

**TELECOMMUNICATIONS MANAGMENT IN
NIGERIA"**

**A CASE STUDY OF NIGERIAN
TELECOMMUNICATIONS PLC**

BY

**ENGR. MOHAMMED BABA ALLAHNANAN
G90BA7H5
MSc. ELECTRONICS; MNSE**

PRESENTED TO:

**THE DEPARTMENT OF BUSINESS ADMIN.
FACULTY OF ADMINISTRATION, KONGO
AHMADU BELLO UNIVERSITY,
ZARIA**

AUGUST, 1994

(i)

**"TELECOMMUNICATIONS MANAGEMENT IN NIGERIA."
A CASE STUDY OF NIGERIAN TELECOMMUNICATIONS PLC**

BY

ENGR. MOHAMMED BABA ALLAHNANAN

MSc. ELECTRONICS; MNSE

PRESENTED TO:

THE DEPARTMENT OF BUSINESS ADMINISTRATION

FACULTY OF ADMINISTRATION, KONGO

AHMADU BELLO UNIVERSITY,

ZARIA

IN

**PARTIAL FULFILMENT FOR THE REQUIREMENT FOR THE AWARD OF
MASTER OF BUSINESS ADMINISTRATION (MBA) - A.B.U. ZARIA**

AUGUST, 1994

APPROVAL PAGE

This Research study has been read through and is hereby approved for the Department of Business Administration, Ahmadu Bello University, Zaria.

E

SUPERVISOR: DR. P. BAGOBIRI

DATE:

COURSE CO-ORDINATOR: M. N. MAITURARE

DATE:

HEAD OF DEPARTMENT:

DATE:



EXTERNAL ASSESSOR: DR. A. S. SHEDU

NAME IN FULL:

DATE: 21/5/95

DEDICATION

I whole-heartedly dedicate this thesis to my Father, Mother, Wife, Brothers, Sisters and other Relations/Friends who gave me the psychological and moral support during this space of time, characterised by memorable hardship in my life.

I also dedicate this thesis to my employer, the Nigerian Telecommunications PLC who gave me the financial support to under go this part-time course (Executive MBA) despite my tight schedule in the office.

I equally dedicate this thesis to my late grand-father, Alhaji Aliyu Ari Gwaska - the late Kuyambana of Lafia, who had the foresight to send me to school despite perceived resistance from other relations who had wanted me to be a local farmer for life.

ACKNOWLEDGEMENT

First and foremost, I wish to thank the Almighty ALLAH for the strength and courage He gave me to complete this course amidst all obstacles.

This project work could not have been timely accomplished without the support of my well wishers in life. I, therefore express my profound gratitude and appreciation to all of them, especially the following:-

1. My parents and relations, for tightening their belts further in order to cope up with lack of financial support from me during this period of my studies.
2. The Emir of Keffi, His Royal Highness, Alh. Chindo Yamusa for your moral and financial responsibilities of educational foundation.
3. My senior brother, Alhaji Yunusa Aliyu Mohammed for the financial and moral support during these years of hardship working and studying.
4. My wife and children including late Master Aliyu Moh. Allahnanan for their ability to cope with my absence during the week ends while at school.
5. My bosses at work Mr. S. E. Noruwa and Engr. D. V. Adekunle, as well as, our office staff Mallam A. M. Usman, Mr. Katung, Mr Francis Wyezum, Mr Femi Afude, and Mr I. Amos who all along gave me moral support and full cooperation during the time of my part time study.
6. Mr & Mrs Dr. Bamidele, mr & Mrs S. Haruna, Dr. Enjugu, Mr. I. D. Nasamu, Mal. Abdulkadir Mamman,

Mrs Kwa and Maryam Hassan also for their moral support and continuous cooperation in seeking for admission sponsorship and rendering pieces of advise whenever necessary.

7. Dr. Baka, Dr. Aliyu, Professor Ahmed, Late Maurin Ambe and Mr & Mrs J. S. Tanko for their great concern during the turbulent days that were clouded with uncertainty within this space of three years of my study.
8. My classmates Alhaji Ahmed Oseni, Dr. Hashin Saidu, Engr. Ben. Onugbulu, Abdulkadir Ajuji, Mrs Ngozi Udeozor and Engr. Suleiman for their morale and social supports.
9. My uncle Alhaji Ari Gwaska for the pain he took to explain to my parents the importance of this course and seeking for their support to cope up with my long absence from home during this period.
10. All my lecturers especially Dr. Mrs Nwasike who was always available and ready at short notice to help explain to me the theoretical background of some important organisational cases I observed/experienced while at work.
11. My Research Supervisor, Dr. Paul Bagobiri for his expert guidance and timely review of my work.

PREFACE

The NITEL came to being after the merger of the defunct Nigerian External Telecommunications Limited (NET) and the former Internal Telecommunications Department of Post and Telecommunications (P&T) in 1985. Ever since, the company has been receiving series of complaints over its performance; especially in the areas of sending messages through telephone and telex.

In the pursuance of the need for effective management of this important organisation which plays important role in the economic and social services of the country, the Federal Government, as well as, the private sector have expressed great concern. Bearing in mind that Telecommunication is considered to be the life wire of any society, the researcher feels that it will be an interesting subject for research purposes. Furthermore, it is felt that by looking critically into the various problems, a great contribution will be made to the organisation, which undoubtedly needs some improvement. Thus, the scope of work is the management of the Customer Engineering and Customer Operations Divisions which control two of the line staff - Field Technicians and Telephone Operators, whose contributions are of immense importance to the achievement of high performance of the organisation. The performance of these staff is of advantage to the general management of the organisation.

In this Project, the Researcher has specifically gone into key operational areas of the services - Customer Engineering and Customer Services. The public is strongly of the view that poor performance of NITEL is mostly attributed to the unwillingness of these Field Technicians to clear faults religiously and the Telephone Operators to connect subscribers' internal and international calls in good spirit. Consequently, the subscribers and customers undergo untold hardship and the company's revenue yielding capability is adversely affected. For example, it is projected that for any uncleared faulty telephone line, the company loses =N=150.00 per day and for any unattended telephone operator call, the company loses =N=200.00 on the average.

Finally, in this project, particular attention is centred on Rate of Fault clearance in the network (ELP) and both international and internal telecommunications services.

The Researcher has given the breakdown in the chapters that follow which are presented in the form of assessment, suggestions and how the identified problems could be tackled..

Engr. Mohammed Baba Allahnanan
MBA III P/T 1994 ABU ZARIA
G90BA7115

DECLARATION

I hereby declare that this research project has been conducted solely by me under the guidance of my Supervisor, Dr. P. Bagobiri of the Department of Business Administration, Kongo - Ahmađu Bello University, Zaria and I have neither copied someone's work nor has someone done it for me. Credit has been given to writers whose works have been referred to in the project and they have been acknowledged.

MOHAMMED BABA ALLAHNANAN (G90BA7115)
STUDENT'S NAME


SIGNATURE

07-10-'94
DATE

TABLE OF CONTENTS

	<u>Page</u>
Title Page	i
Approval Page	ii
Dedication	iii
Acknowledgement	iv
Preface	vi
Declaration	viii
Table of Contents	ix
<u>CHAPTER ONE</u>	
1.1 Statement of General Problems, Aims and Objectives	1
1.2 Hypothesis	3
1.3 Delimitations and Limitations	3
1.4 Definition of Terminologies	4
1.5 Method Employed in Collecting Research Data	6
1.6 Questionnaire Method	6
1.7 Document Method	9
1.8 Personal or Face to Face Interview	10
1.9 Observation Method	11
<u>CHAPTER TWO</u>	
2.1 Literature Review	14
<u>CHAPTER THREE</u>	
3.1 Introduction	26
<u>CHAPTER FOUR</u>	
4.1 Problems of NITEL and its Subscribers Alike	41
4.2 Telephone Operators and their Problems	46
4.3 Field Technicians and their Problems	51

CHAPTER FIVE

5.1	Equipment Procurement and Maintenance	58
5.2	Telecommunications Network	59
5.3	Staff Strength in NITEL	59
5.4	Finance Revenue and Expenditure	61

CHAPTER SIX

6.1	Summary	63
6.2	Recommendations	64
6.3	Conclusion	70
	Bibliography	72

RESEARCH QUESTIONNAIRES

1.	Customer Questionnaire	75
2.	Operator Questionnaire	78
3.	Field Technician Questionnaire	80
4.	Management Questionnaire	83

LIST OF TABLES

1.	National Revenue Contribution Zone by Zone	86
2.	National Trunk Ticketed Call and Subscriber Dial Calls	87
3.	National Recurrent Expenditure per Line (Telephone)	88
4.	National Recurrent Expenditure per Line (Telex)	89
5.	National Performance - Revenue Generated and Collected	90
6.	National Expenditure by Cost	91

CHAPTER ONE

1.1 STATEMENT OF GENERAL PROBLEMS, AIMS AND OBJECTIVES

Public undertakings are under severe criticisms for inefficiency. Allegations abound that services rendered do not commensurate with the huge amount of investment. According to a one time Chief of General Staff, Commander Ebitu Ukiwe, "About ₦23 million had been spent on parastatals in 1985. What is disheartening, is that their operations have been incontrovertibly inefficient while their services are denied majority of Nigerians. One commission after another has been set up to study and improve their efficiency. No luck. Aside from creating jobs, the other things parastatals have done is to make a selection of a few extremely rich." Several reasons have been proffered for the poor performance of parastatals. Consequently, the expectations of the general public have not been met as Nigerian's achievements in the field of commerce and industry have been minimal.

These short-comings have betrayed the confidence, hope and aspiration of the general public and have also posed doubts as to whether Nigerian Telecommunications Limited will ever at all take the lead in the field of Telecommunications Nationally and Internationally.

The Researcher wants to critically analyse the numerous problems facing Nigerian Telecommunications PLC that have hindered their efficiency. Telecommunications being the life wire of any society, its ineffectiveness would be hazardous to the very society it is meant to serve.

Telecommunications being one of the most important means of communication in Nigeria, the Researcher has been prompted to digest its activities with the sole aim of bringing to the knowledge of the reader the problems faced by this organisation.

While these factors are uncontrollable, planning, wastefulness, incompetence for example poor management and misplacement of priorities are the order of the day. Chief executives of public enterprises' conference held in 1984 accepted the fact that services delivered by the nation's public enterprises fall short of expectations and drew the attention of chief executives to the need to improve their performance despite what the resolution described as obvious constraints facing them.

The aims and objectives of this project is therefore to analyse the possible causes of low productivity (from the management point of view), among Telephone Operators and Field Technicians in the company as one of the possible causes of poor performance of the company. The project attempts to asses the impact of a few factors that border on the performance of these categories of staff in this organisation so as to provide information to the management on how best it could improve upon the performance of these categories of staff whose functions have been identified as the nervous system of the organisation.

In scope, the project tends to look at the operation of Telephone Operators and Field Technicians since the inception of NITEL, in 1985 to date, using specifically performance data from January to December, 1993. This is

with the belief that all the variables at play since 1985 persisted up to 1993.

1.2 HYPOTHESIS

The working hypothesis would be that there is a positive correlation between high productivity and effective management and alternative hypothesis will hold.

We shall also hypothesis that for effective management there should be a pool of well trained staff.

It is also the belief that money and good equipment should be a function of effective management.

1.3 DELIMITATIONS AND LIMITATIONS

Nigerian Telecommunications Limited is divided into five Zones, which are:-

1. North West Zone with Headquarters in Kaduna.
2. North East Zone with Headquarters in Bauchi.
3. South West Zone with Headquarters in Ibadan.
4. South East Zone with Headquarters in Enugu.
5. Lagos Zone with Headquarters in Lagos.

The Researcher has limited the use of most questionnaires to the North West Zone and depended on telephone interviews for the other Zones; as it would not be possible to travel to all these Zones due to time, economic and compounded academic work.

In the course of writing this project, my limitations were numerous; some of them include unavailability of information due to the difficulties in meeting the professionals at the required time to collect necessary data. Also lack of access' to standard text books on the

topic made it difficult to give the work the coverage it requires.

Questionnaires were administered to ensure that the investigation was thorough in its findings.

Also telephone calls were made to people randomly. It is hoped that the findings would be reasonably accurate.

The Researcher is also quite aware of his limitations that it is inconclusive to exclusively relate to Towards Effective Telecommunication Management in Nigeria. Rather it intends to suggest some ways for improving effective telecommunications management.

The greatest problem faced in the conduct of this research was that of having to combine the research with office and academic work.

