and to develop into an active organisation. The workers who make up an organisation should look after the well-being of the working groups to enable them put in their best to its success.

Edwin B. Filipino 1980 page 325 is of the opinion that the decision concerning human resources requirements are not confined to a personnel department. He believes, when an organisation, have thus procured and employee, developed the skill and the ability to do the assigned task and determined the manner and amount of monetary compensation, the employee would naturally perform the job well since she or he has been properly acquired, placed, trained and adequately compensated.

Terry L. Leap & Micheal D. Crino Personnel/human resources management. They are of the views that private and public sector organisations are virtually concerned with productivity and cost effectiveness in managing resources. As noted earlier, personal/human resource management is in concerned with the effective use of people in order to attain organisational goals and enhance the personal dignity, satisfaction and well being of employees. Personnel department in most organisations acts in a staff capacity giving advice and performing services for supervisors and employees. In most organisations, the personnel or human resources department establishes policies and coordinates functions such as job analysis, personnel planning, recruitment, selection, placement of employees, training and development, performance appraisal, induction and

orientation, compensation, employee benefits, labour relations and employee discipline.

Decisions concerning human resources requirements are not confined to a personnel department alone. It will be found that the line supervisor has much to contribute, as well as certain other staff element such as time study and productions control.

During the course of this study, many books, journals, pamphlets, thesis and newspapers were consulted. It is normal for any organisation to experience labour turnover if the employee welfare is inadequate. This is relevant to my study because many of Nipost manpower are leaving the organisation and some are not even performing up to expectation due to some factors like, not recruiting the right people, wages and lack of enough welfare provision, lack of proper motivation and adequate manpower.

2.2 RECRUITMENT

Is often thought of as the finding, assessing and engaging of new employees. But this short description is incomplete and potentially misleading. It will be baseless to carry out recruitment programme in an organisation without first, establishing what human qualities make for success or failure in the job to be filled.

2.3 TRAINING

According to *Ajayi* (1980), it is normal for any organisation to establish training for the employees for the organisation to grow and succeed. In order to bring about a standard behaviour, and to develop physical condition and to promote efficiency, the employees have to be trained. Training, therefore, means that the trainee shall acquire new manipulative skills, technical knowledge, problem solving ability or attitude. And more so that he will apply these acquired knowledge and skills on the job, in such a way

as to aid in the achievement of the organisational goals.

The *Udoji* "Public service review commission" of 1974, one of the potent factors militating against evolution of result oriented public service is inadequacy of training emphasizing that officials should be exposed to one form of formal training or the other at regular intervals, thus making staff development mandatory to both the organization and the individual. "In essence, a well trained and motivated staff or employee will manifest himself through utilization by contributing seriously to the development of the organisation.

As mentioned earlier, training can also be referred to as continuous process which involves developing the potentials of an employee by teaching him how to perform specific task.

Pigor and Myers have subtly put the process of training an employee thus, "Training is not something that is due once to new employee - it is used continuously in every well run establishment. Every time you get someone to do work the way you want it done, you are training, every time you give direction or discuss a procedure you are training.

O. J. Harrier (Jnr) has also observed that certain types of performances are necessary to help the organisation reach its objectives, and the training assists by providing organisational members with the tools to get the job done.

2.4 PERSONNEL MANAGEMENT

An Organization combines two separate and distinct processes, the building up of a structure of post and then, appointing to each post suitable qualified personnel. Personnel Management in the Organization context, involves the determination of ways of grouping duties, functions, processes and the selection of most effective and efficient

way of carrying out any particular job. It is the coordination of the activities of people within an organisation that constitutes administration of management.

According to *James A. F. Stoner and Edward Freeman*:-

2.5 HUMAN RESOURCES PROCESS

There is a traditional view that one change is constant in almost every work force. Effective managers are promoted or leave for better positions elsewhere, in-effective managers are demoted or even fired. Furthermore, the company may need more or fewer employees and managers from time to time: Thus, the HRM process never stops. Rather it is an on-going procedure that tries to keep the organization supplied with the right people in the right positions at the right time.

They are of the view that human resource management process includes seven basic activities and they are as follows:

- [a] **Human Resources Planning:** Designed to ensure that personnel needs will be constantly and appropriately met, and it is accomplished through analysis of [a] Internal factors such as current and expected skills needs, vacancies and departmental expansion and reductions.
- [b] **External Environment:** Such as labour market, the use of computers to build and maintain information about all employees has enabled organizations to be much more efficient in their planning of human resources.
- [c] **Recruitment:** Is concerned with developing a pool of candidates in line with the human resource plan. Candidates are usually located through newspaper and professional journal, advertisement, employment agencies, word of mouth and a visit to college and university or in-house i.e. within the organization.
- [d] **Selection:** Involves using application forms, resumes, interviews, employment

and skill test and reference. Checks to evaluate and screen job candidates for the managers who will ultimately select and hire a candidate.

[e] **Socialization:** Is designed to help the selected individual fit smoothly into the organization. New comers are introduced to their colleagues, acquainted with their responsibilities and informed about the organisations goals, policies and expectations regarding employee behaviour research.

[f] **Behaviour Research Training, and Development:** Aim to increase employees ability to contribute to organisational effectiveness. Training is designed to improve skills, generate new ideas on the present job, through research, development programs are designed to prepare employees for promotion.

[g] **Performance Appraisal:** Compares an individual's job performance to standards or objectives development for the individual position. Low performance may prompt corrective action, such as additional training, a demotion or separation, while high performance may merit a bonus or promotion. Although an employee's immediate supervisor will perform the appraisal, the HRM department is responsible for working with upper management to establish the policies that guide all performance appraisal.

[h] **Promotion, Transfers, Demotions and Separations:** Reflect an employee's value to the organization. High performances may be promoted or transferred to help them develop their skills, while low performers may be demoted, transfer to less important position or even separated. Any of these options will in turn, affect human resource planning.

Peter Drucker once said, "Business is a human organisation, made or broken by its people" and annual reports echo this sentiments in their emphasis on the major role people play in a firm's success. The message here certainly suggests that the personnel function is crucial that any firm fools handy enough to ignore, it would do so at its peril

“Good managers recognize the importance of good human relations”.

