# THE EFFECTIVENESS OF HUMAN RESOURCE MANAGEMENT AND SURVIVAL OF PARASTALALS IN NIGERIA.

(A CASE STUDY OF THE CENTRE FOR AUTOMOTIVE DESIGN AND DEVELOPMENT, SAMARU, ZARIA.)

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1996.

# DECLARATION

I hereby declare that this project is a product of my research findings. It has, to the best of my knowledge, not been previously presented nor accepted as a submission for a higher Degree.

All data used and works consulted have been duly acknowledged in my references.

| D.F. Yoosu | | |
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# CERTIFICATION

This project titled, "The Effectiveness Of Human Resource Management And The Survival Of Parastatals In Nigeria" by Yoosu Doo Francis, meets the regulations governing the award of the Degree of Master of Business Administration of the Ahmadu Bello University, Zaria, and is approved for its contribution to knowledge and literary presentation.

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# DEDICATION

To the memory of my late father,

In my attempt to fit into those very big shoes.

# ACKNOWLEDGEMENT

My utmost gratitude and praise goes to the Almighty God for allowing me the opportunity to obtain a second degree and for all his blessings along the way.

My Supervisor, Mal. M. Mirza, for his guidance and criticisms.

My mother, Mrs. Agnes Demvihin Yoosu, for her encouragement, strength and understanding in all my periods of trial. To her I can never find the right words to express my gratitude.

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Again, to God be the glory. All my trophies, I bring over to Him.

# ABSTSACT

Goals and objectives, human resources, and the community, are an integral part of any organisation. For Human Resource Management to be effective, organisational goals and objectives must be achieved, human resource needs met, and the expectations of the community considered and served.

The cries of parastatals for more funding from government, the clamor for better conditions of service and basic working rights by human resources, and. the push from communities for better consideration by parastatals, pricked the researcher's curiosity to determine whether the three scenarios in Human Resource Management of - organisation, human resources and community - are been smoothly interwoven, and whether the present status quo ensures the survival of parastatals now and beyond.

Data for the research was collected using, relevant literature, government publications, official documents, newsletters/bulletins, questionnaires and personal interviews. In analyzing collected data, the percentage of responses each alternative against the total responses for the quest were taken. The response percentage for all questions were interpreted. The four hypothesis guiding the research were then analysed and interpreted.

Findings at the end of the research have shown that, parastatals have the requisite human resources to achieve their goals and objectives. Existing compensation policies, training and development programmes, employee safety and health policies, and relationship with labour are inadequate, Attitudes towards communities leave much to be desired. That parastatals have the capacity to survive now and beyond.

Conclusively, parastatals in Nigeria are meeting their set goals and objectives, human resource needs are not satisfied, and communal expectations are not adequately served. In other words, Human Resource Management in Nigerian parastatals is not effective, though they have the potential (if well managed) to survive.

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Fig.1 Abraham Maslow's Hierarchy of Needs

# ABBREVIATIONS

| | |
|---|---|
| **HRM** | Human Resource Management |
| **nACH** | Need for Achievement |
| **CENTRE** | Centre for Automobile Design and Development, Samaru, Zaria. |
| **CKD** | Completely Knocked Down |

# CHAPTER ONE

## INTRODUCTION

### 1.1.1 Background Of The Study

According to Arnold R. Deutsch[1], the human resource policies of organizations have affected their bottom lines and foreshadowed a new revolution, one that has expanded beyond the civil rights movement itself, to shake the business world.

Now, like a great tidal wave, a revolution is sweeping through the work place, wiping out traditional attitudes towards work, flooding companies with litigation, battering the walls of the educational establishment, altering the nature of our working lives, and forcing a massive restructuring of the goals, characteristics, and operations of world business. Neither violent nor political, this is a new kind of revolution - a human resources revolution - based on the changing views of people about their work, their employers, and their rights and aspirations in and out of the work place.