1.4 DEFINITION OF TERMINOLOGIES

NITEL: Nigerian Telecommunications Limited

NET: Nigerian External Telecommunications Limited

P&T: Department of Post and Telecommunications

TELECOMMUNICATIONS: Refers to communication over a distance. It means communication by electrical or electronic methods, and is used as a collective term for communication by radio, telegraph, telephone, television and facsimile. Occasionally, it is used to mean communication over a distance by all methods; it then means communication by smoke signals, drums, semaphore etc.

TELEGRAPHY: A form of communication by electronic or electrical means involving the transmission over distance of graphic or coded information. The

messages may be transmitted over wires or radio - or a combination of these methods.

TELEPHONE: An instrument that transmits and receives sound (especially human speech) over wire or cable by means of an electric current.

CARD PHONE: Public Pay Telephone located in Restaurants, Railways Stations, Schools, Clubs, on Street Corners etc. In most cases the user slots in a card previously bought from NITEL. The card actuates the switch and the user is able to use the phone while the units on the card reduces accordingly.

FACSIMILE: In communications, a method of transmitting an image of a document, drawing or photograph by electrical or radio signals and reproducing the item on paper or photographic film. Facsimile transmission was developed in the 1920's for the news services so that pictures, as well as, words could be distributed rapidly.

SATELLITE: The term satellite is usually reserved in astronomy for small planet - like objects that are revolving around the individual planets in orbits. The moon, for example, is the satellite of the earth.

TRANSMITTER: A device for converting sound waves into corresponding electrical oscillations, e.g. a microphone or telephone transmitter.

INFORMATION: A collection of facts or other data especially as derived from the processing of data.

MANAGEMENT: The allocation and utilisation of scarce resources for the purpose of achieving pre-determined course of action in a most efficient, effective and most economical way.

1.5 METHODS EMPLOYED IN COLLECTING RESEARCH DATA

There is a popular saying that, "there cannot be management without organisation and there can also not be organisation without management." The two are inseparable, hence there cannot be analysis without first having the data and the data is only useful and valuable if such data so collected is analysed and is able to serve the purpose for which it has been collected.

It is in the light of these that the Researcher has employed four particularly known methods of research data collection.

1.6 QUESTIONNAIRE METHOD

The Researcher had administered four types of questionnaire for the purpose of this work. The first questionnaire being the one administered to NITEL customers (subscribers) in Kaduna, Ibadan, Enugu, Jos and Lagos metropolis. This was aimed at knowing how efficient and effective have the services of this organisation been so far. If there had been poor productivity, what could have attributed to this? The Researcher went to inquire from the customers, the general attitude of Telephone Operators and Field Technicians towards the customers. Other questions asked are in knowing on the average how many times do the customers make calls daily and how soon does a customer's faulty line gets cleared after reporting.

Also the customers are asked to indicate if they have to be subjected to unnecessary hardship before their calls are connected by the Telephone Operators or before their faulty telephone lines are rectified by the Field Technicians. Of equal importance is the accuracy and promptness of bills dished out to these customers.

Another vital question was what are the necessary factors whether internal or external that aids the effective productivity of NITEL or hinders its effectiveness and state probable problems and prospects of the numerous services offered by NITEL.

About 150 questionnaires were administered to a set of randomly selected customers of NITEL with the help of NITEL Business Offices.

The second and third questionnaires were administered on the Telephone Operators and Field Technicians respectively. This was aimed at enquiring whether they find their jobs challenging or not. If on the contrary, what would have been the reason or reasons for that. Could it have been poor salary, lack of adequate training/tools or unarranged working hours. The Researcher also asked the Operators' and the Field Technicians' view on NITEL subscribers and top management alike. These categories of NITEL staff are further asked what would be required to double their productivity. They were further asked how they feel the organisation could be effectively and efficiently managed.

Altogether about 200 questionnaires were administered to Telephone Operators and Field Technicians respectively

through the help of their various supervisors. Their personal identities were deliberately not asked for in order to gather accurate views of these categories of staff.

The fourth questionnaire was administered to the Nigerian Telecommunications PLC top management and top management of similar Government Parastatals. This was aimed at obtaining the views of top managements of such organisations in the country. The Researcher went into asking the organisational set up; how many departments the organisations have and their respective staff strength and how the staff strength is spread along all levels of the organisation, viz-a-viz top management, middle management and the junior level management. The researcher went into inquiring about financial data that is sources and uses of fund.

The Researcher also inquired about the leadership style (management style) practiced in the organisations and some of the organisational behaviours in practice in the organisations. Of equal importance is the question put forward by the Researcher on how the staff are motivated towards effectiveness and productivity. Another prominent question the Researcher put forward was what policies will promote greater efficiency and, effectiveness in the Company's management effort?

In all, about 100 questionnaires were administered for this purpose even though only about half were completed and returned to the Researcher.

1.7 DOCUMENT METHOD

It is a clearly understood fact that the questionnaire method will not give the Researcher all that is required. Therefore, he has resorted to documentary method. In this method, the Researcher inspected data from the official records regarding Nigerian Telecommunications Plc services. Some information from past records were obtained and analysed. Data available cover up to the year 1993.

It is a known fact that the Researcher does sometimes encounter difficulties when it comes to collection and inspection of Secondary data like this. This is because some organisations are not always willing to disclose some vital information to the Researcher. Such information not willing to be disclosed could be financial matters and/or marketing penetration strategies as the case may be. The Researcher encountered problems with the finance department, most especially in areas that have to do with expenditure.

Fortunately, some of the employees assisted the Researcher to obtain some information which were intended to be hidden by the top management.

These records obtained have assisted immensely in carrying out this Project through the goodwill of some officials within the organisation. This is an attempt to prove certain things right or wrong.

The Researcher had to use these records with skepticism since such existing data were collected for a purpose and under variety of conditions that may limit their usefulness. The Researcher had to check these data

for impartiality, validity and reliability through comparison with recent trends of activities within the organisation.

1.8 PERSONAL OR FACE TO FACE INTERVIEWS

There had been personal contacts between the Researcher and the NITEL officials , as well as, NITEL subscribers. Thus, in addition to the questionnaire and the documentary method, interview schedules were drawn up and administered personally by the Researcher to the various categories of respondents at various periods in the second half of 1993 and the early months of 1994. In conducting personal interview, the Researcher had probable questions in mind to be tackled as laid down by our renowned Professor Philip Kotler in his book 'Marketing Management."

1. Who is to be surveyed?
2. How many are they to be surveyed?
3. How are they to be selected?
4. How are they to be reached?

To start with, I had personal interview with different sets of people such as the top management, the lower level employees and the customers of the organisation in the metropolis earlier mentioned above. This enabled the Researcher to gather some information about the effectiveness and efficiency of NITEL which otherwise would not have been obtained by the two methods already mentioned - that is questionnaire and documentary methods.

As to how many to be surveyed depends on the various sets of my respondents; that is the top management and

lower level employees on one hand and the customers on the other. The Researcher had, therefore, trimmed the number to be interviewed to suit the purpose of the Research and to save time. Interviewees were selected from the customer operations, finance, engineering and personnel departments of the organisation which the Researcher was able to reach by personal contact.

To some extent, personal interview has been regarded as the most versatile method of data collection. Since more important questions can be asked by the interviewer and such interview or questions can always be supplemented with personal observation. It is the most expensive method since a sizeable area had to be covered and needs more technical administrative planning and supervision. Some of the interviewees were a bit reserved in giving vital information, as such information are seen as an attempt to leak secrets of the organisation. However, on the average, the cooperation of the interviewees was appreciable.

1.9 OBSERVATION METHOD

The method had proved helpful to the Researcher as he was opportuned to be in frequent contact with the organisation in question. He was allowed free access to operation sections of the organisation to see how the Operators and Technicians perform their duties. He was also allowed free access to other departments of the organisation to have personal observation which enabled him compare data obtained by the other three methods employed - that is questionnaire method, documentary method or face to face method as the saying goes, "seeing is believing."

Some areas of observations were customers' attitude towards the services rendered by NITEL, lower level employees' salary administration, industrial relation matters (for example dispute settling procedure), employees attitude to company policies, policy administration and matters relating to Operators'/Technicians' attitudes towards the customers. The Researcher also took a study of how effective and efficient the jobs of the various departments are being carried out. A study was also made to see how the equipment operate and how telephone, telegraphy and other telecommunication services were being conducted. In addition to the above was that the Researcher gathered a lot of information at places where workers frequent themselves to discuss matters affecting them and the organisation. This was an attempt to critically analyse how disputes between workers and the management of the Nigerian Telecommunications Plc are being resolved.

The various short-comings of each method were critically noted i.e. non-response to questionnaires, calls and repeat calls. Check questions were asked to cross-check facts obtained.

CHAPTER TWO

2.1 LITERATURE REVIEW

Increased productivity and efficiency are always the concern of the top management of any organisation whether publicly or privately owned. To be able to attain this objective, top management is faced with both internal and external factors and as such it has to coordinate its resources effectively. Since this research work is concerned with a public enterprise - Nigerian Telecommunications Limited, the issue of how to attain effective communication in this sector of the economy will be dealt with here; as it is the centre piece of every business enterprise and in fact the life wire of the society in general. Productivity and efficiency in services, all depend on effective management of scarce limited resources.

PRODUCTIVITY AND MANAGEMENT DEFINED

The term "Productivity" though encompasses manufacturing of goods is applicable to service as the activity of the Public Enterprise in question is purely of providing services. To some people, it means efficient increased production or increased output, while to others, it is a comparison of input and output whether is labour or other resources. Productivity referred to as ratio of output to input has been viewed as the most acceptable definition as the concise Oxford Dictionary defines productivity, "production or output per hours" which means ratio of output to the effort expressed in man-hour.

Although the productivity of labour which is output

per man-hour is the one most frequently referred to because of the importance of human effort as a factor of production, it is equally true to say that productivity can also refer to other inputs, for example capital and materials. When it becomes necessary to give consideration to productivity, be it private or public, either by reference to plant, industries or the economy as a whole, one is referring to measurable productive factors as the better way productivity can be monitored. However, when it comes to applying measurability principle to productivity in government parastatals, the problem becomes compounded and subject to controversy. As a result of this, one should define productivity as encompassing both efficiency and effectiveness, most especially, a parastatal like Nigerian Telecommunications Limited. This approach is embraced in this research.

Thus efficiency indicates the extend to which a stated output has been achieved with the least possible resource employed. Effectiveness encompasses the concept of quality and level of services provided to the public.

Productivity relates to the work place and concerns the direct goods and services produced by individuals or work groups coupled with the tools at the work place. Most organisations are concerned with this level of productivity and, of course, enhancing it.

Productivity could also be associated with the level of investment of resources committed as output based on well defined goals and objectives and selecting the best course of management, desired and committed human resources

which arise from a well conducive work condition.

In the broad sense, efficiency and effectiveness in Nigerian Telecommunications Limited will mean taking into account all levels of productivity be it technical, economic and social factors to raise it appreciably. This can only be achieved if Managers can approach issue of productivity through the efficient and effective management concept. According to the target or performance school of thought, efficiency is determined by the ability of departments, divisions and the entire organisation to fulfil pre-determined objectives and targets. The belief by this school of thought is that without this management concept, organisations would not be able to understand, evaluate and approach the question of efficiency and effectiveness in more realistic way.

MANAGEMENT AS AN IDEAL CONCEPT OF EFFICIENCY AND EFFECTIVENESS

The term 'Management' has been accorded several definition by different scholars. However, a reknowned management scholar, Peter F. Drucker, defined the term as "the allocation and utilisation of scarce resources for the purpose of achieving pre-determined course of action in a most efficient, effective and most economical way."

It has been proclaimed that management has four basic functions:-

- (a) Planning
- (b) Staffing
- (c) Controlling
- (d) Budgeting

These management activities are inter-related.

PLANNING

Planning has been described as the process of deciding what to do, how to do it, when to do it and who to do it.

Planning is an attempt to bridge the gap from where we are, to where we want to go. It is a step towards making it possible for things to occur which would not otherwise happen.

In the parastatal in question, that is NITEL, planning is equally held with high esteem as an important aspect of effective management. For example, NITEL carries out manpower planning in which strategic and sensitive areas vital to the operation of the organisation are managed by experienced managers, for example the Exchanges, Telephone Operators and their likes. Basically, planning is to ensure that the parastatal manages effectively resources at its disposal for greater productivity.

STAFFING

The management functions of staffing involves coordinating the organisation structure through proper and effective selection, appraisal and development of personnel to fill the roles designed into the structure. The success of NITEL as it could be understood depends on skilled labour and as such this management function is crucial. Hence to enhance productivity, personnel positioning must possess the requisite academic and professional qualification. Borrowing from Plato's philosophy of "give the right job to the right man", the need for proper staffing can not be overemphasised as without good staffing

no organisation can run effectively and efficiently.