The highly skilled human resources executives and specialists are emerging as the new corporate heroes in more and more U.S. Organizations. On the economic side, corporate management increasingly considers human resources among its most vital assets and therefore demands top-level personnel executives who can balance the human equation with maximum bottom - line productivity. On the political side increasing government involvement in virtually every aspect of corporate life has generated a corresponding need for human resources specialist in the areas of the compensation, benefits, equal rights, health and safe labour relations and retirement.

The management of people at work (personnel) Jan-Feb 58 pg 43 1981.

2.6 INDIVIDUAL AND ORGANISATION DEVELOPMENT

Edwin Phippo 1980 pg 183 talked about development of a worker, after the employee has been recruited, selected and inducted he or she must be developed to better fit the job and the organization. No one is a perfect fit at the time of hiring, some training and education must take place. No organisation has a choice of whether to develop employees or not, the only choice is that of method. If no organized programme exists then development will largely be self-development while learning on the job.

Planned development programmes will return values to the organisation in terms of increased productivity, heightened morale, reduced costs and greater organisational stability and flexibility to adapt to changing external requirements.

Our society as a whole is also vitally interested in training and educational programmes in order to promote employment and utilize the talents of its citizens. One of the earlier legislative attempts in this regard was the manpower development and retaining Act of 1962, which was designed to assist in the conversion to new skills of

those persons thrown out of work by changing job requirements. In 1964, the economic opportunity Act was directed toward providing training assistance for young entrants in the job market.

Dr. andem I. Effiong April 1994, a resident consultant from CMD (Centre for Management Development presented a paper on "An Overview of human Resources Management). Every organisation has goals or purposes, to achieve these, the leaders of organisations must make meaningful use of the available resources to them.

FOOT NOTES

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CHAPTER III

3. HISTORICAL BACKGROUND OF NIPOST

3.1 *Introduction:*

The Nigerian Postal Service (NIPOST) has a very long history, dating back to 1951 when it was then known as Post and Telecommunication (P&T) Department. It was established with the sole responsibility of handling postal related matters.

In 1970 - 1974 plan period, the organization was transferred into a category "A" statutory corporation which expanded its responsibilities in the following manner:

- a. To provide efficient and adequate postal and telecommunication services according to internationally acceptable standard at economic rate.
- b. To pursue sound financial policies while at the same time making its motto, service to the public.
- c. To pursue sound modern management policies and develop relationship with the state in a progressive and forward looking manner.

Despite the above laudable and lofty objectives, the Department could not meet up with the expectations of both the Government and members of the public hence the split of the department into Nitel and Nipost by January, 1985.

It is to be noted here that the Nigeria Postal Service Department an outcome of the decision to split the P & T in 1985 was established by Decree No. 18 of 1987. This Decree gave Nipost more autonomy for efficient performance in the distribution of mails, postal and post related matters.

Furthermore, the Decree was aimed at bringing about efficiency in operations, administrative flexibility, incentives and responsiveness. However, decree 18 of 1987, obviously in keeping with the then Government's policy of providing postal

related services as a social service, placed Nipost under the Ministry of Communications as a department thus subjecting it to series of bureaucratic bottlenecks.

The implications inherent in this development were far - reaching and have accounted for most of the problems that have visited the organisation, since its inception to date. It is realised that while NITEL took-off with all its enabling instruments of authority at inception, Nipost on the other hand, took-off without any legal instrument until two years later when the enabling Decree establishing it was enacted i.e Decree No 18 of 1987.

Decree No 18 of 1987 was later reviewed and amended by the then Postmaster General, Mr. Nathaniel Zome. In 1992, he undertook the review/ammendment of the decree No 41 of 1992 which transformed the Nigerian Postal Services Department into the Nigerian Postal Services.

As already observed, the 1987 decree placed Nipost under the Ministry of Communication as a department. The arrangement was largely responsible for the confusion that arose in the interpretation of the decree in relation to matters affecting recruitment, promotion and discipline of staff, which were assigned to the management of Nipost. In an attempt to address this problems and several others particularly operational problems, another decree titled decree No 41 of 1992 was enacted as earlier mentioned.

This decree sought to address the numerous problems of the organisation in the following ways:

- a. Sustaining Nipost as a social services in the line with Government's stated objective.
- b. Introducing commercial components into the Nipost system.

c. Introducing commercial ventures which must be self-accounting, self-sustaining and capable of complementing the traditional social services of the organisation.

The implications of these developments have been enormous particularly in the management of the human resources in Nipost. Given the fact that Nipost had been faced with a very serious problem in the area of qualified personnel, since its inception, such was to be expected, to address these new responsibilities. The need therefore to have a new organizational structure, recruitment of qualified personnel and the introduction of new policies and programmes necessary to examine some of these new policies that came into being with the promulgation of decree No. 41 of 1992 became relevant.

3.2 LEGAL STATUS

With the promulgation of this decree, Nipost became a corporation, having a Board of Directors with the following members, to be appointed by the present commander-in-chief.

- I. CHAIRMAN
- II. DIRECTOR-GENERAL, MINISTRY OF COMMUNICATION, AND ALTERNATE CHAIRMAN
- III. MANAGING DIRECTOR NITEL MEMBER
- IV. POSTMASTER-GENERAL (NIPOST)
- V. REPRESENTATIVE OF THE MINISTRY OF INTERNAL AFFAIRS MEMBER
- VI. REPRESENTATIVE OF THE MINISTRY OF FINANCE & ECO. DEVT. MEMBER
- VII. 2 PERSONS TO BE APPOINTED BY THE PRESIDENT TO REPRESENT THE PUBLIC MEMBER

3.3 OBJECTIVES AND GOALS OF NIPOST

Decree 41 of 1992 provides among others, the objectives and statutory functions of Nipost, the working conditions and benefits to employees. This piece of legislation therefore provides the legacy for the organisation to achieve set goals and objectives in order to facilitate the attainment of financial self-sufficiency.

The following are the objectives of Nipost as an Organization.