People are in revolt against traditional, mechanistic work practices. They are concerned at every working level about the right to have a job, to hold one or to reject it. They want to help determine the conditions under which they work, and to

reconcile the traditional business emphasis on profits with the individual needs of each worker on the job. The traditional work ethic and the mystique of career and company are been de-emphasized if not discarded, in favour of an ethic in which work and the employer have diminishing importance. It is a revolution that extends beyond the work force itself. The human resources revolution, affects today's corporation both internally and externally. It relates not only to their own workers but to a broad range of audiences that are important to the organisation's success and institutional image. There is a new "score card" for management, as Peter Drucker has said, in that management is no longer concerned solely with the bottom line, but must also respond to changing social factors. In the space of a single decade says Deutsch, "the human resources revolution has become a dominant element in the operation of business and industry".[2]

The term 'human resources' which is synonymous with employees and personnel describe the work force of any organisation, establishment or country. In the words of Deutsch, "... human resources affect every aspect of the organisation, from hiring to marketing to investor attitudes, and extends beyond business and industry to involve government, education, unions, the economy, the consumer, and the general public in extensive, complex, and vital inter-relationships".[3]

Human Resource Management, on the other hand is defined by M.J. Jucius as, "... the field of management which has to do with planning , developing, organising and controlling various operative functions of procuring, developing, maintaining and utilizing a labour force such that -

a) Objectives for which the company is established are attained economically and effectively,

b) Objectives of all levels of personnel are served to the highest possible degree,

c) Objectives of the community are duly considered and served".[4]

Human Resource Management as is practiced today in Nigerian parastatals is faced with the following three scenarios;

Parastatals are set up to realize specific national goals and objectives. As such, a parastatal's success is measured against the goals and objectives for which it was set up. For a parastatal to have succeeded,it must have met the goals and objectives setting it up.

Human resources in any job situation have needs they strive to satisfy. For human resource output to be high, parastatals must ensure the satisfaction of such needs. Where human resource needs are satisfied, work is as natural as rest or play, and individuals will not only seek responsibility, but will also willingly pursue the

parastatals' goals and objectives.

Parastatals do not exist in isolation. They are located within the framework of the society. Parastatals, to survive, must adhere to the laws governing the societies they are in, and also, meet the expectations of the society. The survival of parastatals also involves staying abreast of the competition within its industry.

It is the prerogative of Human Resource Management to inter-weave the above three scenarios into one such that, the parastatal's goals and objectives are met, human resource needs are satisfied and societal needs and expectations are lived up to. In other words, Human Resource Management is concerned with ensuring that, objectives for which the parastatal is established are attained economically and effectively, that objectives of all levels of personnel are served to the highest possible degree and that objectives of the society are duly considered and served.

By any standard, it can be appreciated that, to attain a favourable balance in these three scenarios is no mean feat. It is the appreciation of this fact that has pricked the researcher's interest to find out how Nigerian parastatals are thriving in their attempt to meet the objectives for which they exist, satisfy their employees and serve societal needs at the

lowest possible cost. Especially in these times that employees are demanding more and more of organizations.

To do this, the researcher has ascertained how parastatals plan for their human resources, how they procure such human resources, and the lengths they go to retain them; what human resource needs and expectations are and whether they are been met; what the expectations of the society are and whether they are duly considered and served.

This research will determine how effectively human resources are being managed in Nigerian parastatals. If at the end of this study it is found out that, human resources are not been managed to the satisfaction of the parastatal, the employee and the society, recommendations will be proffered that will facilitate the smooth inter-weaving of the earlier three scenarios in a bid to entrench the required effectiveness of Human Resource Management in Nigerian parastatals that would ensure their survival in the new socio-economic order.

### 1.1.2 Statement Of The Problem

It is common knowledge that most Nigerian parastatals are not realizing their objectives. Generally, the objectives of these parastatals are of such a technical nature that, high calibre

of human resources and sophisticated equipment are a must for them to survive. In the present economic circumstance however, the funds available to acquire the required human resources and equipment are limited.

The problem which this research will unravel is, whether, Human Resource Management with its three faces of organisation,personnel and society is been effectively utilized to ensure the survival of parastatals in Nigeria. The research will determine if and why Nigerian parastatals are non-performing, highlighting possible problem areas as, the unfeasibility of parastatal objectives, the lackadaisical attitude to work of employees and the conduciveness of the environment in which parastatals are located.