CONTROLLING

Controlling is the management and correction of the performance of activities of subordinates in order to ensure that objectives and plans devised to attain accomplishment. That is, it is to ensure that performance do not deviate from set standards and if so happens a corrective action is made. The problem in NITEL is lack of incentives especially on the category of staff managing key areas of the operations, for example Maintenance Engineers/ Technologists, the Telephone Operator Supervisors and thus Managers find it difficult to effect control.

Managers find it difficult to chastise or control lateness knowing fully well the inability to get vehicles at odd hours to come for shift duties, as a result, this affects effectiveness and efficiency. Therefore, if productivity is to be achieved, there should be efficient control of staff.

BUDGETING

As Professor C. T. Horngren defines "budgeting is the making of long term planning decisions for investments and their financing." The need for budgeting in an organisation is to determine the sum of money required to be spent on projects, staff salaries and emoluments and equipment for efficient output of services.

Budgeting process is still based on the traditional method, where the budget is itemised without bases. As a result the budget is incremental without concrete plans, thus performance becomes the function of the controller of

votes, where, what he perceives as realistic is what the fund is spent on. Until the budgeting system in NITEL is changed to an action type where specific targets and goals are set, the contribution of budgeting to efficiency remains minimal.

THE WORK-FORCE

Any organisation whether private or public owned, the need for labour to create goods and services is paramount. For them, therefore to remain functional, they are expected to attain that level of productivity that will make them financially solvent which of course is not an easy task. Both management and the work force have to be efficient to be able to break-even. To achieve this, it means that the labour force will have to work at a certain pre-determined level of output. Unfortunately, the labour force cannot be easily pushed around like machines. The need for the labour force to be motivated to increase their output is idealistic.

Bologun, M. J in discussing operational efficiency in Government, identified two types of environments that are relevant, "internal and external environments." The internal factors include mode of operations, formalised procedures, status in the organisation rules and regulations that governed the entire system. The external factors include other supporting organisations like the Nigerian Electric Power Authority, Trade Unions influence, environmental and societal influences. Any of these factors can hamper or advance the movement towards operational efficiency.

Work efficiency leads to increased productivity which could be as a result of utilization of equipment and prompt replacement of faulty machines. This apart, the technical know-how of the personnel employed is a leading factor to greater efficiency which leads to greater production. Professor William Ouchi defends this assumption. Japanese export drive has always been related to work efficiency both in tools and technology backed up by an articulate management skill.

Management inefficiency or ineffectiveness cripples any business concern within a short time; be it private or public. In a highly competitive business world, the management in some cases have to create the markets and customers for its goods and services. In such cases the management employs effective system of offering its services to the customers. Such behaviour is prevalent in our society today, as a result, failure to meet these targets will mean a steady decrease in productivity and profits may drop to a level where expansion of growth of business would be almost impossible. But the bone of contention is that, is Nigerian Telecommunication PLC faced with competition to affect its efficiency and efficacy? Not at all, at least for the moment.

Since organisations are striving for efficiency, they must devise ways of ensuring that the work force attains and maintains a high level of production at all times. These ways are not far from what has been proclaimed by Abraham Maslow in his Hierarchy of Needs theory. "A good wage and salary structure" has been described as an

excellent motivator of work-force. While this could be held to be true, there are the problems of two individual employees who have different production outputs but are rewarded in like manners. The one who judges himself as being more productive and yet he is being rewarded like his indolent colleague (the 'comparison other' in the Equity theory of Motivation) is bound to hold back on his output with time. To arrest such a situation, Harry Levinson propounded his "Carrot and Stick Principle" which has gained general acceptance as an effective way of controlling employees' behaviour towards achieving higher productivity.

Under this pay-for-performance concept, the best performing employee in any job classification is rewarded by receiving the maximum allowable increases, average size increases, while the poorest performers are punished by receiving no increase at all.

TRAINING FOR EFFECTIVENESS

Another motivating factor of the work-force is training. Most people have come to agree that training has become a "sine-qua-non" input to the general survival of any modern complex organisation. In the word of Amitai Etzioni, a leading authority in the study of complex organisations of the past-classical era, "modern society, in contrast to earlier societies has placed a morale value on rationality, effectiveness and efficiency. It follows then that all modern complex organisations must combine their resources in the most rational ways to achieve effectiveness and efficiency."

Training, a modern form of motivation is one of the most indispensable ways of achieving organisational effectiveness and efficiency. Not training a personnel is one form of alienation which is a major set back in the establishment of complex organisation. The less an organisation alienates its personnel the more efficient it is. A satisfied worker obviously wants to maximise output; he sees the objective of the company as his too; not so the frustrated worker. As much as possible, the motivated worker meticulously directs his attention and behaviour towards such things which will help him in the achievement of this goals. But that is not all, the organisation he works for too must be organised in such a way that actions in the work place are directed towards the achievement of its goals. Training is a vital motivating factor that ensures good management of resources and industrial harmony. Training embraces all forms of knowledge-cognitive, attitudinal and physical.

Many organisations, particularly the bureaucratic ones in Nigeria have been charged with gross inefficiency and ineffectiveness, because services provided fall short of expectation.

There is no best way of achieving organisational effectiveness outside training. Training has a pride of place in achieving organisation effectiveness.

In finding the reasons for the poor services, Peter Kilby in 1969, alleged that Nigerian entrepreneurs lacked adequate management skills. Though the conclusion arrived at by Kilby was not justified by the kind of data he

provided, it was, however, made clear that the lack of training of the Managers in question was a dominant factor in their operations.

Many of the Public Services Review Commissions set up by the Federal Government of Nigeria to identify the causes of ineffectiveness of our public bureaucracies identified among other reasons, the shortage of technical, administrative and managerial manpower. People with such skills are not made, they are trained. Ose Ogunkorode has this to say, "Gone are the days when the carrot and stick mode of organisational effectiveness was dominant or when solely economic considerations spur a worker." This assertion by Ose Ogunkorode means a slap on the propanderance of Harry Levison. This quotation is obtained in Nigerian Telecommunications Limited Journal of April 1986. Today studies have shown that organisational effectiveness is strongly tied with job satisfaction of which training is a vital part.

In a study on organisational effectiveness and job satisfaction, conducted in one of the government ministries, it was discovered that workers with high level of perceived opportunity for training are more committed to their jobs than those with low.

It was also discovered, however, that while high salaries ranked first in the hierarchy of factors and sources of highest commitment to organisation, better opportunities for in-service training ranked second to high salary.

Nigerian Telecommunications PLC has two training Schools at Oshodi and Kano. Presently, it trains Technologists, Technicians, clerks, Personnel Officers and others.

Though training is expensive, all complex organisations in Nigeria, in order to survive, must make training of personnel an integral part of administrative culture rather than an ad-hoc matter.

GOVERNMENT INFLUENCE

In a parastatal like the Nigerian Telecommunications PLC, the government as the employer of labour, has a major role to play in the quest for increased productivity, efficiency and efficacy. The government formulates a global policy to cover other parastatals in line with the above to guide their operations.

These policies are handed down with clear-out objectives, unfortunately problems have always arisen during implementation of such policies. These agencies even though they are supposed to be specialised bodies managed by men of requisite knowledge and training, they have not always met the aspiration of the watching public. Replies to public criticisms of their poor performance have always been that there is over interference in their day-to-day operations by the very government that set them up.

As the representative of the public, the government is now denied the right to interfere in the running of the parastatals. As a control measure in checking the excesses of the management of these organisations, this should be

done but only when productivity is declining and government will then interfere to save it from further declining. However, in a situation where there is no such problems and Government administrations take over the daily management, it certainly generates conflicts between the organisation's management and the government policy matters and the result is a decline in productivity since there will be no proper supervision in all levels of management.

Sudden changes are other factors that distabilise a worker who is often slow at assimilating changes especially when the changes are adversely interpreted. The case in point, is the merger of Nigerian External Telecommunications Limited (NET), a profit oriented organisation set up to handle external telecommunications and the Postal and Telecommunications of the Ministry of Communications (P&T). The Post and Telecommunications function was mainly a social service and was controlled by the bureaucracy of the Civil Service and so, when there was sudden departure to profit oriented set up of Nigerian Telecommunications PLC (NITEL), they find it difficult to adjust to the new change. The ultimate consequences of this is that productivity is sacrificed at the alter of change and the organisation is left to suffer.

The Managing Director of Nigerian Telecommunication PLC in the company's Newsletter, December 1987 has this to say, "The time had come when all Line Managers should carry their staff along with them towards efficient and effective performance of their role expectations so that the net effect of declining performance which resulted in

increased customer dissatisfaction should be eschewed permanently. Line Managers along with their subordinates should recognise that the role of Nigerian Telecommunications Limited was to contribute to Nigerian's development as a leading communication and information centre in Africa." Engineer Uchiduno, the then Managing Director continues, "To meet this role, N1TEL must meet the growing needs of an increasingly sophisticated customer population by offering range of product and services, at prices expected to give Nigerian Businesses competitive edge in the sub-region."

The need for productivity in Nigerian Telecommunications PLC cannot be overemphasised because without productivity the attainment of goals and objectives of organisation cannot be accomplished. What is more important is the need for higher productivity among Field Technicians and Telephone Operators whose jobs are of enormous importance to the success of the organisation because they are the staff that process all input from other divisions, departments, and units to real output. The quality, effectiveness and efficiency of the organisation's services to the public depends on the performance and ability to transform these units, departments and divisions into inputs.

The management approach to this problem should be with utmost managerial skill as discussed above. And the question of productivity should, therefore, be a hall-mark problem of management of the Nigerian Telecommunications PLC and more specifically 'that of Field Technicians and Telephone Operators.

CHAPTER THREE

3.1 INTRODUCTION

Since the inception of Nigerian Telecommunications PLC (NITEL) in 1985, there have been series of complaints about its inability to perform up to standard especially when compared with Telecommunication companies in the advanced countries.

Nigerian Telecommunications PLC was established to provide among other services such as internal and external telephone, telex and telex delivery, international telegram messages, leased circuits and so on to the general public. It is, however, surprising that despite the colossal amount of money that the Federal Government invests on Telecommunications each year, the impact of good quality telecommunication services is yet to be felt even in the urban areas where industrial and commercial infrastructures are at least established by standard of third world.

By international standard, there should be at least (one) 1 telephone line for every 100 inhabitants in the developing countries but currently Nigeria has only been able to achieve 0.6 telephone per 100 of its inhabitants. Thus the country is almost just half way in reaching the internationally recommended figure of installed telephone lines for a typical developing country. However, with the current digitilisation of the telephone network in the country, it is expected that recommended international ratio of (one) 1 telephone per (hundred) 100 inhabitants would be a reality by the year 2000.

The history of Telecommunications in Nigeria dates back to the colonial era, where the provision of Telecommunication services and facilities were mainly restricted to Government businesses for the enforcement of law and order and general administration of the country. It was not until after independence that the use of telephone facilities were no longer restricted to Government functionaries. Even then, the total number of telephone lines in the whole country was only 18,000 for a population of about 60 million. This gave a ratio of one telephone to 3,333 people.

A lot of progress was made during the Third Development Plan period. At that time the number of telephone lines increased from 52,000 to about 241,000 between 1975 and 1980; representing more than a four-fold increase. As a result of this rapid increase, the ratio of telephones to the population improved substantially from 1.5 telephones per 1,000 inhabitants in 1975 to approximately 5.2 telephones to 1,000 inhabitants in 1980. This ratio compares favourably with the telephone densities of other developing countries with similar levels of economic development. The nation's external telecommunications made tremendous progress during the third planned period. A second Satellite Earth Station antenna was built at Lanlate, thereby extending direct communications facilities and increasing the coverage of the Satellite Earth Station to nearly two third of the global surface.

Since then, there has been steady progress in Telecommunication services in both the urban and rural areas in the country.

Nevertheless, private enterprises increased at a faster rate. Due to this rapid growth, these private enterprises require more efficient telecommunications services. It is in realisation of this that the Federal Government continues, from the period of independence to date, to sink huge amount of money in telecommunications.

With the acceleration of development in Nigeria and growing demand for efficient telecommunications system to match, the Government decided to commercialise its services by removing it from the status of non-profit to profit oriented Limited Liability Company by merging the external services and internal services of Post and Telecommunications Ministry to form the Nigerian Telecommunications Limited in 1985. It is hoped that by so doing the company may be able to achieve the internationally recommended ratio in developing countries of at least one (1) telephone to every 100 people.

The formation of Nigerian Telecommunications Limited was as a result of the role Telecommunications industries play in the development of a country. Being the nervous system of any country, it has been identified as a viable sector of the economy which has enormous potential economic development process of the country. Telecommunications provide an accessible and reliable means of communication services for easy coordination of activities both within and outside the country.