1. To provide universal qualitative postal service that is efficient, effective, reliable and affordable.
2. To put in place mechanism necessary to anticipate and respond to the varying customer needs by providing diversified services.
3. To articulate the implement sound fiscal and operational policies necessary to create and sustain the organisation's strength of Nipost as a leader in the industry.
4. To restructure Nipost and make it more efficient, and effective under the charge of a goal oriented management.
5. To provide Operational autonomy at enterprise level.
6. To strengthen financial and accounting control enterprise level.
7. To ensure the financial solvency of Nipost

3.4 THE STRUCTURE OF THE BOARD

The board of directors as one of the three organisational pillars for the effective management of Nipost is expected to provide strategic guidance to the management by participating in the formation and evaluation of the strategic plans of the corporation. The expected roles are as follows:

1. Strategy planning emanating from guidelines by the National Planning Commission and the Ministry of Transport and Communications or such other relevant agencies of the Government.
2. Developing performance measurement criteria and targets for management.

3. Recommending the appointment, discipline and removal of the Chief Executive to the President or Head of State as the case may be, via the Ministry of Transport and Communication.
4. Approval of financial and banking policies.
5. Acquisition and disposal of fixed assets.
6. Approval of budgets - both recurrent and capital.
7. Determination of rates of contributions subject to consultation with the Ministry of Communication.
8. Award of Contract within certain financial limits to be determined by the National Council of Ministries.
9. Appointment, promotion and discipline of senior staff.

Nipost has five (5) distinct Divisions being headed each by a Deputy Postmaster-General of the Headquarters. The Chief Executive of the Organisation is known and called the postmaster-general.

The Divisions are:

- Corporate Service
- Operation Planning
- Finance and Investments
- Territorial administration
- Engineering and Technical Services

There are also the following common services, each constitute a department e.g.

- Internal Audit
- Legal and Secretariat
- Public Affairs
- Corporate Planning

- Security

These departments are headed each by a Senior Assistant Postmaster General.

The departmental heads report directly to the Postmaster General/Chief Executive.

The Divisional Organisational structures are made up of the followings:

- a. Operational Planning

- Domestic Services
- international Services
- Operational Systems

- b. Corporate Services

- Office Management
- Personnel Management
- Training and Manpower Development

- c. Finance and Investment

- Finance and Accounts
- Postal Stock Management
- Investment and Treasury

- d. Territorial Administration

- Logistics
- Inspectorate

- e. Engineering and Technical Services

- Maintenance
- Research and Development

The Postmaster General (PMG) oversees the running of the affairs of the overall organization while, the Deputy Postmasters Generals (DPMG) define and implement standards and objectives in all functional areas of their irrespective departments. The

Senior Assistant Postmasters General (SAPMGS) are next in the hierarchy of authority after the DPMGS. They are responsible to the latter in the running of the divisions/units with the exception of those nature of jobs that make it necessary for them to report directly to the PMG.

Having examined the various components of Nipost organisational structure, is the main area of concern. As earlier stated, the activities of the Corporate Services Divisions are being Co-ordinated by the following Departments:

1. Office Management Department - The office management department is further divided into units as follows:
 - Logistics
 - Welfare
2. Personnel Management - The Personnel Management Department is further divided into the following units:
 - Personnel Management
 - Establishment Matters
 - Manpower Planning
3. Training and Manpower Development
 - Training
 - Training organization

Within the context of the new Nipost, Corporate Services Division has the following broad objectives:

1. To ensure that Nipost has a crop of well trained, discipline and efficient workers.
2. To ensure the welfare of the staff both in terms of physical and mental well-being as well as work environment.
3. To maintain a harmonious industrial relationship between the management and staff.

4. To maintain a good corporate relationship between Nipost and relevant Agencies of Government in all establishment matter.
5. To facilitate both formal and informal interactions between and among the various strata of staff aimed at enhancing the decision-making process as well as overall mutual understanding.

In order to achieve its objectives, the Corporate Services Division undertakes the following specific functions.

3.5 OFFICE MANAGEMENT DEPARTMENT

The Department is responsible for formulating and implementing policies relating to staff welfare and office administration. Its function are carried out by the two units under it.

WELFARE

Responsible for implementing the following:

- a. Staff medical scheme
- b. Housing loans scheme
- c. Pensions Insurance Scheme
- d. Welfare Services such as sports and associations, staff canteen/club, staff but, hotel accommodation, commendation and merit award.

LOGISTIC

This unit is responsible for the provision of services which create conducive working environment. These include:

1. Acquisition, distribution and maintenance of office equipments.
2. Cleaning of offices and office equipment.
3. Logistics arrangement and necessary back up for management meetings, preparation of agenda, draft policies and taking of minutes.
4. Arrangements and supervision of all secretariat and messenger duties.
5. Acquisition of utility services and settlement of bills arising there off.
6. Allocation of office accommodation.

1. Personnel Management Dept/Human Resources Department

The personnel management dept/human resources dept. Is essentially responsible for the recruitment, promotion and discipline of staff in Nipost. These broad functions are distributed among the units as follows:

a. Establishment

1. Recruitment, selection and placement of staff
2. Promotion, conversion, upgrading and regrading
3. Keeping accurate personal records
4. Employee relations discipline and union matters

b. Manpower Planning

1. Tactical and strategic forecasting of manpower needs
2. Installation of manpower utilization plans through an effective monitoring system.
3. Manpower analysis and reports
4. Staff budgeting for placement and advancement.

3.5 TRAINING AND MANPOWER DEVELOPMENT DEPARTMENT

This department is the apex of the training organisation in Nipost. It is the responsibility of this department to co-ordinate all the training programmes of the organisation by ensuring that all the training activities in the organisation are not only effectively co-ordinated, but are adequately implemented to the benefit of all staff of Nipost.

The department is responsible for the following:

- a. They co-ordinate and organise training courses for all categories of staff.
- b. They determine the training needs of Nipost.

- c. Production and maintenance of training facilities.
- d. Appraisal and review of training programmes.

3.7 TRAINING ORGANISATION

The training organisation is a unit under the training and manpower development. In training organisation, they are responsible for the following:

- a. Implementing of training policies.
- b. Provision and maintenance of training facilities and materials
- c. Maintenance of training school including supervision of training in territorial schools.
- d. Development and vetting of training curricula
- e. Developing, reviewing and updating of training notes.