### 1.1.3 Objectives Of The Research

The objectives of this research work are namely to:-

i) Evaluate the effectiveness of Human Resource Management in Nigerian parastatals.

ii) Appreciate the strengths and weaknesses of existing Human Resource Management policies in Nigerian parastatals.

iii) Determine whether the needs of employees in Nigerian parastatals are satisfied.

iv) Determine whether communal needs and expectations are recognised and served.

v) Determine whether Human Resource Management as practiced in Nigerian parastatals ensures their survival.

vi) Consider the prospects of Human Resource Management in Nigerian parastatals.

vii) Proffer recommendations at the end of the study that will further enhance Human Resource Management in Nigerian parastatals.

### 1.1.4 Hypotheses

This study will test the following hypotheses:-

1) $H_0$ : Nigerian parastatals are not achieving the goals and objectives setting them up.

$H_1$ : Nigerian parastatals are achieving the goals and objectives setting them up.

2) $H_0$ : Personnel in Nigerian parastatals are unmotivated and dissatisfied.

$H_1$ : Personnel in Nigerian parastatals are motivated and satisfied.

3) $H_0$ : Communal needs and expectation are not been duly considered and served.

$H^1$ : Communal needs and expectations are been duly considered and served.

4) $H_0$ : Parastatals in Nigeria do not have the requisite know-how and equipment to survive the present socio-economic climate and beyond.

$H_1$ : Parastatals in Nigeria have the requisite know-how & equipment to survive the present socio-economic climate and beyond.

### 1.1.5 Research Methodology

According to Osuala, E.C.[5], research problems can be solved only on the basis of data. A major responsibility of the researcher is to set up a research design capable of providing the data necessary to the solution of his problem. The more clearly and thoroughly a problem and its many ramifications are identified, the more adequately the study can be planned and carried to a successful completion. Thus, the task of the researcher is to synchronize the statement of the problem with the design to be used in the solution. Every aspect of the study down to the last detail of execution must be planned before the study is undertaken.

In order to realize the objectives of this study, relevant data has been collected through the following methods of data collection:-

a) Questionnaire - The questionnaires which were of three types were designed and administered personally by the researcher.

One each for, management,personnel and a random sample of the local population.

b) Personal Interview - This method provided the researcher the opportunity to ask questions not included in the questionnaires. He used this opportunity to note the interviewee's reluctance to answer certain questions and thereby eliminated unreliable answers.

c) Documentary Evidence - This involved the collection of data from, official publications, documents, newsletters, reports and review of relevant literature.

The percentage response method has been used to analyse data collected through the questionnaires administered.

### 1.1.6 Significance Of The Research

This research, which has examined the practice of Human Resource Management in Nigerian parastatals, intends that, parastatals in Nigeria will appreciate loopholes highlighted in their Human Resource Management policies and practices. It is intended that the outcome of this research will either add to or compliment what is already known about the practice of HRM in Nigerian parastatals. Furthermore, that practitioners and students of Human Resource Management will find it worthwhile as reference material.

### 1.1.7 Scope And Limitations

This study dwelt on the Human Resource Management functions of recruiting, selecting, appraising and compensating employees. It looked at efforts made to train and develop employees and their work environment and whether also, the needs of employees were been met within the existing Human Resource Management framework. It also critically examined the ability of current employees to meet organisational goals and objectives and whether too, the community's expectations were been served.

Due to time and financial constraints, the study has not involved all parastatals in Nigeria. As a result, the Centre for Automobile Design and Development, Samaru, Zaria, was chosen as a case study. Generalizations have been made as to the findings at the Centre for Automobile Design and Development, Samaru, Zaria, to be applicable to all parastatals in Nigeria.

It is also worthy of mention too, that in collecting data for this research work, the Management and Senior Staff of the Centre were the category of staff the researcher liaised with. The Junior Staff were excluded. This was to aid easy communication and understanding of what the research is all about and what is expected from respondents.

### 1.1.8 Definition Of Terms

For clarity, the following terms are defined below in the context they have been used in this study.

**Human Resources** - The term human resources is used interchangeably with personnel and employees to mean the same thing.