CORPORATE OBJECTIVES OF NIGERIAN TELECOMMUNICATIONS PLC

1. The main operating objective of Nigerian Telecommunications PLC is to provide efficient and effective telecommunications services within and outside the country, and provide employment opportunities for the Nigerian citizens. The organisation is to develop its manpower contingent to achieve the set objectives.
2. One basic objective is to provide the nation with the following facilities for the overall development and growth of socio-economic and political conscious of the citizens:-
 - (a) Internal and External Telephone Services
 - (b) Telex and Telex Delivery Services
 - (c) Internal Telegram Services
 - (d) Press Reception and Voice Cast
 - (e) Facsimiles (Photo-Telegrams)
 - (f) Voice Cast
 - (g) Leased Circuits
 - (h) Ship-shore and Television via Satellites.
 - (i) Teleconferencing
 - (j) Electronic Mail (National)
 - (k) Cellular Mobile Telephone
 - (l) International and Local Card Payphone

All these are necessary for the provision of an effective and efficient network of Telecommunications system which will help in maintaining security and territorial integrity of the nation.

3. Another basic objective for the formation of Nigerian

Telecommunications PLC is to enhance the procurement of raw materials for the development of the nation's telecommunication industry. This is to be done through the technical partners handling the merger - BRITISH TELECONSULT by establishing Research Centre and manufacturing of small simple components of basic telecommunications parts. This is aimed towards gradual transfer of telecommunication technology to Nigeria - a match towards self-reliance.

4. Among the major objectives are that the new organisation should design effective operational plan which will enable the organisation to pay back cost of operations and make some profit. Thus, the organisation has both commercial, social and security responsibilities to the Government and people of Nigeria.

ORGANISATIONAL STRUCTURE IN NITEL

In compliance with the recommendations of the Technical Committee on Privatisation and Commercialisation (TCPC), NITEL Board of Directors approved a new organisational structure for the Company in 1992.

At the apex of the chart, the Managing Director remains as the Chief Executive of the Company. He is assisted in running of the Company by four Executive Directors (Deputy Managing Directors). The Executive Directors take charge of Planning and Operations, Finance & Investments, Administration & Corporate and Zonal Administration, respectively.

The designation for the former heads of Divisions has now been re-aligned to General Managers whereas formally heads of Divisions were known as Directors while their counter-parts in the Zones were General Managers, Consequently, there are now eleven General Managers in the Corporate Headquarters and six for the Zones. Sixteen of these General Managers report directly to the various Executive Directors as shown in the organisational chart below. The General Manager, Legal & Secretarial, however, reports directly to the Chief Executive of the Company. So also the heads of Internal Audit Department, Public Relations & Corporate Affairs Department and Management Information System & Data Processing Department though their designations are that of Deputy General Managers, report directly to the Chief Executive.

The other General Managers in the Corporate headquarters, respectively, take charge of Planning & Development; Operations; Project Implementation & Monitoring; Budgetary Planning; Stock & Cost Account; Financial Accounting; Transport, Estate Management & Maintenance; Medical & Industrial Health Services; Personnel, Training & Manpower Development and Purchasing & Supplies.

The six General Managers for Zones respectively manage Lagos Zone, North-East Zone, North-West Zone, South-East Zone, South-West Zone and Long Distance communications.

Under the new structure, the divisions in the Corporate Headquarters and the Zones over-see other Departments as shown below:-

PLANNING & DEVELOPMENT

- a) *Building Engineering & Accommodation Services.*
- b) *Chief Economist*
- c) *Systems Planning*

OPERATIONS

- a) *Customer Services*
- b) *Stores Management*
- c) *Maintenance*

PROJECT IMPLEMENTATION & MONITORING

- a) *Implementation*
- b) *Monitoring*
- c) *Research & Development*

FINANCIAL ACCOUNTING

- a) *Finance*
- b) *Management Accounting*

INVESTMENT & TREASURY

- a) *Investment*
- b) *Treasury*

BUDGETARY PLANNING STOCK & COST ACCOUNTING

- a) *Budget Planning*
- c) *Stock Accounting*

PURCHASING & SUPPLIES

- a) *Purchasing*
- b) *Supplies*

PERSONNEL, TRAINING & MANPOWER DEVELOPMENT

- a) *Personnel*
- b) *Kano Management Centre*
- c) *Course Development*
- d) *Oshodi Technical School*

9. TRANSPORT, ESTATE MANAGEMENT & MAINTENANCE

- a) Administration
- b) Estate/Transport & Security

10. MEDICAL & INDUSTRIAL HEALTH

- a) Medical Services
- c) Environmental & Industrial Safety

11. LONG DISTANCE COMMUNICATIONS

- a) International
- b) Network Management
- c) International Relations
- d) Planning & Implementation
- c) Zones

All these alphabetical Departments are supervised by Deputy general Managers.

Evidently, the administrative set up of Nigerian Telecommunications PLC is of a decentralised nature. Thus, there are three levels of administrative set up for easy discharge of functions. Organisational Structures' function is so designed to enable for an efficient and effective discharge of duties. Each level supervises the next level in a downward manner from top-most to the lowest and each level has specific functions to perform. Consequently, the organisation is departmentalised on the basis of the key functions it must perform to reach its objectives; and the work of the various functional areas are coordinated by a higher authority.

There are several advantages associated with such Functional Structure, and these include:-

It Encourages Specialisation of Labour: This normally leads to efficiency in the performance of tasks. A person who is a specialist in accountancy, for example, will do a better accounting job than a person who is a jack-of-all-trades. The functional structure, therefore, promotes a career path for people with specialised skills.

Employees Understand the Structure: It is easy for employees to understand that specialised functional areas exist in the firm and that these specialised areas must work together. As well, employees in each of these areas work with people who have training similar to theirs; this enhances task accomplishment because they see that they have something in common with their co-workers.

It Eliminates Duplication: In the functional structure, there is only one Engineering Department, one Accounting Department, one Administration Department, and so on. With only one department in each of the key functions, there is tight control over the activities that are being performed and little duplication of activities occurs. All work is centrally coordinated so that duplication is kept to a minimum.

disadvantages associated with Functional Structure, and these include:-

1. **Employees do not have a system perspective:** Perhaps the major failing of the functional structure is that

employees become overly concerned with activities in their own specialised areas and are not concerned enough about coordinating their work with other areas of specialisation. A classic example of this problem is the conflict that exist between marketing and production in many firms. Marketing may want diverse product line and short delivery times in order to maximise sales; production may want a limited product line and long production runs in order to minimise costs.

2. No one function is accountable for results: Since no one single function can achieve organisational goals by itself, each one can argue that it is blameless if the organisation as a whole does not perform well. If the organisation suffers a financial loss, for example who is to blame? Personnel? Finance? Engineering? The answer is usually not clear, so much argument occurs and board-room politics come to play if each functional area tries to blame the others for the failure.
3. There is lack of adequate training for top management: since each Manager in functional structure works in a specialised area, they may not be getting good and adequate training for top management positions (e.g. Managing Director or Executive Directors). The top person in an organisation must be able to see how all parts of the organisation work together, but a person who has come up through the ranks in a specialised area may have difficulty seeing this. Consequently,

certain functions (i.e. those of the person's previous experience) get preferred treatment and the total organisation suffers.

Generally speaking, the shape of an organisation has impact on both employee satisfaction and performance. Theorising about this issue began in the 1920s, and until the late 1940s it was assumed that narrow spans of management were better than wide spans in terms of both employee satisfaction and performance. The argument was that if a boss had only a few people to supervise, personalised time and attention could be given to each one. This attention would result in better performance because employees would understand the job better, it would also cause higher satisfaction because the employees would psychologically feel that the boss cared about them.

Regardless of the organisational structure employed, one structural element that is important determinant of employee behaviour is the amount of flexibility that employees have as they do their assigned tasks. In some organisations, rigid rules and procedures must be followed to the letter when tasks are performed. In others, employees are allowed great flexibility when performing tasks.

LEVEL OF ADMINISTRATION IN NITEL

KASHI

As already explained, the levels of administration are in three fold, viz:-

1. The Corporate Headquarters in Lagos, being the highest management body headed by a Managing Director while

the EDs (Executive Directors) and General Managers of the various Divisions and Departments are members of the management. The Managing Director is assisted by four EDs (Executive Directors).

- (a) Executive Director (Admin. and Corporate Affairs) whose functions is to coordinate Administration/ Personnel, Medical/Industrial Health, Transport/ Estate, Purchasing/Supplies Divisions. He assists the Managing Director in policy formations and executions regarding the functions of these Divisions.
- (b) Executive Director (Planning and Operations) is charged with the responsibility of coordinating activities of these Divisions; namely, Project, Planning, Operations and Special Duties and all the General Managers of these Departments report to him directly. He is to advise the Managing Director on matters concerning these Departments.
- (c) Executive Director (Zonal Administration) is charged with the responsibility of coordinating all the five Zones and Long Distance Communications. He assists the Managing Director in the day-to-day running of these Divisions each of which is headed by a General Manager.
- (d) Executive Director (Finance and Investments) is charged with the responsibility of coordinating the activities of Budgetary Planning, Financial Accounting and Investment/Treasury; each of which is headed by a General Manager. He assists the

Managing Director in the policy implementation of these Divisions.

2. Another levels of administration are the Zonal offices. The country is divided into Five Zonal Headquarters, each headed by a General Manager. The General Managers report directly to the Executive Director (Zonal Administration). Each Zonal General Manager is assisted by four Deputy General Managers. These are:- Finance, Administration/Personnel, Operations and Long Distance Communications all situated at the various Zonal Headquarters. In addition, the Zonal General Manager is assisted by some two to ten Territorial Managers (they head the administration of NITEL at the state levels).
3. The third level of administration is the Territorial Offices. Under each Zonal Office, there are at least two territories as earlier mentioned. The territory is the lowest level of administration and forms the grass root operational unit of the organisation. The territory is headed by a Territorial Manager who reports directly to the Zonal General Manager. They form part of the Zonal Management Board.

BOARD OF DIRECTORS

This is the highest policy body appointed usually by the Head of State. They are charged with the responsibility of formulating articulated policies and guidances for the management of the organisation. They are supposed to constantly evaluate the performances of the organisation so as to assess whether or not it is keeping

KASIM IBRAHIM LIBRARY

in line with the aspirations and objectives of the organisation and the nation.

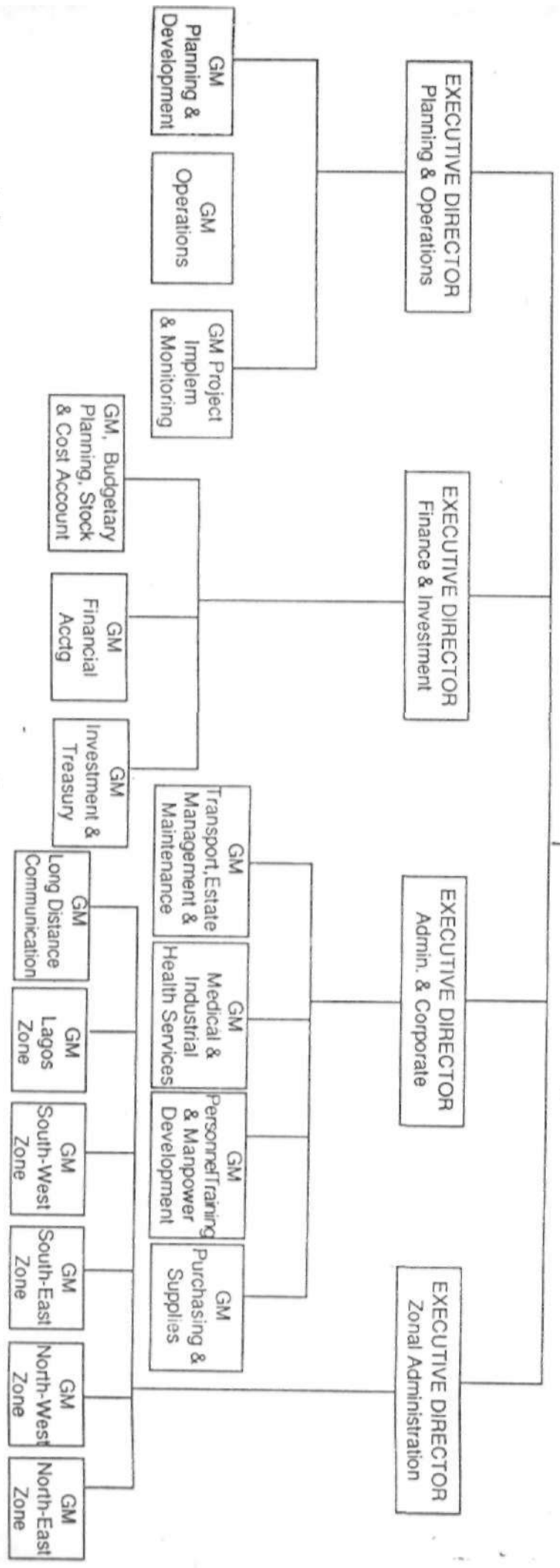
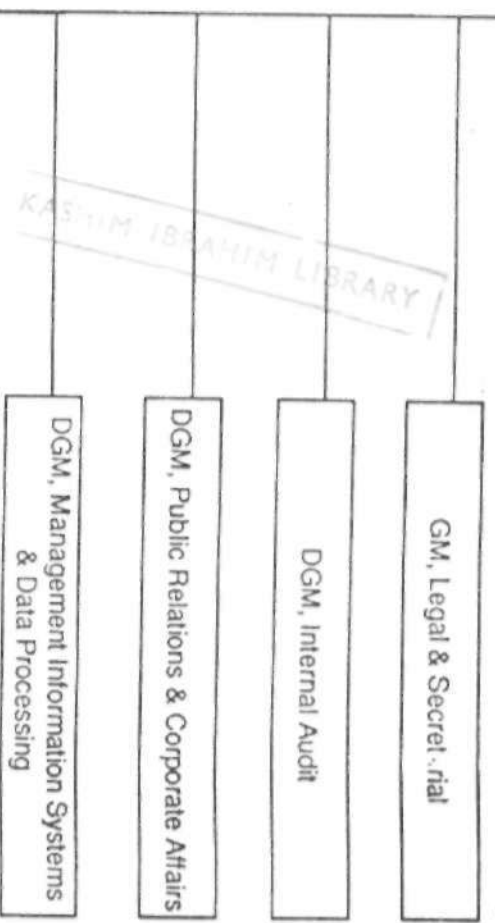
The rationale behind this decentralised system of administration is to improve productivity through creation of manageable size of administrative units which would allow proper supervision and improve productivity.