The analysis of the functions of the corporate services division in Nipost made above has therefore afforded the opportunity to draw the line between what actually obtains in the organisation and the reality of what has been examined.

3.8 OPERATIONAL PROBLEMS IN NIPOST

Problems surface in every human endeavor like in any other organisation. Nipost, is no exception. It is therefore necessary at this stage to discuss some major problems that militate against smooth operation.

1. Financial Constraint - The money allocated for the purchase of vehicles for effective transportation of mails i.e for mail delivery is not enough. So you find only one or two operational vehicles in a whole territory that is why there is delay in mail delivery.

There is also the inability of the organisation (NIPOST) to carry out effective training at all levels. The money allocated for training in NIPOST is never sufficient, because the much needed training is hardly carried out and most training establishments

therefore become redundant.

2. Recruitment - Recruitment in Nipost Department is not based on your profession or specialisation. In as much as you are a graduate of anything, you can be recruited and more so, the bulk of the staff strength are not graduate, over 80% of the employees are not graduate and do not believe in new ideas. Because they were recruited during the P&T era, they believe that things should be done in the same way.

3. Posting and Placement - In Nipost, the phenomenon with posting and placement of trained officials is sometimes tilted towards favouritism. In many cases, the few officials who have been duly sponsored in various training and educational institutions and other specialised skills are posted and deployed to jobs not relevant to their newly acquired skills while others without such skills or even required certificate find themselves in such places either because they lobbied for them through their god-fathers or their god-fathers want them there for personal reasons.

Some of the god-fathers that rose through the ranks see the graduates as threat so prefer to deal with those that did not go to school. They do not believe in new ideology.

3.9 HUMAN RESOURCES/MANPOWER PLANNING

This is concerned with forecasting future requirements of all types and levels of employee, and with attempting to match these with the likely availability of such employees. Simply put, it is about labour supply and demand. Any resource plan contains two essential elements namely: forecasting the demand for the resource, and assessing the means of supply.

A complex arrangement of factors influence the supply and demand elements and the manpower plan must therefore be constantly developed to highlight where action is required to reconcile the two.

Therefore, Nipost's inability to determine its manpower requirement for a given period of time has created problems for human resources development. For instance, it is impossible to know right now how many new employees are needed in a particular department for a given number of years. This creates problems of planning for how many to be trained at a particular time in a year. If this is known, it would ensure that those coming into the organisation (NIPOST) in any year do not necessarily outnumber those going out on discharge. This will also enhance planning for training and development needs.

CHAPTER IV

4. METHODOLOGY

4.1 INTRODUCTION

Scientific problems can be solved only on the basis of data, and a major responsibility of the investigator is to set up a research design capable of providing the data necessary to the solution of this problem. The more clearly and thoroughly a problem and its many ramifications are identified the more adequately the study can be planned and carried to a successful completion. The main task of the investigator is to synchronise the statement of the problem with the design to be used in its solution.

4.2 TYPES OF DATA

We have basically two (2) types of data.

Primary data

Secondary data

Data may be expressly collected for a specific purpose and obtained by direct personal interview, questionnaire, oral interview by telephone ect. For example the collection of facts and figures relating to the population in the census provides primary data. The main advantage of obtaining such data is that the exact information wanted is obtained. Terms are carefully defined so that as far as it is humanly possible, misunderstanding is avoided.

Occasionally, however, data collected for some other purpose frequently for administrative reasons e.g the data could be obtained from journals, weekly business times, the bi-monthly economic review, employment gazette, annual abstract of statistics, other text books or literatures form renowned writers or scholars. Such data

are known as secondary data. Secondary data must be used with caution. Such data may not give the exact kind of information needed and the data may not be in the most suitable form.

4.3 THE NATURE OF DATA

Data can be classified into two (2) main categories namely:

- a. Quantitative data or attributes e.g colour, intelligence or honesty etc.
- b. Quantitative data or variable e.g height, intelligence quotient and grade point average. The distinction is frequently made on the basis of process rather than on properties generally considered qualitative can be made quantitative by measuring them with an instrument designed to assign numerical values to the various degrees to which they exist. Thus, intelligence, height, personality, adjustment and so on exist both as attributes and as a variables.

4.4 RESEARCH METHODS

The selection of a primary methods of investigation of a given problem of investigation is a key consideration for the investigator. There must be a thorough knowledge of the basic methods of research to guide the researcher in the choice of a primary research method to be used in solving his problem. All factual knowledge which is ascertained by research may be classified in terms of three (3) areas of time.

- a. *The past*: What has been? Historical research method e.g survey research.
- b. *The present*: What is now occurring? Normative e.g survey research method, experimental research, interview, observation.
- c. *The future*: What probably will be? Prognostic or predictive research method.

4.5 SAMPLING USED

Sampling is taking any portion of a population or universe as a representative of that population or universe.

For the purpose of this study, staff of different categories and cadres were interviewed and some given questionnaires from the five (5) divisions. 600 employees were given questionnaires and 280 were interviewed randomly. All from the corporate headquarters. Some few documents relating to the organisation e.g Nipost monthly magazine was carefully gone through and some information were also gathered.

4.6 DATA COLLECTION

Data are often collected into the normal course of administration and not specifically for statistical purposes. The following list covers the most important methods of collecting data e.g

- a. Observation - This method entails sending observers to record what actually happens while it is happening.
- b. Report - This may be based on observations or informal conversations. They are usually incomplete and biased but in certain cases may be useful.
- c. Results of Experiments - This method is more useful and important to Engineers, the agronomist and other applied scientist than to the student research.
- d. Telephone - Asking questions by telephone is not usually a very good method, because people who possess telephone form a biased sample. Telephone interviews are however useful for certain kinds of radio research.
- e. Questionnaire to be filled in by enumerator - This is the most satisfactory method. The enumerators or field workers can be briefed so that they understand exactly what the question mean, they can get the right answer from the respondents.

4.7 DATA ANALYSIS

The analysis and interpretation of the raw data of an investigation are the means by which the research problem is answered and the stated hypotheses are tested. The terms are defined in many ways by different authors. In this text, analysis is the ordering and the breaking down of data into constituents parts.