**Human Resource Management**, Personnel Management and Personnel Administration are the same thing.

## References:


1. A.R. Deutsch; *The Human Resources Revolution*; McGraw Hill Inc,1979, Pg.1

2. Ibid; pg.2.

3. Ibid; pg.8.

4. M.J. Jucius; *Personnel Management*; Richard D. Irwin, Inc, 1963, pg.23.

5. E.C. Osuala; *Introduction To Research Methodology*; Africana- Fep Publishers Ltd,1982, pg.118.

# CHAPTER TWO

## LITERATURE REVIEW

### 2.1.1 The Subject Matter

The evolution of Human Resource Management(HRM) started from, Frederick W. Taylor's 'Scientific Management', to Elton Mayo's 'Human Relations' movement, to contemporary trends and development.

Taylor's major emphasis in his concept of management was on the collaboration between the management and the workers through the application of scientific methods. He believed that scientific methods should be applied in selecting the workers, in determining their jobs, and in creating an understanding between the management and the workers that would improve the overall industrial efficiency.

Mayo's emphasis was the workers; the need to be supportive and friendly, and the desirability of consulting employees on matters affecting them. This emphasis was on leadership, democratic supervision, satisfaction of personal goals, and creativity of employees.

Contemporarily, the subject's emphasis is on understanding the

human side of organizations. It promotes the notion that to understand the organisation, we must first gain knowledge of the emotional make up of man, his desires, drives, and aspirations. The subject matter of HRM today, is not only about understanding the individual and his interpersonal relationships, but also about intergroup relations that make up the organisation and the society it is to serve, and also about ensuring the realization of organisational goals and objectives.

### 2.1.2 Historical Development

According to Chruden, et al[1], "HRM has been necessary as long as there have been groups of people organised to achieve common goals. Individuals responsible for leading and managing organizations, even centuries ago, for example, were confronted with the need to provide some type of training, motivation, leadership, and remuneration for their personnel if only on a hit-or-miss basis. Gradually, however, improvements were made in the performance of these personnel processes. Many of these improvements were in response to specific needs or pressures that arose as the result of military, economic, or social crises".

According to Ivancevich[2], "the Industrial Revolution in the late

18th, Century laid the basis for a new and complex industrial society. In simple terms, the Industrial Revolution started with the substitution of steam power and machinery for time-consuming hard labour. Working conditions, social patterns, and the division of labour were significantly altered. With these changes also came a widening gap between workers and owners".

The drastic changes in technology, the growth of organizations, the rise of unions and governments' concern from time to time about the working people resulted in the development of Human Resource Departments. Early personnel administrators were called welfare secretaries. Their job was to bridge the gap between management and workers; in other words, to speak to workers in their language and then recommend to management what had to be done to get the best results from employees.

Until the 1960s, the personnel function was considered to be concerned only with blue-collar or operating employees. Peter Drucker is often quoted to have referred to the personnel management job as, 'partly a file clerk's job, partly a house-keeping job, partly a social worker's job, partly fire fighting, and leading off union trouble', and this reflects a distinct blue-collar orientation.

The HRM function is today, concerned with much more than simple

filing, house-keeping, and record keeping. When it is integrated within the organisation, it plays a major role in identifying the firm's HRM problems and finding solutions to them.

### 2.1.3 Definitions

No definition can be expected to describe fully any concept or subject. It can, however, serve as a springboard for fruitful analysis and amplification. Personnel/Human Resource Management(P/HRM) is defined as follows:

It is defined by Jucius[3] as, "the field of management which has to do with planning, developing, organising and controlling various operative functions of procuring, developing, maintaining, and utilizing a labour force such that the-

a) Objectives for which the company is established are attained economically and effectively,
b) Objectives of all levels of personnel are served to the highest possible degree,
c) Objectives of the community are duly considered and served".

Glueck[4], defines it as, "that function of all enterprises which provide for effective utilization of human resources to achieve both the objective of the enterprise and the satisfaction and development of the employees".

In the words of Ivancevich[5], "it is that function performed in organizations which facilitates the most effective use of people(employees) to achieve organisational and individual goals".