A. U. Otihi, NITEL Managing Director/Chief Executive

MANAGING DIRECTOR/CHIEF EXECUTIVE

Nigerian Telecommunications Limited New Organisational Chart



4.1 PROBLEMS OF NITEL AND ITS SUBSCRIBERS ALIKE

The overall objective of the Telecommunications industry is to provide efficient Telecommunication services to the public at reasonable cost. In the various territories; each consisting of a state including the Federal Capital Territory, there are Field Technicians and Telephone Operators almost in each exchange area. The Field Technicians are vested with the responsibility of telephone installations and clearing of faulty telephone lines in their respective exchange locations, while the Telephone Operators are vested with the responsibility of assisting needy subscribers in connecting calls outside their exchange locations. At the International Switching Centres in V/Island Lagos, Lafia Road Kaduna and Enugu, there are International Operators specifically assigned with the responsibility of helping needy subscribers to connect international calls. Frankly speaking, most NITEL subscribers using the modern exchanges have International Direct Dialing facility (i.e. IDD), which enables anyone of them to dial anywhere in the world without going through the help of NITEL operators, but some subscribers are ignorant of this or due to the low level of literacy of some of them they tend to prefer going through the help of NITEL Operators whenever they want to make International calls. Unknowingly to most of them, going through NITEL Operators attracts additional charges. Consequently, when at the end of the month bills are presented to such subscribers they most often tend to accuse NITEL for what

they perceive as overcharges.

There had been reported public concern over lack of courtesy and some degree of rudeness by the NITEL Operators. This was assumed by the former Minister of Communications, Colonel David Mark, to be lack of adequate qualifications and exposure of these Operators as almost 100% of them were School Certificate holders or equivalents. Consequently, the Minister then directed that as from 1989 only graduate Operators would be employed and only graduate Operators would specifically be deployed to the NITEL International Exchanges. Another category of customers are those that are not necessarily subscribers to NITEL and perhaps do not own their own telephones. Such customers go to the NITEL public counters and are linked to telephone numbers of their choices locally or internationally. The public booths/counters are usually located at strategic locations in the town it is to serve. This service is strictly on cash basis which should be deposited with the cashier after filling customers' forms indicating where he or she wants to be linked to and for how long. Refunds are made where calls or services are not rendered or calls not through. In general, a subscriber wanting a connection within Nigeria dials 190 or 194 but if he or she wants calls outside Nigeria through the help of NITEL Operators, dials 171 or 175.

Some services of the Nigerian Telecommunications PLC, both local and international could be briefly described below:-

1. TELEPHONE SERVICE

Telephone service is about the most popular medium of communications in the world. Satellite communications has greatly enhanced the preference of telephone service to other media of communications because of its high coefficient of articulation irrespective of distances over continents and seas. The service is the fastest means of communications.

2. INTERNATIONAL CALL AND INQUIRIES

NITEL Operators undertake the services of connecting customers' calls through the switchboard to any part of the world. A customer is expected to dial 171 from anywhere in the country to access NITEL International Operators at Lagos, Kaduna or Enugu. Local Operators perform similar duties but the customer is expected to dial 190 for local calls. NITEL 175 gives information on Time Zone, Area Codes, Charges of Calls, all on the International Section, while 194 is used as inquiries for the Local Service Section. The services are rendered on twenty-four hour basis. Some of the Operators in the international services understand some additional foreign languages to enable smooth communications in terms of Operator assistances from the distant ends.

3. INTERNATIONAL DIRECT DIALING (IDD)

IDD means that the subscriber can dial directly any international number he or she wishes without the help of NITEL Operator. At the time of installation of a telephone, a subscriber is charged for a fixed

IDD deposit which is refundable at the long run. Most NITEL Exchanges have this facility but some subscribers are not aware of it, instead they choose to go through the Operator for international calls.

4. INTERNAL TELEPHONE SERVICE

NITEL Operators also connect subscribers' calls or trunk call bookings through the switchboards which are reached by dialing 190. For information on telephone directory enquiries or other requests on the local services, the customer dials 194. Also offered is the Emergency services e.g. (Police and Fire).

5. INTERNAL AND EXTERNAL TELEX

The telex equipment is a Teleprinter which is mainly acquired by firms, business organisations and Government Agencies who have constant exchange of data with local and overseas partners. The service is comparable with the telephone service because the telex subscriber is fully in control and can establish both internal and international telex connections within minutes without the help of NITEL Operator. The connection is immediate and charges are based on minute by minute usage. Privacy and secrecy are guaranteed and records of transactions are automatically printed for subscribers' keep. The machine has in-built facility to receive and record messages unattended and combines both speed and accuracy which are regarded as the basic requirement of any efficient modern business organisations.

For those niche organisations/companies that can not afford to instal telex machines in there premises NITEL provides Telex Delivery Services (TDS) whereby there telex messages are received by NITEL and kept in their individual boxes and are charged an affordable monthly rental fees.

TELEGRAPH SERVICES

NITEL also provides domestic and international telegraph services for those who want an urgent short messages sent to their relations/friends/business partners. It also operates Registered Telegraphic Address (RTA) which is similar in operation to the (TDS) described above.

SPECIALISED SERVICES

For heavy users of telecommunications services, NITEL provides on request, Leased Circuits and Private Wires. These circuits when offered, are exclusively used by the subscribers' point to point communications. The subscribers are charged annually and these charges are independent of volume of traffic carried. Also in this category is the Alternate Voice Data Circuit whereby the subscriber can use the dedicated circuit for Voice and Data. Similarly, under the specialised services, NITEL offers Transmission and Reception of Real Time Television for Network Programmes.

OTHER SERVICES

Other petty services rendered by NITEL include Voice Cast and Press Reception which is mainly

subscribed by different News Paper Companies in the country, NIFAX Service, Training of Telex and PBX Operators for Private Organisations, Pal-Secam Tape Conversion and International Maritime Satellite Services.

9. NEW SERVICES

In its bid to catch up with new advances in modern telecommunications, NITEL has gone far in the offering of the following modern services.

- (i) Data Switching System
- (ii) Electronic Mail (National Service Only)
- (iii) Press Reception and Broadcast
- (iv) Word/Data Processing
- (v) Teleconferencing
- (vi) Collect Calls
- (vii) Cellular Mobile Telephone
- (viii) International and Local Card Payphone (Smart Cards)

4.2 TELEPHONE OPERATORS AND THEIR PROBLEMS

Telephone Operators encounter a lot of problems in the course of performing their duties which have drastically been hampering their efficiency and effectiveness. Such problems result in low level performance which is measured in terms of number of subscribers who are successfully connected by the Operators.

(i) TRANSMISSION PROBLEM

Most of the problems that affect performance of Telephone Operators' productivity are the poor performance of the repeater stations as a result of

outages due to power failures at such repeater stations. A call from destination A to B would not go through even if only one of the repeater stations linking A and B is faulty. Unfortunately for NITEL, most of these repeater stations are situated in the bush and are therefore powered on twenty four hour services by generators. Thus the need for NITEL to embark on the use of solar energy to supplement the use of these generators can not be over emphasised. Recently the company is embarking on an ambitious plan of linking most of its sensitive routes with Fibre Optics whose power requirement is much less and quality of transmission much better.

(ii) EXCHANGE SWITCHING PROBLEM

Where the transmission links are in good operating conditions, there is often the problem associated with inter-exchange signalling. This is predominant in areas that still use the analogue exchanges where signalling protocols are too slow for the newly installed digital exchanges, often resulting in call failures. Similarly NITEL Exchanges are vastly scattered in the country (almost in all the Local Government Areas) and calls set up are not often given alternative routes when the major link is congested. Even where a call reaches its destination exchange (especially if analogue exchange), there is the tendency for the call to fail due to the problem associated with the common control equipment. The NITEL exchange staff work round the clock to arrest

this situation but lack of sufficient spare parts is a major constraint to their efforts. Unfortunately for NITEL the manufacturers of these old analogue equipment do not produce spare parts any longer as current trend in telecommunication focuses on much modern digital exchanges which are planned to provide the Integrated Services Digital Network (ISDN). The major step taken by NITEL in this regard is the gradual digitalisation of its exchanges which has currently reached an advanced stage.

(iii) EXTERNAL LINE PLANT (ELP)

In cases where calls have successfully passed through the transmission and switching stages, there is still an added problem of its termination due to the poor nature of the cable network. Thus the call may be ringing-no reply in case of disconnection or ringing busy in case of short circuit. All these are associated with the problem of aging cable network in NITEL; the problem which needs to be seriously addressed. In some cities, some of these cable networks have the outlook of cob-webs and are therefore subjected to deliberate or undeliberate injuries by third parties, thus affecting successful termination of calls set up by Operators.

(iv) SUBSCRIBER ATTITUDE

It has been established by well known Psychologists world-wide that individual behaviours and attitudes differ a lot and play a serious part in the conduct of two person communication. Thus, even though the NITEL

Operators are perfectly asked to be courteous while performing their duties, some of the Nigerian subscribers demanding for Operator assistance lack proper manner of approach. This again is compounded by lack of coherent expression from some of the subscribers which often leads to unnecessary delay in call connections. All these often result in low number of call connection by the Operator.

While in the advanced countries it is generally believed that the customer is always right, here in Nigeria the statement does not hold true some of the times. Nevertheless, there are some Operators that are lazy, rude and mannerless and it is the opinion of the Researcher that such bad eggs should be fished out by employing some means of surveillance by the management staff.

(v) **TRAINING**

Telephone Operators are those that communicate with the subscribers directly. His or her ability to assist any subscriber depends on the understanding of each other. In some cases the telephone Operator may be faced with language barrier either locally or internationally. Unfortunately, training in foreign languages in NITEL is lacking. The result is that most subscribers who do not speak English, French or the most commonly spoken languages in Nigeria find it difficult to communicate with Nigerian Telephone Operators. This often results in cancellation of calls.

(VI) POOR SALARY AND INCENTIVES

Most employees are in employment to satisfy some of their unsatisfied needs. Some of these unsatisfied needs vary from country to country depending on the general standard of living. Thus, in a developing country like Nigeria, most of these unsatisfied needs are Physiological Needs which are the basic in Abraham Maslow's Hierarchy of Needs. Consequently, more than 95% of these NITEL Telephone Operators are in employment to get money in order to satisfy their most basic needs. The Researcher has observed that judging the sensitive nature of the work Telephone Operators handle, the remuneration in relation to the volume of work is inadequate. Moreso, with the current economic hardship in the country more Naira is required to be able to keep a Telephone Operator oscillating in this lowest Need Hierarchy. Unfortunately, NITEL though a commercially profitable organisation has not, as at the time of writing this Project, been able to review the salary structure of its staff as is done several times by similar commercially viable organisations such as NNPC and NEP PLC. If not because of lack of employment opportunities currently prevalent in the economy, the result would have been massive employee turnover; the consequence of which would have been disaster for NITEL. Even then in answer to sample questions presented by the Researcher, most of the Telephone Operators are of the opinion that their outputs far exceed their remunerations. This normally

results in Inequity, which consequently results in lower productivity if not carefully checked and arrested by the management.