FOOTNOTES

1. DR. BAR PAUL BAGOBIRI Lecture notes in Research Methodology.
2. E. C. OSUALA Introduction to Research Methodology.

CHAPTER V

5. DATA PRESENTATION, ANALYSIS AND GENERAL DISCUSSION OF THE FINDINGS

5.1 HUMAN RESOURCE PLANNING IN NIPOST

The human resource manpower planning needs and efficiency purpose in Nipost which is being implemented by its personnel department. It is formed by two intervening variables. The human resource planning otherwise known as manpower, is the total percentage of Nipost labour turnover which is calculated as follows, labour turnover per cent (%) i.e not employees leaving the organisation (Nipost) in a given period by 100 established over the same period, other outgoings which are acted upon by the personnel department are an analysis of current and are expected vacancies i.e retirement, death, dismissal, promotion, transfer or redeployment, marriage, pregnancy.

The Nipost as an organisation recruits from within and outside. The two (2) ways they recruits are namely:

a. Internal Recruitment - The Nipost personnel department recruits from which by promoting their personnel to occupy such vacancy or transferring them to take over such positions. At times, the training redeployment of employees from the other territorial offices to occupy such positions.

b. External Recruitment - This comprises of recruitment from outside Nipost. The human resource planning is vital because of future expansion, merger, acquisition or service charges etc. anticipated or a statement of the levels and types of human resources available is required in order to help decide whether or not these change is preferable, given expiring human resources and where deficiencies are.

5.2 HUMAN RESOURCES DEMAND AND SUPPLY OF NIPOST

The human resources demand and supply being the major function of personnel department "the major personnel management principle is for management to maintain a clearly established staff policy and procedure. Consistent with determined goals, and the mechanism for their attainment. This could also be applicable to Nipost. This is the function of its personnel department.

The personnel department of Nipost at any given time when there are vacancies by going through records to find out the numbers of those that have been retired, dismiss, promoted, transfer or redeployed, marriage or death. The personnel department fill those vacancies in most cases through.

- [a] Internal Sources - By promotion, transfer or deployment etc.
- [b] External Sources - By advertisement in the newspapers, television radio newspaper, powerful notes from well meaning Nigerian.

The human resource forecast are vital because as future expansion, merger and acquisition etc.

5.3 THE HUMAN RESOURCE DEMAND FORECAST OF NIPOST

This is estimating manpower needs of the organisation and how these needs are met. Reference is given or made to the organisation and the function plans and forecast of the future activity level.

- [a] Nipost Personnel Department - Decided on the scope and range of the forecast by considering the number of functions or jobs and the number of staff available at a given time and their levels of seniority and their various skills before embarking on any recruiting process. The period of time which forecast should be prepared must correspond with the time reliable organisation or departmental plans are ready. The personnel department have to establish which area of the organisation need more

employees.

5.4 HUMAN RESOURCE SUPPLY FORECAST OF NIPOST

This is the activity which involves the measurement of the quality of manpower that is likely to be available from inside and outside of the organisation at the time in hand. The supply analysis covers areas such as:

- [a] The existing manpower resources analysed by function, department, occupation, level of skill, age and length of service.
- [b] The labour wastage which should also be analysed in order to know when to employ more workers or when to streamline the number of employees.

The mere availability of jobs will not bring applicants into the employment office. The human resource of any organisation has to be planned for, just as we budget for the amount of money to be spent. In a dynamic situation like the one in which we now find ourselves in this country, no organisation can grow effectively unless the function of human resource planning is carried out.

In Nipost formal interviews for the selection of employees is not conducted. The personnel department collects the various applications and the Deputy Postmaster General being the head of personnel approves the ones he finds suitable for the jobs to occupy the vacancies by communicating to the successful applicants. The final decision as to who gets the job rests entirely with the Deputy Postmaster General (Personnel/Management) But in some cases when a particular job or vacancy occurs in Nipost, it is usually filled by transferring or promoting another employee from within Nipost to fill that position.

5.5 RECRUITMENT, SELECTION AND PLACEMENT OF EMPLOYEES IN NIPOST

[a] Recruitment - Recruitment in Nipost is done by personnel department through the Deputy Postmaster General (Personnel/Management) after going through the various curriculum vitae and deciding on the right candidate.

[b] Placement and Induction - After the successful candidates are given appointment letters and they report for duties, they are placed or posted to the various department without considering the course the candidate read, whether it is relevant to the work the employee is expected to do or not. The new employees is sent on six (6) weeks induction course. The purpose of this induction course is to assist Nipost as an organisation in assimilating or absorbing the new employees and also to help the new employees to make themselves familiar with the organization.

5.6 PROBLEMS OF RECRUITMENT IN NIPOST

Nipost like many organisations is not without recruitment problems. Since its inception, the organisation recruitment problems, have continued to raise its ugly head. Nipost has been faced with financial resources to recruit and retain the right quality of staff into the organisation. Nipost has been having enough number of staff but without adequate qualifications. There is that problems of pressure on the Postmaster General pertaining employment from the highest authority. Whether those candidates are qualified or not.

5.7 EDUCATIONAL QUALIFICATION

In Nipost out of the over 22,000 of employees, the individual highest certificate attainments were as follows after 1989 to 1994 going by their records.

	<u>QUALIFICATION</u>	<u>NO.</u>	<u>%</u>
1.	PH.D	1	0.04
2.	M.SC, MA, MPA, MBA	79	0.35
3.	B.SC, BA, LL.B/BL, BED, HND	1,036	4.55
4.	NCE/OND	459	2.04
5.	GCE, WASC, TC, R.S.A	8,129	36.06
6.	FSLC, S.75, G.4	10,390	46.08
7.	NONE	2,088	9.26
8.	UNCLASSIFIED	374	1.66

It could be seen from the above table that Nipost has only little above 1200 employees that are graduates. No wonder therefore, that the performance of staff of the organisation has fallen short of expectation. Cases of mail pilfering, dumping and broaching are the order of the day. Mails are not only been diverted, but they are also delayed and mis-routed.

All the above factors are indicators of lack of training, leading to poor performance by the generality of the staff members.

COMPENSATION AND PERFORMANCE APPRAISAL IN POST

Nipost as an organisation has been really applied ways of motivating and compensating the workers so as to make the organisation attractive to those that will want to come or to retain those that are already in the organisation.