### 2.2.0 The HRM Function In Organizations

HRM is the recognition of the importance of an organisation's work force and the utilization of several functions and activities to ensure that they are used effectively and fairly for the benefit of the individual, the organisation, and society. Business today, is in a period of change and uncertainty, whether organizations respond successfully to the challenges largely depends on how well the human resources at their disposal are utilized.

A HRM department performs five major functions, namely:

i) Planning for human resource needs of the organisation.

ii) Staffing the personnel needs of the organisation.

iii)Appraising and compensating employee behaviour.

iv) Improving employees and the work environment.

v) Establishing and maintaining effective working relationships.

### 2.2.1 Planning For Human Resource Needs

This function comprises of:

a) Planning and forecasting the organisation's short and long-term human resource requirements.

b) Analyzing the jobs in the organisation to determine the skills, knowledge and ability that are needed, and designing jobs to accommodate the needs of both the individual and the organisation.

In a nut shell this function is broken into the following processes-

- Job Design
- Job analysis
- Job Description
- Job Specification

Job Design

According to McCormick[6], individual jobs do not exist in vacuums but within the frame work of an organisation, or a system, that is set up to fulfill some objective. Job design really is an aspect of system design, since individual jobs exist by reason of the functions they are intended to fulfill within systems of which they are part.

Birchall[7], says that, "Job design is concerned with the specification of the contents, methods, and relationships of

the jobs in order to satisfy technological and organisational requirements, as well as the social and personal requirements of the job holder".

Glueck[3], on the other hand, defines job design as, "the personnel or engineering activity of specifying the contents of the job, the tools and techniques to be used, the surroundings of the work, and the relationship of one job to other jobs".

It is also seen to be a set of purposes, task characteristics and task duties in a given organisational setting based on a set of unique organisational and personnel qualities. The focus on job design is meant to improve the performance of each job. A good job design ensures that responsibilities are well defined and made compatible with the employee. It has to do with the organisation of responsibility in an organisation. Every job should be traced back to a specific person.

Job Analysis

McCormick[9], sees two reasons for been concerned about peoples jobs - that is, about the nature of their involvement in the production of the goods and services in the economy. Such human involvement should contribute to efficiency in the production of such goods and services but it must be so structured that it enhances or at least maintains such values as safety, health, and possibly job satisfaction. This, according to him, is what

job analysis is about.

He says it is, "the aspect of employment planning which is concerned with the study of the jobs in an enterprise. In particular, job analysis and the resultant job specification clarify these aspects of each job: the work activities; the tools, equipment, and work aids used; job related tangibles and intangibles (such as materials used, products made, services rendered);work performance; job context (working conditions); and requirements necessary to the job (such as knowledge, skills, experience, and personal attributes"[10].
Job analysis is also said to be, the process of studying and collecting information relating to the operation and responsibilities of a specific job.

Job Description

The job description is, "one of the primary tools for coordinating the human and nonhuman resources of the business to achieve individual, group and organisational goals. It provides services in a number of vital areas like legal compliance, industrial relations, and collective bargaining"[11].

Job descriptions typically consist of descriptions of the work activities that are performed in a job. They usually also include information about other job related aspects, such as working conditions and tools and equipment used[12].

It is an organised factual statement of duties and responsibilities of a specific job. A good job description is clear, indicates scope, is specific, shows supervisory responsibility and is brief. The job analysis provides information about the job that results in a description of what the job entails[13].

Job Specification

The job specification takes the job description and answers the question, 'What human traits and experience are necessary to do this job well?' It tells you what kind of person to recruit for the job and for what qualities that person should be tested[14]. It sets forth the personnel requirements or personal requirements that are specified for those who might be candidates for the job in question. Depending on the job, a job specification might include statements of educational or work experience requirements, skills required, age, sex, physical characteristics, vision, and other personal characteristics, and in some instances test-score standards that should be met by candidates[15].Ivancevich[16], says that, the job analysis results in the specification of what kind of traits and experiences are needed to perform the job.

### 2.2.2 Staffing The Personnel Needs Of The Organisation

Once the organisation's human resource needs have been

determined through the planning process, action must be instituted to ensure that such needs are met. This involves the process of mobilizing a potential work force by recruiting job applicants and selecting from the applicants those that suit or match the available jobs and then placing them.