(vii) STAFF WELFARE

In his Two-Factor Theory of work motivation, Herzberg characterised staff welfare as Hygienes.

Unfortunately, these are gradually becoming absent in NITEL. Housing/Rent Loans are not realistically given to staff. Vehicle Loans are unrealistically calculated when one views the current economic situation in the country. Staff Canteens are not administered by NITEL management though a token allowance of meal subsidies are given to the staff. This meal subsidy is not enough to feed a 5 year old child in a roadside 'Buka'. The result is that staff often trek long distances from their offices in search of very cheap lunch. In the final analysis these staff leave their offices some minutes before the official lunch time and come back so many minutes after the official break time: thus impairing productivity.

4.3 FIELD TECHNICIANS AND THEIR PROBLEMS

Field Technicians generally encounter a lot of problems in the course of performing their duties which have drastically been hampering their efficiency and effectiveness. Such problems result in low level performance which is measured in terms of number of faulty telephone lines cleared. It is important to note that NITEL loses on the average =N=200.00 per day per faulty

telephone line especially these days when costs of transportation are high and people prefer to make the call rather than the trip. Thus, the importance of having faulty telephone lines cleared within the shortest time possible can not be over-emphasised.

Admittedly though, there are some bad eggs among these Field Technicians who occasionally create man-made faults in the already poor aged cable network, presumably with the view of subjecting the subscribers to understand in the Nigerian context before rectifying their 'faulty' lines. It is this group of Field Technicians that are kicking both NITEL and subscribers when both are already down.

Nevertheless, some of the realistic problems experienced by these Field Technicians include:-

(i) INADEQUATE LOGISTICS

Telephone lines are installed at various addresses scattered randomly in the town or city. At any time, there is always the possibility of some of these lines located at different addresses becoming faulty. To have these faulty lines cleared, the need for the Field Technicians to have dedicated and sufficient number of vehicles can not be over-emphasised. In a structural interview with the Field Technicians they have indicated logistic as their number one problem militating against their efficiency. In a typical telecommunications set up like the British Telecom, every Field Technician is given a vehicle which he drives himself to go around the town to clear faults, normally within the area of his jurisdiction. The

result is efficient fault clearance and fault prevention. Unfortunately, though, in NITEL the field Technicians are divided into gangs (and a gang has about three Technicians) and only a vehicle is assigned to about two to three gangs. The vehicle picks the gangs and drops them at strategic places and keeps on rotating among the gangs for further assistance. In some cases a gang may clear a fault within a short time but may not get the vehicle to carry it to the next point. The general result of this is hopeless inefficiency in clearing telephone line faults. To even compound the matter is the frequent breakdown of these limited number of vehicles whose maintenance is vested on the territorial administration that is often starved of operational funds.

(ii)

INACCURATE RECORDS OF FAULTY LINES

For effective and easy maintenance, every telephone line has installation record, indicating the cable pair from the exchange to the cabinet, to the Main Distribution Frame (MDF) and finally to the subscriber's address. In the majority of NITEL Exchanges these records are written on some cards that are at the disposal of many unauthorised staff. The result is that sometimes the cards are misplaced, thereby making up-dating of records virtually impossible in cases of cable and address changes. To minimize this problems, for NITEL Exchanges with high capacity, it is advisable to enter these records in a PC under the custody of few hands.

(Hi) LACK OF ADEQUATE WORKING TOOLS

For required efficiency from the Field Technicians it is necessary that they are fully equipped with working tools. Most of the Field Technicians interviewed complained of inadequate working tools and further claimed that they had to procure some of these tools themselves. This sort of development gives room for some of these Technicians to recoup their expenses in this regard by indirectly charging the subscribers which is, of course, not justifiable. It is obvious that tools like the linesman telephone go a great way in enhancing quicker localisation of faults by the Field Technician but these type of tools are either inadequate or faulty,

(iv) OBSOLETE TEST DESKS

Except for the newly installed NITEL Digital Exchanges employing the Sulim for testing lines, the old Analogue Exchanges still use the Wire Chiefs (Test Desks), which often give inaccurate line condition as a result of their frequent breakdown. The result is that the MDF staff manning the Test Desk may observe one type of condition of the telephone line while the Field Technician may observe a completely different type of condition. This often results in undesired inefficiency in the clearing of faults. However, with NITEL plan of digitalisation of the whole network, this problem is likely to subside soon.

(V) ATTITUDE OF SOME SUBSCRIBERS

Analyses of the questionnaires given to the Field

Technicians shows that majority of the subscribers whose lines are faulty are impatient. This, of course, is the general view of the Field Technicians. On the other hand, analysis of questionnaires given to the subscribers indicates that most of the Field Technicians subject the subscribers to unnecessary hardship. Thus, it is a situation whereby each group is pointing a gun at the others' head. While it is true that there are some bad eggs among the Field Technicians who even go to the extent of creating man-made faults on subscribers' lines, nevertheless, there are some subscribers who persistently complain of their lines out of order for months so that when telephone bills are out, they can have a 'case' to present. Unfortunately these type of subscribers (though not many), thwarts the effort of the Field Technicians and the NITEL in general in the effort of rendering efficient and effective telephone services.

(vi) POOR SALARY AND INCENTIVES

Like the Telephone Operators, the Field Technicians have seriously complained of poor salary and lack of incentives in NITEL. In a structured interview with most of Field Technicians, this development is said to be the major reason why some of their colleagues receive bribery (Alhaji Na Gama). The issue of poor salary and lack of incentive has become so widespread among the NITEL staff that any staff who has direct contact with the subscriber is most often inclined to pinch something out of the subscriber whenever

possible. This serious issue (poor salary) had been so neglected that even if it is reviewed upward, such staff have already developed a thick skin that will not make them ignore such careless and illegal source of extra money going into their pockets. Suffice it to mention that this problem has reached epidemic and unacceptable proportion among some of the Field Technicians that a surgical operation might be considered necessary by the NITEL management if and after it might have improved staff salary and incentives for all category of its staff.

(vii) **TRAINING**

Telecommunications in general is a very dynamic field of engineering which requires periodic training in order to meet with new development in its related branches. Consequently, the need for these Field Technicians to be give adequate and periodic trainings can not be over-emphasized. As put forward by the majority of the Field Technicians interviewed, they seriously complained of lack of training as a big problem militating against their productivity. Nevertheless, NITEL has a functional training school at Oshodi in Lagos whereby technical training of its staff are organised periodically but unfortunately though, there are very eligible training schedules for the Field Technicians. Most of the trainings are for the Technologist and the only nine month conversion course organised there for the NITEL Technicians to be converted to Technologists is often

given to very few Field Technicians. The apparent result of this is that Field Technicians become frustrated on the job as prospect for their advancement is virtually nil. Some of them serve for more than 15 years and after reaching the bar for their cadre they continue to mark time.

CHAPTER FIVE

OPERATIONAL PERFORMANCES

5.1 EQUIPMENT PROCUREMENT AND MAINTENANCE

NITEL procures its equipment from recognised Telecommunications companies overseas such as Siemens of Germany, NEC of Japan, GEC of Britain, Ericson of Sweden, Harris and ITT of the United States. Sometimes such equipment are procured through Nigerian companies as RCN and ITT Nigerian Limited (both headed by M. K. O. Abiola) as intermediaries.

Similarly, the installation of these complicated equipment are carried out by these foreign companies. Training for the NITEL staff for the operation and maintenance of these equipment are done in two phases - first before installations of the equipment and second after the installations. Sometimes the foreign contractors are asked to remain behind to offer on-the-job-training and maintenance of the equipment for a period of one to two years normally referred to as the O&M period.

NITEL Engineers and Technicians normally carry out the operational aspect of the equipment with a view to effecting preventive and curative maintenance. Since these equipment are very expensive, NITEL gets some help from the Federal Government in form of a guarantor for loan to purchase the equipment from the foreign companies.

With the adoption of multimetering and introduction of new tariff for the international services, NITEL has suddenly squared up financially and with good and effective management there is still a great potential to be exploited in this service industry.

5.2 TELECOMMUNICATIONS NETWORK

NITEL operates mainly three types of Exchanges viz: Local Exchanges, Toll/Tandem Exchanges and the International Exchanges. Subscribers are normally switched to the Local Exchanges which are situated in their various towns or cities. If the subscriber's call is within the town or city, then he has no need to be connected via the Toll/Tandem Exchange but if it is to another city with a different STD code, then he is switched via the Toll/Tandem Exchange for the trunk network. The Toll/Tandem Exchanges are linked to the international Exchanges for international call connections. There are presently three International Switching Centres - one in Lagos, one in Kaduna and the other one in Enugu. Similarly, calls coming to Nigeria from overseas are switched into these Exchanges before entering the national network to be finally switched and connected to the Nigerian subscriber at home or the office. For its calls, the Nigerian Telecommunications Plc uses Intelsat Satellites in both the Atlantic Ocean Region (AOR) and the Indian Ocean Region (IOR). NITEL is also a financial member of Intelsat, Immersat and ITU (International Telecommunication Union). The Intelsat is a world wide profitable Telecommunication Organisation consisting of about 107 member countries including Nigeria. These member countries buy, launch and operate the satellites and charge all the users of the satellite space segments.

5.3 STAFF STRENGTH IN NITEL

As at December, 1993, the total staff strength of

KASHIM IBRAHIM LIBRARY

NITEL stood at 15,096 representing a decrease of 817 or 5.4% over the 1992 figure of 15,913. A total of 42 staff were recruited in 1993 as against 40 in 1992 while 255 staff were transferred/redeployed in 1993 as compared to 239 in 1992. The staff are scattered in the Corporate Headquarters in Lagos, the five Zonal Headquarters in Lagos, Kaduna, Bauchi, Ibadan and Enugu. Furthermore, staff are found in the Territorial Headquarters consisting all the state capitals in the country including the Federal Capital, Abuja. These are the operational centres of the organisation from where staff are further posted to the Local Government areas and other locations where Exchanges are located.

Since the inception of NITEL in 1985, there has been gradual decrease in the staff strength through retrenchment and natural attrition, coupled with freeze on recruitment in certain occupational groups.

The total employee cost for the year 1993 was =N=533,037,769.00 as against the 1992 figure of =N=334,472,128.54 representing 59.4% increase. Similarly, workers productivity increased as sales per employee rose to =N=534,401.48 per worker in 1993 as against =N=402,992.34 in 1992. The qualifying periods of service for gratuity and pensions were reduced from 10 and 15 years to 5 and 10 years respectively.

Currently, the company has commissioned a large number of digital lines in the country without necessarily increasing the staff strength. The eventual result would be a high increase in revenue generation without any increase in staff strength.

5.4 FINANCE REVENUE AND EXPENDITURE

Full data of revenue generation and collection for the complete year 1993 was not handy at the time of writing this project. As such, due to time limitation the Researcher has embarked on the 4th Quarter (i.e. September - December) 1993 operational report. During the quarter under review, NITEL was able to generate =N=2.172 Billion out of which it was able to collect =N=1.522 Billion. The targeted generated revenue was =N=4.034 Billion. The targeted generation were Lagos 47.7%, North-East 3.7%, North-West 21.4%, South-East 19.9% and South-West 7.4%. The organisation belongs to the same category of Federal Government parastatals having difficulty in debt collection. Consequently, the percentages of collection accordingly spread as follows: Lagos 61.6%, North-East 3.3%, North-West 17.7% South-East 10.2% and South-West 7.0% (Please see Table 3).

With increased number of Digital Exchanges, the revenue generation is likely to go much higher in the corresponding period in 1994. Similarly, with increase in the number of subscription for cellular services, there is still a lot of potential for higher revenue generation in the company. Also the general increase in transport fares in the country has created a favourable condition for NITEL to generate higher revenue as people turn to make the call rather than the trip.

Generally, there has been low recurrent expenditure in the company. During the 4th quarter of 1993 when the company generated the sum of =N=2.172 Billion, only the sum

of =N=0.145 Billion was used as recurrent expenditure. Out of this figure, 72% went as manpower cost, 19.4% as operating cost and 8.6% as other expenses.

With the current panel recommendations for higher staff salary and higher operating cost, it is still expected that the percentage of total expenditure to total revenue generation would not change much.

Table 4 shows the expenditure cost in detail from 4th Quarter 1992 and 3rd and 4th Quarters 1993. The slight increase in the cost of manpower for 4th Quarter 1992 as compared to 4th Quarter 1993 was as a result of 45% increase in staff salary.

6.1 SUMMARY

the management of these categories of staff should be of major concern to the Central Management of NITEL.