Promotion

This is another serious aspects that effects Nipost as an organisation. Promotion is very irregular and it takes time before it is conducted. Some members of staff spend as much as 10 years and above on one grade level, when the promotion exercise is supposed to be carried out on yearly basis for those that are due. Every employee can be delayed as

much as 7 (seven) years without conducting one interview exercise. These are contributed to having a negative effect on the employees there by killing the morale of the staff and in return affecting the revenue generated in the organisation.

Housing

Nipost as an organisation only the top management staff from grade level 15 and above are accommodated and as such the bulk of the workers have to make their own private arrangement. Nipost does not have housing estate in any part of the country, compared to other organisations that provide accommodation for their staff.

Medical

Nipost as an organisation does not have any special medical care for their staff. The workers are expected to go to the public hospital where most of the General Hospitals are just consultancy units because they are expected to pay for every drug that is prescribed for them.

5.8 COMMITMENT AND THE GENERAL MORALE OF STAFF TOWARDS WORK IN NIPOST

There is the general believe that employees will put in their best work harder if they are adequately motivated and when they are motivated, it enhances high productivity and it makes them efficient and effective.

In Nipost, as an organisation, the employees are not well taken care of, because most of the basic things that will motivate them are lacking. Nipost does not have housing estate, no medical care services even ordinary first aid box in the offices is lacking, no car loan, the promotion is always being delayed unnecessarily. The payment of monthly salary is irregular. Most workers that are in the territories spent as much as three months without getting salary.

Nipost staff in most cases are not committed to their work and have a low

morale towards work. And as a result, there is a very slow movement of mails and there is continuous pilferage of mails.

JOB PREFERENCE THROUGH QUESTIONNAIRE

On job preference respondents were asked to indicate whether they would opt for another if an opening comes their way. Table below shows the nature of the responses.

RESPONSE	NO.	%
Would opt for another job	400	
Would stay on the present job	150	
Indifferent	50	

Labour Turnover

On the issue of labour turnover, most graduates that are employed in Nipost as soon as they realise that the condition of service is not suitable to them, they seek employment elsewhere by resigning, some do not spend 6 months. The following responses were obtained:- Where are they ?

CHAPTER VI

6. SUMMARY, RECOMMENDATION AND CONCLUSION

6.1 SUMMARY

This study began with general introduction, which comprises of statement of the problems, objective of the study, the scope of study, the limitation of study, research methodology, significance of the study and definition of terms.

Chapter two (2) deals with the literature review, here some literature relevant to the project have been thoroughly examined, that is journals textbooks etc on similar topics were carefully examined.

The third (3) chapter placed emphasis on the historical background of Nigeria Postal Services and some basic objectives and policies of Nigerian Postal Services (NIPOST), some functions were also touched and the structure and the over-view of Nipost as an organisation.

Chapter four deals with methodology. Chapter five is concerned with the presentation and analysis of data collected for the write-up conveying topics such as: human resource demand and supply in Nipost, human resource planning, the recruitment, selection and placement aspect of Nipost. Compensation and performance appraisal in Nipost, that is, are the staff adequately compensated? And how is their general attitude towards work. Some problems were also highlighted.

The last chapter is divided into three parts. The first section dicusses the summary of research works, while the second part is devoted for suggestion and recommendation and conclusion of the whole work. The third part deals with the bibliography.

The human resource management and development as a topic is a process in the organisation that joint responsibilities of personnel and operating managers with each planning for manpower, the personnel activities which are of inter-related areas e.g.

1. Demand Forecast - This is an estimation of future manpower needs referring to corporate and functional plan and forecasts of future level of the organisation.
2. Supply Forecast - This is the measurement of the quantity and quality of human resources (manpower) that may likely be available from inside and outside of the organisation.
3. Determining Human Resource Requirement - These activities is determined by relating the supply to the demand forecasts and establishment of any deficit or surplus of manpower that will exist in the future.
4. Human Resource (Manpower) Productivity and Cost - This is concerned with the best used of people as with forecasting and getting the numbers required. Manpower cost can be grouped under, remuneration, recruitment, training, motivation etc.
5. Manpower Control - The manpower plan should include proper budgets, targets and standard. It also clarify responsibilities for implementation and control and establishment reports procedures which will enable achievement to be monitored against plan.
6. Human Resource Training and Development - The manpower plan, should take care of the training needs of the workers. It is only when they are properly trained, that they can develop to face the challenges ahead.

When you train an employee, you are developing him so as to be more effective in his work.

Training is a form of education to which the following learning principles can be applied:

- [a] The trainee must be motivated to learn
- [b] The learning must be re-inforced
- [c] The material presented must be meaningful
- [d] The material taught must transfer to the job situation

In most organisations training are carried out first and foremost to develop the employee and to achieve the purpose of organisational fulfillment or objectives of the organisation but on the general level of purpose of training includes:

- [1] The improvement in the quality of output
- [2] The improvement in the quality of the product or output provided by the organisation.
- [3] To lower turn-over and absenteeism among employees in the organisation and also increase employee job satisfaction.
- [4] To prevent employee obsolescence

Effective personnel management, function in the organisation advocates two approaches for employee training which are:

- [a] On-the-training - Coaching and counseling, experiences, self improvement programmes, transfers and rotation.
- [b] Off-the-Job - Conferences/discussion, programmed instruction, computer assisted training programmes, seminars, simulation approaches etc.

6.2 RECOMMENDATION

Highlighting problems areas without seeking ways to obviating them will defeat the purpose of this dissertation. It is on this premise that the following recommendations to the problems discussed are made.

Financial Constraints is a perennial problem in every human society, moreso now that the whole world is at the brink of financial collapse "while the market mechanism, if it functions well, may be relied upon to determine the allocation of the scarce resources among private goods, economist agree that it cannot be itself regulate the proper money supply. It is in this light, that I recommend that the employees should have proper working tools.

Nipost should have a special training budget, annually and the money so allocated should be spent strictly on training needs and nothing else.

Management should also try to recruit employees according to their profession or specialisation and the kind of work to be filled. At least a professional will have the basic knowledge for doing the job well, instead of washing money again on a mediocre for training.