Recruitment

Recruitment is the first stage in the employment procedure[17].Once a determination of manpower requirements have been made, the recruitment and hiring process can begin. *Recruitment is the process of searching for prospective* employees and stimulating them to apply for jobs in the organisation[18].

The objective of recruiting new employees is to attract applicants to the company in order that their qualifications for present and anticipated vacancies can be reviewed through the screening procedure[19].Recruitment is described by Yoder[20], as a positive managerial function in that candidates for employment are formally made available.

The purposes of a recruitment function are patently straight forward: to seek out, evaluate, obtain commitment from, place, and orient new employees to fill positions required for the successful conduct of the work of an organisation[21].It involves searching for and obtaining potential job candidates in sufficient number and quantity so that the organisation can

select the most appropriate people to fill its job needs. Glueck[22], defines recruitment as, "that set of activities an enterprise uses to attract job candidates who have the abilities and attitudes needed to help the enterprise achieve its objectives".

Generally, recruitment may be done internally or externally. Some organizations prefer to recruit from within in order to boost employee morale, loyalty and motivation. It also has the advantage of stimulating the preparation for possible transfers or promotion and increasing the general level of satisfaction and in providing more information about job candidates through analysis of work histories within the organisation.

Other organizations have it as a policy to recruit from outside whenever a vacancy exists. Recruiting externally attempts to prevent in-breeding and to encourage new ways of thinking. On the other hand, where internal recruiting cannot provide for the job specifications, then external sources have to be used. External sources of recruitment include, public and private employment agencies, labour unions, schools, professional associations, unsolicited applicants, mergers and acquisitions, and trade unions to name a few.

Selection

Personnel selection is a process whereby the most suitable

candidates, in terms of adjudged job-performance potential, are picked from the available pool of applicants[23]. According to Yoder[24], 'selection is the negative counterpart of recruitment'. It serves the function of screening applicants made available by recruitment and choosing from this group those most likely to succeed. In practice, it is difficult to separate the recruitment and selection phases completely since some selectivity must be exercised in any recruiting activity.[25]

If employee planning leads the organisation to believe that additional people are needed to get the work done, recruiting takes place. Recruiting provides a list of potential employees. Selection is the decision that makes the choice of who should be chosen from that list.

Selection, is defined as, "the process by which an enterprise chooses from a list of applicants the person or persons who best meet the selection criteria for the position available, considering current environmental conditions".[26]

If a selection program is to be successful, the personnel characteristics believed necessary for effective performance on the job should be specified at the unit level. Only then can those selecting from the applicants do so with any reasonable chance of hiring people who will perform well. Selection techniques sometimes can detect the characteristics desired in

an employee, provided they have been specified.[27] The criteria usually can be summarized in different categories: education, experience, physical characteristics, and personal characteristics.[28]

Placement

By the term selection we mean both external selection, whereby candidates are recruited outside the organisation and screened to fill a vacancy, and internal promotion, in which the position is offered to a qualified employee with potential for higher level responsibility. In either case, proper placement is an important consideration when two or more different positions are available to a candidate who appears, in general, to meet the company's requirements for employment.[29]

Placement is the personnel activity which introduces new employees to the enterprise and to their tasks, superiors and work group.[30] Normally, this stage begins when the applicant is found appointable through the process of selection. The placement function immediately follows, because it is considered as part of the hiring procedure. It is the process of determining which of these several positions that are available and within the competence of the candidate will be most suited to him.[31]

Placement is based on much more than intrinsic job duties. It

takes into account the characteristics of supervisors and co-workers in the units where the vacancies exist; the tempo requirements; the opportunities for promotion; and such factors as the quality, and variety of work called for, the amount of physical activity, the degree of responsibility, and the need for adjustment to crises and to change. In addition there are work related conditions that must be considered. For example, is the work indoors or outdoors? Is any element of danger present? How much strength is required?[32] It is concerned with the problems of introducing or orienting a new employee to the organisation. Proper orientation is meant to minimize the rate of voluntary resignation, mostly from newly employed staff.