Another big problem faced by the Central Management of NITEL is the category of subscribers who makes it difficult for the effective management of the organisation. Such category of subscribers exhibit nasty behaviours ranging from connivance with telephone touts with a view to avoiding NITEL standardized charges, as well as, blatant refusal to settle their telephone bills. Similarly, NITEL experiences a lot of problems in collecting its revenue (telephone charges) from the Arm Forces and other Government organisations both at the Federal and State levels. This, of course, retards the company's efforts towards development and implementation of strategies for effective service provision.

Consequently, in its continuous attempts to practice effective telecommunications management, NITEL is faced with inadequate funds to prosecute desired projects. Similarly, there is the problem of proliferation of telecommunications equipment, lack of standardisation of installed telecommunication equipment and inadequate productivity as a result of insufficient intrinsic rewards to staff, resulting in some cases to dishonesty and fraudulent practices all culminating in an undesired customer satisfaction.

6.2 RECOMMENDATIONS

From the analysis given in the previous chapters and taking into cognisance the fact that the present telephone density in Nigeria is 0.6 (i.e. 0.6 telephone line per

every 100 Nigerians as against the ITU standard of 1 telephone line per 100 citizens for the developing countries), it is quite clear that Nigeria still suffers widening gap between supply and demand for telecommunications services. This is attributed to several factors, including the lack of a well articulated national policy on telecommunications to quickly replace the out-dated colonial one, problems associated with investment and most importantly the present monopolistic nature of the Nigerian Telecommunications Plc.

Some other factors that also contribute to the unexpected low performance of NITEL could be:-

- a) Lack of sufficient skilled man-power.
- b) Political consideration for siting telephone exchanges which negates their viabilities.
- c) Lack of well articulated long-term plans and strategies in relation to our social and economic development.
- d) Misplacement of priorities.
- e) Staff attitude to work probably due to poor salary and condition of service - telephone Operators are sometimes rude and the Field Technicians often expect to be tipped before performing the job he is employed to do.

It is in this regard that the Researcher deems it necessary to make recommendations in an attempt to solving these problems.

1. Nigerian Telecommunications Plc as a public service organisation which almost deals with all segments of the public both within and outside the country should encourage the staff to cultivate the virtues of courtesy, sincerity and politeness to customers.
2. NITEL should, as a matter of urgency, map out an effective strategy for revenue collection, as roughly only half of its generated revenue is actually collected mostly due to unnecessary delay in bills preparation and delivery. Most interesting is the fact that NITEL subscriber meters are located within the NITEL Exchanges and all that is required for the organisation is to develop a more effective method for timely reading of these meters and delivering of these bills in sufficiently good time. In such a case, defaulters can easily be put on TOS right from the Exchanges which could be effectively done when compared with NEPA which finds it much more difficult to effectively control disconnection of its defaulters.
3. The contribution that the Administrative Division has to make for the improvement of productivity among Telephone Operators and Field Technicians is to gear towards the improvement of work performance and commitment to organisational goals by embarking on two Motivational processes - Expectancy and Equity Theories.

It is to reinforce manpower planning process through manpower budgets, analysing an information on labour

performance in the organisation. The Administrative Division is, therefore, expected to:-

- a) Base recruitment on basis of skills and lay further emphasis on job description, as well as, job specification so that the right person is assigned the right job for effective performance.
- b) Train the staff to meet further challenges at work.
- c) Assist employees in setting career goals.
- d) Introduce leadership style of supervisory relationship with subordinate through consultations similar to Management By Objectives.
- e) Keep employees advised on what is expected of them and how well employees should meet these expectations.
- f) Base salary levels and promotions on qualification and skill through proper evaluation and appraisal performance.
- g) Organise employees' potentials for development as Executives and Managers through effective training programmes.
- h) Provide adequate guidelines and techniques for decision making in the following areas:-
 - (i) Merit promotion - A case of promotion should be based on job performance and recognition of potentials to meet further challenges.
 - (ii) Incentives - Provide information on areas where incentives are being provided as an aid to high productivity. These incentives could be based on Herzberg's Two Factor Theory.

4. In an attempt to improve productivity and revenue generation in the sector of Telephone Operators and Field Technicians, NITEL Central Management should adopt the following:-

- a) Adequate Maintenance of Exchanges - Most of the present Exchanges are old and there are hardly enough spare parts to clear faults frequently experienced in these Exchanges. Similarly, attention should be intensified on the procurement of modern Test Equipment and their recommended periodic calibration should be adhered to.
- b) Provide constant training for the Engineers and Technologists in order to rely less on the technologically advanced countries. This approach will help the organisation in keeping in touch with modern technology.
- c) Provide special allowances to the engineering staff who distinguish themselves in telecommunication technology through research and development. Such allowances may serve as incentive and motivation for further efforts.
- d) Ensure constant training in languages employed at place of work especially foreign languages; and public relation so as to give customers the maximum attention.
- e) Ensure that Telephone Operators are properly checked to avoid incidence of fraud and Field

Technicians are adequately monitored to avoid unnecessary corruption and enforce faster line fault clearance.

Furthermore, the Research and Development Department of NITEL should adequately be financed and managed in order to ensure that investments are made in the most suitable type of equipment and that the best service is delivered to the subscribers at reasonable cost. Also to simulate competition, small-scale competition should be introduced especially in areas where NITEL does not currently provide sufficient attention to.

Presently NITEL runs a centralised functional administration which makes the 5 Zonal Headquarters highly dependent in terms of day-to-day financial commitment. A situation which often results in bottleneck in Zonal and Territorial operations, as well as, delay in salary, all resulting in undesired decrease in productivity. It would be more effective if the Corporate Headquarters concentrates on policy formulation, guidance and monitoring the implementation of these policies so that the Zonal Headquarters would have greater autonomy, thereby allowing wider discretion. This will in effect facilitate each Zonal Headquarter to approach the issue of productivity based on their peculiarity.

In a developing country like Nigeria, it is pertinent to set objectives and priorities both short and long terms that are result oriented. Long-term objectives should provide and promote the exploitation of telecommunications technology to enhance the efficiency of economic

activities, as well as, developing self-reliance. If the objectives are short-term requirements, then it should accelerate the provision of telecommunication services in all the major commercial centres in the country and provide adequate and meaningful training facilities, as well as, exploring new opportunities for financing telecommunications development.

CONCLUSION

Telecommunications is potentially powerful; indeed an essential tool for development. Good communication is fundamental to the healthy existence of human society and is generally considered the nervous system of any society. In all our dealings, be they social or economic, without effective communication we cannot make much sensible and meaningful progress. Consequently, the role of Telephone Operators and Field Technicians in the successful attainment of objectives cannot be overemphasised. Therefore, the recognition of the roles played by these staff should be done by introducing more incentives and provision of an articulated programme of training to improve their performances if productivity is to be further enhanced as a move towards effective telecommunications.

Furthermore, the need for standardisation of equipment, the adoption of effective integration of purchased systems, as well as, the move towards local manufacturing of spares are inevitable if at all sound telecommunications can be achieved.

In the continuous march towards effective telecommunications, the productivity of all staff

particularly the Telephone Operators and Field Technicians requires serious attention in both policy formulation and implementation.

Lastly and equally important is the incontrovertible fact that NITEL Exchanges and network development have always been financed at the mercy of major supplier creditors similar to the relationship between the bank and the borrowing customer. As such NITEL accounting system has to be overhauled so as to reduce fraudulent practices and develop effective strategies for the collection of generated revenue, all with the purpose of settling contractor financed debts and working beyond the Break-Even Point. This would result in adequate fund availability which would be used to solve some of the numerous problems faced by the organisation, and thereby resulting in a more effective telecommunication services in the final analysis.

BIBLIOGRAPHY

- Baxter & Parks Case Study: Examination and Evaluation of Productivity. Reading, Massachusetts U.S.A. Addison - Westley Publishing Co. 1973.
- L. Williams The Gold and Garbage: Modern Management Theories New York, the Roland Press Company, 1981.
- James W. Walker & Human resource Planning the Motivational Basis of Organisational Behaviour; Kartz D. Management and Motivation, Vroom v. H. and Deci E. L. (eds) Hermondsworth, England. Renguim Books Ltd, 1970
- Ubeku A. K. The Development of Personnel Management in Nigeria; Personnel Management in Nigeria, Benin City, Ethiope Publishing Corporation, 1975
- Hersy P. and Motivating Environment; Management of Blanchard J. H. Organisational Behaviour: Utilising Human Resources.
- Dejon E. L. Human Relations: Developing the full potential in people. Principle of Management, Benjamin/Cummings Publishing Co. Inc., 1978.
- Bologun M. J. The Nature and Scope of Public Administration in Nigeria. Public Administration in Nigeria a Developmental Approach. London, the Macmillan Press Ltd.
- P. F. Drunker A Handbook on Management Concept.
- NITEL 4th Quarter/Annual Operations Report, 1993.

- NITEL Monthly Journals/News Bulletin.
- Jerry L. Gray and Organizational Behaviour - Concepts and
Frederick A. S. Applications - 1998. Macmillan Publishing
company 866 Third Avenue, New York, NY
1002 .
- Michael J. Baker Marketing Strategy and Management - 1985.
Macmillan Education Ltd., London.
- Leslie W. Rodger Marketing in a Competitive Economy - 1974.
Associated Business Programmes Ltd.
17 Buckingham Gate, London SW1.
- Arthur a. Nwanko Can Nigeria Survive? - 1981, Fourth
Dimension Publishing Co. Ltd., Zik Avenue,
Enugu.
- Fred Luthans Organizational Behaviour - 1988,
McGraw-Hill Book Company, New York.
- Philip Kotler Marketing Management.
- Osuala E. C. Introduction to Research Methodology - 1985
African Publishers Ltd., Zaria, Nigeria.
- Stewart Howe Corporate Strategy.
- Elbert V. Bowden ECONOMICS - The Science of Common Sense.
South Western Publishing Co.
Cincinnati, Ohio, 1986
- NOTES: 1. The merger of NET and P&T by Minister of
Communications, Col. Abdullah! Mohammed -
January, 1985.
2. British Teleconsult Report on the
establishment of NITEL, Section 2,
Chapter 2 .
3. This Week Magazine "Is the Government
Ready?" Vol.1 No.9; 15th September, 1986.

4. *Gold and Garbages of Management Theories* by William Lee, Published 1968.
5. NITEL Newsletter Publications.
6. *New Nigerian Editorial*, July 22nd, 1987.
7. *Daily Times Editorial* 28th January, 1986.
8. *Business Times Monday*, May 25th, 1987.
9. *New Nigerian*, Tuesday, May 3rd, 1988.
10. *Daily Times*, Thursday, March 24th, 1988.

DISSERTATION QUESTIONNAIRE ON NITEL PLC

CUSTOMER QUESTIONNAIRE

Dear Sir/Madam,

The Researcher is a final year MBA student of Ahmadu Bello University, Zaria and he is writing up a project work on the topic "Telecommunications Management in Nigeria": A Case study of Nigerian Telecommunications PLC.

He intends to gather information from you as regards your opinion on the services of NITEL.

You are assured that any information gathered would be treated with utmost care and confidence and used only for the purpose of this research.

PERSONAL INFORMATION

Name:

Place of Work:

Residence:

Profession:

Telephone Number:

OTHER INFORMATION

1. For how long have you been using telephone services?
.....

2. State approximate number of calls received:
a) at Night:
b) at Day time:

3. State approximate number of calls made:
a) at Night:
b) at Day time:

4. How many times do you dial before getting through?
 - (i) International
 - (a) Once
 - (b) 3 - 5 times
 - (c) So many times
 - (d) Not through at all
 - (ii) Trunk/STD i.e. Inter-city calls:
 - (a) Once
 - (b) 3 - 5 times
 - (c) So many times
 - (d) Not through at all
 - (iii) Own Exchange i.e. Calling within your Exchange area:
 - (a) Once
 - (b) 3 - 5 times
 - (c) So many times
 - (d) Not through at all
5. Have you ever experienced telephone failure? Yes/No.
6. If yes, for how long did you wait before it was repaired?
 - (a) A week
 - (b) A month
 - (c) Above one month
7. In '6' above were you subjected to understand in the Nigerian context by the Field staff before the problem was rectified? Yes/No
8. How often do you receive your bills from NITEL?
 - (a) Monthly
 - (b) Bi-monthly
 - (c) Annually
9. Any problem with your bills? Yes/No
10. If yes, please state the problem:.....
.....
11. How do you pay your bills?
 - (a) Cash
 - (b) Cheque
12. What is the relationship between you and the NITEL Operators?
 - (a) Cordial
 - (b) Hostile
13. Have you noticed any improvement in NITEL services since the merger in 1985? Yes/No

14. If your answer to question 13 is 'No', please suggest ways to management on how to improve its services:

.....
.....