On the posting and placement, management responsible for posting and placement of officials should do so only on the basis of skills acquired by those to be deployed. They should resist all temptations from those who lobby for postings and rely on their integrity, and act only on the basis of records of officials as they appear before them and do so with all fairness too.

Management should endeavour to send their staff for adequate and constant training both internal and external training.

Another recommendation for manpower planning in the organisation should be formal and personnel of the organisation should be encouraged to go for training. Achieving the objective of the organisation cannot be attained in an atmosphere of tribal, ethnic and religious favouritism. Any deserving personnel for promotion or sending him/her for any training programme should be allowed to go and it should be based on merit.

Adequate compensation for personnel's of the organisation should be proportionate to the allocation from government that is meant for that purpose. In most developing countries today, low salary scale are major factors in explaining prevalence condition of petty corruption, demotivation, over-staffing and low productivity, pilferation of mails in Nipost and high labour turn-over.

Fringe Benefits - It is known that fringe benefits requires no extra efforts on the part of the work that promote workers, morale. These benefits could be inform of housing, medical care, leave grant, vehicle loan, transport services, annual bonus. The granting of such benefits will pull workers to the organisation and retain those already inside and invariably will increase productivity.

6.3 CONCLUSION

There is no functioning establishment without its own problems, but it varies from one organisation to the other.

Induction for new staff in Nipost is sometimes observed but in some cases it is not observed and it is not supposed to be so. According to A.K. Ubeku in his personnel management in Nigeria, he has given the purpose of induction as "to assist the organisation in assimilating the person who has accepted a job offer and to assist the individual in adjusting to the organisation". With all this explanation, it is agreed that both junior and senior staff need induction in order to adjust to the organisation. Anytime new sets of employees are coming into Nipost they need to be inducted.

It has also been noted that Nipost did not train and developed their staff adequately. For many years only a small percentage of the staff were sent on training. Even some staff use up to seven to eight years before they can be recommended for training in Nipost and the training is only applicable to senior staff. It is important to note that the process of training and development is a continuous one and relevant to

all calibre of staff. According to Ubeku "people who are not trained tend to stick to what they were taught the first time they took over the job. They are frightened of doing the job in a different way, because something might go wrong and that risk they cannot take".

Cumming in his own contribution "maintained that the purpose of training is to give employees at all levels sufficient instructions and guidance to enable them to do their jobs effectively and prepare themselves promotion".

The management should look into the issue of welfare of the staff and try to act fast by producing them facilities such as: medical care, housing, annual bonuses, transport services, vehicle loans etc so as to encourage the staff and thereby improving or boosting their morale.

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2. Esiuse H.O.B., 1981, Labour Turnover in Kaduna Polytechnic some causes and reflections 1968 - 79, M.P.A. Thesis, Department of Administration, A.B.U. Zaria.
3. Ojo, F. Faung the problem of manpower immobility. A review of the Nigerian situation in manpower and unemployment research, Monstrea, April 1977.
4. Simeon, O. Training management and concept: Theory and practice. Being a paper presented at the annual tradoc seminar, Minna; 1984.

Department of Business Administration,
Ahmadu Bello University,
Zaria.

Dear Respondent,

I am undertaking a research project on the Human Resources Management of NIPOST in partial fulfilment of the requirement for the award of a Master Degree in Business Administration by the Ahmadu Bello University, Zaria.

Towards this end, I wish to please request you to tick one of the answers provided in letters A-D below, the one that most appropriately answers, the questions below. This questionnaire is meant for academic purposes only and respondent's answers shall be treated with utmost confidentiality.

Thanks for your co-operation.

FAVOUR ANNANG D. JOHNSON

QUESTIONNAIRE

A. **PERSONAL DATA**

- (i) NAME (OPTIONAL)
- (ii) DIVISION/DEPARTMENT
- (iii) RANK
- (iv) NO. OF YEARS IN SERVICE

B. QUESTIONS

1. Have you ever been sent on a training course by NIPOST? Yes^{or No} for how long?
2. How often are staff sent on training, based on appraisals of such staff from the various departments?
 - [a] Very often
 - [b] Rarely
 - [c] Sometimes
 - [d] Not at all
3. AVAILABLE OF TRAINING POLICY
 - [a] Available
 - [b] Not available
 - [c] Not unknown
 - [d] Under consideration
4. LEVEL OF IMPLEMENTATION OF TRAINING POLICY
 - [a] Satisfactory
 - [b] Non-satisfactory
 - [c] Not Implemented at all
5. How often are on-the-job training programmes organised?
 - [a] Very often
 - [b] Rarely
 - [c] Not all
6. Do you have a training school in NIPOST? Yes/No
7. Are the activities of the training schools known and open to all cadres of staff? Yes/No

8. How adequate are training programmes funded in NIPOST
 - [a] Very adequate
 - [b] Not adequate
 - [c] No all
9. Are you adequately placed and utilized in your present job?
Yes/No
10. Is the working environment conducive? Yes/No
11. Actual number of staff in the organisation
 - [a] Known
 - [b] Estimated
 - [c] Guessing
 - [d] Not known
12. How are staff recruited into the organisation?
 - [a] Internal
 - [b] Known individual/notes from powerful people in the society
 - [c] Other ways
13. What are the processes involved in the recruitment and placement of staff in the organisation?
 - [a] Through requests from departmental heads
 - [b] Through demands by individual staff
 - [c] Through demands by chief executive
 - [d] Through demands by societal pressures

14. How often is staff placement based on appropriate schedule of duties?
- [a] Very often
 - [b] Rarely
 - [c] Sometimes
 - [d] Not at all
15. Were there any guidelines that have influenced your choice of your present job schedule?
- Yes/No
16. Are you aware of your job schedule and do you perform it to your satisfaction?
- Yes/No
17. How often have you been promoted since you were employed?
- [a] Very often
 - [b] Rarely
 - [c] Sometimes
 - [d] Not at all
18. Has promotions been regular in NIPOST? Yes/No
19. CONDITION OF SERVICE
- [a] Availability of a condition of service in NIPOST
 - [b] Proposed
 - [c] Non-availability
20. LEVEL OF IMPLEMENTATION OF CONDITIONS OF SERVICE
- [a] Satisfactory
 - [b] Non-satisfactory
 - [c] Not implemented

21. MEDICAL SCHEME

- [a] Availability
- [b] Proposed
- [c] Not implemented at all

22. LEVEL OF IMPLEMENTATION OF CONDITIONS OF SERVICE

- [a] Satisfactory
- [b] Non satisfactory
- [c] Not implement at all

23. HOUSING SCHEME

- [a] Availability of a housing scheme
- [b] Proposed
- [c] Non availability

24. LEVEL OF IMPLEMENTATION OF HOUSING SCHEME

- [a] Satisfactory
- [b] Non satisfactory
- [c] Not implemented at all

25. DELIVERY OF MAILS

- [a] Meeting delivery target
- [b] Delivered late
- [c] Misrouted always
- [d] Not delivered at all

26. MAIL PILFERAGE

- [a] Mails always pilfered
- [b] Mails delivered turn, but with content intact
- [c] Mails pilfered and lost in transit
- [d] No pilfering of mails

27. HAWKING OF MAINS BY UNKNOWN PERSONS

- [a] Very often
- [b] Rarely
- [c] Sometimes
- [d] Not known

28. MISROUTING OF MAILS

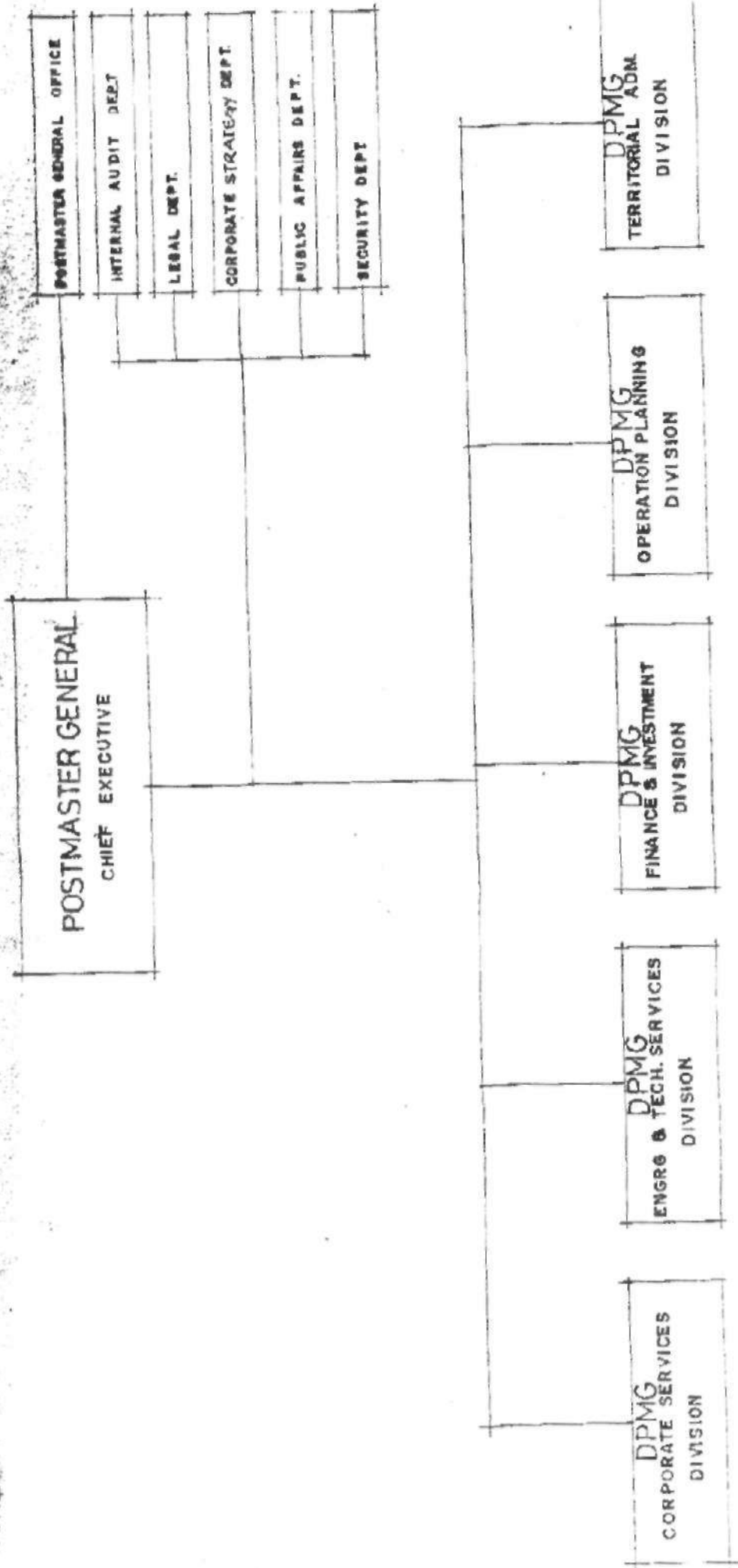
- [a] Very often
- [b] Rarely
- [c] Sometimes
- [d] Not known

29. HOW OFTEN ARE STAFF INVOLVED IN CASES OF MAIL FRAUD
AND OTHER RELATED OFFENCES

- [a] Very effective
- [b] Rarely
- [c] Sometimes
- [d] Not known

30. HOW EFFECTIVE ARE MEASURES TAKEN TO AVERT INCIDENTENCES OF MAIL FRAUD AND OTHER RELATED OFFENCES
- [a] Very effective
 - [b] Effective
 - [c] Fairly effective
 - [d] Not effective
31. WHAT IS THE LEVEL OF PATRONAGE OF NIPOST SERVICE BY THE PUBLIC
- [a] Very high
 - [b] High
 - [c] Average
 - [d] Low
32. AVAILABILITY OF OPERATION LAWS/GUIDELINES
- [a] Available
 - [b] Non-available
 - [c] Proposed
33. JOB PREFERENCE
- [a] Available
 - [b] Non-available
 - [c] Proposed

POSTMASTER GENERAL SERVICE ORGANIZATION



CORPORATE SERVICES DIVISION ORGANOGAN (NIPOST)