DISSERTATION QUESTIONNAIRE ON NITEL PLC

OPERATOR QUESTIONNAIRE

Dear Sir/Madam,

The Researcher is a final year MBA student of Ahmadu Bello University, Zaria and he is writing up a project work on the topic "Telecommunications Management in Nigeria": A Case study of Nigerian Telecommunications PLC.

He intends to gather information from you as regards NITEL Operators' job activities and the likely problems experienced by NITEL Operators and subscribers alike in the connection of Operator Assisted Calls.

You are rest assured that any information gathered would be treated with utmost care and confidence and used only for the purpose of this research.

1. How many years have you been working as NITEL Telephone Operator? Years
2. What is the average number of calls you connect per shift?
(a) International:..... (b) National:.....
3. Which shift duty do you dislike most?
(a) Morning (b) Afternoon (c) Night
4. Which shift duty do you like most?
(a) Morning (b) Afternoon (c) Night
5. How is your relationship with NITEL subscribers?
(a) Cordial (b) Indifferent (c) Hostile

6. What mainly constitutes the difficulty in your call connections?
 - (a) Transmission system failure
 - (b) Switching system problem
 - (c) Lack of cooperation from the distant Operators
 - (d) Others, please specify:.....
7. What do you perceive as major attitude of NITEL subscribers requesting Operator assistance?
 - (a) Hostile (b) Lack of Courtesy (c) Impatient
 - (d) Friendly (e) Fickle
 - (f) Others, please specify:.....
8. How do you view Top NITEL management generally?
 - (a) Shows concern for staff welfare
 - (b) Shows no concern for staff welfare
 - (c) Egocentric
 - (d) Others, please specify:.....
9. Do you psychologically feel that your output far exceeds your salary?
 - (a) Yes (b) No (c) Matches (d) Don't know
10. What do you think in your candid opinion would be required to double your productivity at work?

.....

.....

.....

.....
11. Do you psychologically feel that some other staff in the organisation are just having a free ride and having higher salary? Yes/No

DISSERTATION QUESTIONNAIRE ON NITEL PLC

FIELD TECHNICIAN QUESTIONNAIRE

Dear Sir/Madam,

The Researcher is a final year MBA student of Ahmadu Bello University, Zaria and he is writing up a project work on the topic "Telecommunications Management in Nigeria": A Case study of Nigerian Telecommunications PLC.

He intends to gather information from you as regards NITEL Field Technicians' activities and the likely problems experienced by these Technicians and the subscribers alike in the area of clearing faulty telephone lines.

You are rest assured that any information gathered would be treated with utmost care and confidence and used only for the purpose of this research.

1. How many years have you been working as Field Technician? Years
2. Averagely, how many faults do you clear per day?
.....
3. How is your relationship with NITEL subscribers?
(a) Cordial (b) Hostile (c) Indifferent
4. What mainly constitute the difficulty in your fault clearance?
(a) Logistics i.e. Lack of transport
(b) Lack of cooperation from MDF and Exchange staff
(c) Inaccurate records of faulty lines
(d) Lack of working tools and materials
(e) Others, please specify:

5. What do you perceive as major attitude of NITEL subscribers whose lines are faulty?
(a) Friendly (b) Hostile (c) Impatient
(d) Dubious (e) Others, please specify:.....
6. What type of fault do you observe on subscribers' line mostly?
(a) DISC (b) S/C (c) NDT (d) Faulty set
(e) Others, please specify:.....
7. Do you psychologically feel that your output far exceeds your salary?
(a) Yes (b) No (c) Matches (d) Don't know
8. Do you feel some other staff in the organisation are just having a free ride and having higher pay? Yes/No
9. How do you view NITEL management generally?
(a) Shows concern for staff welfare
(b) Shows no concern for staff welfare
(c) Egocentric
(d) Others, please specify:.....
10. Some of your colleagues are accused of collecting bribery before or after repairing a faulty subscriber's line. What in your candid opinion can NITEL management do to stop this in its totality?
.....
.....
.....
.....

11. What in your candid opinion would be required to double
your productivity at work?

.....
.....
.....
.....

MANAGEMENT QUESTIONNAIRE

Dear Sir/Madam,

The Researcher is a final year MBA student of Ahmadu Bello University, Zaria and he is writing a project work on the topic "Telecommunications Management in Nigeria": A Case study of Nigerian Telecommunications PLC.

He intends to gather information from you as regards your Organisation so as to enable him form a near accurate opinion of the organisational set up and services of the Nigerian Telecommunications Plc.

You are rest assured that any information gathered would be treated with utmost care and confidence and used only for the purpose of this research.

Thank you.

1. Name of your Company/Organisation:
2. Approximate Total Capital of your Company/Organisation:
3. Your Total Sales Turnover for the Year 1993:
4. How many Departments do you have in your Organisation/ Company?
5. Total number of staff in your Organisation/Company? ...
.....
 - (a) Management Level:
 - (b) Middle Management Level:
 - (c) Junior Level Mangement/Blue Color employees:
6. What amount on the average did you spend on Personnel in the Year 1993?

KACB...

7. Who determines the various policies of your Organisation/
Company?
- (a) The Government (b) Top Management
(c) Board of Directors (d) Executives at various levels
(e) Others (specify):.....
8. Do you think your Organisation/Company would have faired
better if policies were determined by any other parties
rather than those mentioned in (7) above?
(specify):.....
9. How autonomous is your Organisation/Company in taking its
decision? (Please tick in relation to its Business
activities)
To some extent...../Fully...../Very little.....
10. What do you consider to be the motivators/hygienes in your
Organisation/Company?
(a) (b)
(c) (d)
11. Do you think greater job satisfaction would result in
greater productivity in your Organisation/Company? Yes/No
12. In your candid opinion, how do you think your Organisation
can perform better in its operations and cost control.
.....
13. What policies would promote greater efficiency in your
Organisation/Company's commercial exploitation?
.....
14. What was your gross profit during the year 1993?.....
.....
15. What are your other sources of fund apart from government
subvention?

16. What type of leadership style/model is mostly exercised in your Organisation/Company?

- (a) Autocratic style
- (b) Democratic (Participative) style
- (c) Abdicratic (Laissez-Faire) style
- (d) McGregos's Theory x
- (e) McGregor's Theory Y
- (f) Likert System 4 Management Model
- (g) Fieldler's Leadership Contingency Model
- (h) Robert House's Path-Goal Model
- (i) Vroom/Yetton's Leadership Decision Model
- (j) Hersey/Blauchard Situational Leadership Theory

17. Do you occasionally experience Organisational conflict in your Organisation/Company? If yes, do you think it is healthy to the Organisation/Company?.....

18. Are some elements of Organisational politics played in your Organisation/Company? If yes, is it a healthy development?

NIGERIAN TELECOMMUNICATIONS PLC
NATIONAL TRUNK TICKETED CALL AND SUBSCRIBER DIAL CALLS
3RD AND 4TH QUARTERS, 1993

ZONES	TOTAL CALLS BOOKED		TOTAL CALLS EFFECTED		TOTAL DIAL CALLS UNIT (M)		TOTAL REVENUE (=N=M)	
	3RD QTR 1993	4TH QTR 1993	3RD QTR 1993	4TH QTR 1993	3RD QTR 1993	4TH QTR 1993	3RD QTR 1993	4TH QTR 1993
LAGOS	54,000	42,000	52,000	39,000	187.71	194.29	262.80	270.15
NORTH EAST	117,097	99,487	86,038	73,517	33.35	39.92	46.68	73.02
NORTH WEST	344,149	308,451	173,738	157,315	132.47	147.10	185.80	204.64
SOUTH EAST	169,375	135,262	96,792	76,837	51.84	32.74	72.59	57.21
SOUTH WEST	72,362	75,589	53,675	48,891	52.20	45.14	73.07	63.24
NATIONAL TOTAL	756,983	660,789	462,243	395,560	457.57	459.19	640.94	668.24

Source: NITEL 4TH QUARTER/ANNUAL OPERATIONS REPORT 1993

**NIGERIAN TELECOMMUNICATIONS PLC
NATIONAL RECURRENT EXPENDITURE PER LINE
4TH QUARTERS, 1993 (TELEPHONE)**

ZONES	TOTAL CONNECTED LINES	TOTAL RECURRENT EXPENDITURE 4TH QTR '93 =N='000	ACTUAL REVENUE PER LINE PER MONTH =N=	EXPENDITURE PER LINE PER MONTH =N=	VARIANCE (+ve/-ve) =N='000
LAGOS	118,902	39,444.42	7,916.03	114.21	3,376.47
NORTH EAST	26,083	14,235.00	925.71	183.06	742.86
NORTH WEST	68,590	21,718.67	1,709.53	105.55	1,603.98
SOUTH EAST	59,035	22,526.00	1,337.83	138.83	1,199.00
SOUTH WEST	69,677	22,934.43	600.63	93.84	506.74
NATIONAL TOTAL	342,287	120,858.52	2,498.35	127.10	1,485.81

Source: NITEL 4TH QUARTER/ANNUAL OPERATIONS REPORT 1993

NIGERIAN TELECOMMUNICATIONS PLC
NATIONAL RECURRENT EXPENDITURE PER LINE
4TH QUARTERS, 1993 (TELEX)

ZONES	TOTAL CONNECTED LINES	TOTAL RECURRENT EXPENDITURE 4TH QTR '93 =N='000	ACTUAL REVENUE PER LINE PER MONTH =N=	EXPENDITURE PER LINE PER MONTH =N=	VARIANCE (+ve/-ve) =N='000
LAGOS	4,941	1,642.76	6,500.02	111.00	3,395.32
NORTH EAST	283	103.69	611.81	138.71	417.46
NORTH WEST	883	1,481.97	2,265.03	576.08	902.40
SOUTH EAST	793	328.00	4,475.82	137.96	4,337.86
SOUTH WEST	662	1,676.07	2,132.66	631.59	1,501.07
NATIONAL TOTAL	7,562	5,232.49	3,197.07	319.07	2,110.82

Source: NITEL 4TH QUARTER/ANNUAL OPERATIONS REPORT 1993

ZONES	4TH QUARTER, 1992			3RD QUARTER, 1993			4TH QUARTER, 1993		
	TARGET	GENERATED	COLLECTED	TARGET	GENERATED	COLLECTED	TARGET	GENERATED	COLLECTED
LAGOS	802.74	1,170.31	735.17	1,924.63	1,232.91	434.03	1,924.63	1,260.87	936.92
NORTH EAST	109.15	52.49	32.61	128.40	80.56	48.35	148.40	73.09	50.50
NORTH WEST	300.11	366.64	174.25	866.22	450.03	235.62	861.37	435.30	272.78
SOUTH EAST	242.27	244.64	95.77	561.56	209.77	136.07	561.56	243.13	155.14
SOUTH WEST	155.90	177.35	107.21	571.88	176.05	99.13	538.43	160.16	106.76
NATIONAL TOTAL	1,610.17	2,011.43	1,145.01	4,052.69	2,149.32	953.20	4,034.39	2,172.55	1,522.10

Source: NITEL 4TH QUARTER/ANNUAL OPERATIONS REPORT 1993

NIGERIAN TELECOMMUNICATIONS PLC
NATIONAL EXPENDITURE BY COST (=N='M)
4TH QUARTER, 1992, 3RD AND 4TH QUARTERS, 1993

ZONES	4TH QUARTER, 1				3RD QUARTER				4TH QUARTER 1993			
	M/POWER COST (1)	OPERATION COST (2)	OTHER EXPENSES (3)	TOTAL	M/POWER COST (1)	OPERATION COST (2)	OTHER EXPENSES (3)	TOTAL	M/POWER COST (1)	OPERATION COST (2)	OTHER EXPENSES (3)	TOTAL
LAGOS	18.86	8.66	6.71	34.23	29.82	8.26	5.96	45.87	31.54	12.36	4.29	54.61
NORTH EAST	3.34	1.56	1.57	6.57	11.06	3.76	0.74	16.60	8.55	4.31	1.17	16.76
NORTH WEST	16.33	2.65	3.94	21.42	22.07	3.75	-	31.18	17.44	4.72	1.40	27.19
SOUTH EAST	11.73	1.10	1.19	14.01	17.53	0.69	0.40	19.39	16.67	2.06	1.99	22.82
SOUTH WEST	12.65	3.31	1.70	15.56	21.48	1.20	0.24	23.67	21.21	2.22	2.50	24.61
NATIONAL TOTAL	62.91	17.28	15.11	91.79	101.96	17.66	7.34	136.71	95.41	25.67	11.35	145.99

Source: NITEL 4TH QUARTER/ANNUAL OPERATIONS REPORT 1993