Placement is as difficult as selection. In selection, the applicant has to be measured both against general job requirements and against other applicants; in placement, he has to be measured against the different requirements of several positions.[33]

### 2.2.3 Appraising And Compensating Employee Behaviour

This process involves appraising performance and compensating the work force. It is always good and advisable to attempt to find out how employees are doing on their jobs in order to reward them accordingly. The investigation may indicate that they are not doing well which may mean that their reward

structure needs to be changed or that they need training.

Performance Appraisal

Nothing is more vital to continued prosperity than helping people contribute more on the job. In the organizations that make up the world's complex and fast changing economies, nothing should count more than what people do at work. Helping them do it better is what performance appraisal is all about.[34]

The hierarchical nature of most modern organizations means that strategy is evolved at one level and converted into action at several others. However, as organizations become larger and more complex and as new technologies exert their influence, so lines of communication tend to both proliferate and attenuate: the need to clarify individual accountabilities becomes an increasingly urgent problem.[35] The appraisal process starts when the employee and supervisor reach a mutual understanding of what needs to be accomplished. If expectations are not clearly stated, mutually understood and presented in measurable terms, performance will be difficult to evaluate.[36]

Performance appraisal is, "a formal discussion between a superior and a subordinate for the purpose of discovering how and why the subordinate is presently performing on the job and how the subordinate can perform more effectively in the future so that the subordinate, the superior and the organisation all

benefit".[37] It is also seen as, "the personnel activity by means of which the enterprise determines the extent to which the employee is performing the job effectively".[38]

Performance appraisals are done for several reasons. "First, performance appraisals provide information on which promotion and salary decisions can be made. ... Second, performance appraisal provides an opportunity for you and your subordinate to sit down and review the subordinate's work related behaviour. ... Finally, it also allows you and your subordinate to map out a plan for rectifying performance deficiencies which might be identified".[39]

Performance appraisal is one of the most problematic areas in HRM. No matter whether the organisation is large or small, business, government, or educational, the performance of its members must be evaluated in order to make decisions on wage and salary levels, on promotion, on training needs, and on many other important programs.[40] Some performance appraisals are quite informal, perhaps an occasional pat on the back and a few encouraging words by one's superior. Often, however, performance appraisal is a very formal process, relying on detailed written forms to supply information.[41]

According to Flippo[42], "no firm has a choice as to whether or

not it should appraise its personnel and their performance". "Just as training must and does take place after hiring, it is inevitable that the performance of the hired personnel will be evaluated by someone at sometime. The choice is one of method".[43]

Goals and standards are methods by which job expectations can be expressed. Those responsible for performance appraisal need a good understanding of goals and standards, and how to use them during the appraisal process.[44]

Compensation

"A fair day's work for a fair day's pay".[45] "One of the most difficult functions of personnel management is that of determining rates of monetary compensation. Not only is it one of the most complex duties, but it is also one of the most significant to the organisation, because wages and salaries often constitute the greatest single cost of doing business. It is also important to the employee because the pay cheque often is his sole means of economic survival; it is also one of the most influential factors determining his status in the society".[46]

Compensation is but one component of the exchange process in which employees provide a package of abilities, skills, desires, and vitality in exchange for a package of rewards

provided by the employer. The intent of these rewards from the perspective of an employer is to encourage and channel employee behaviour into activities that lead to successful business operations.[47]

Compensation is the activity by which organizations evaluate the contributions or performance of employees with the aim of distributing fairly direct and indirect monetary and non-monetary rewards within the organisation's ability to pay as it may legally be required. It is defined as, "the monetary rewards paid by an enterprise for the work done by an employee".[48]

The ability motivation has in attracting, retaining, and motivating individuals is related to the importance money has for many people. Money is able to satisfy many employee preferences in both direct and indirect forms and because individuals differ in the importance and type of preferences, money can take on varying degrees of importance.

Wages and salaries as direct forms of compensation are very important. A sound wage and salary policy is capable of procuring, maintaining, developing, promoting, and transferring employees and getting effective results from them. The term wage refers to the remuneration paid to the worker for services rendered to the organisation on hourly basis. While salary is

a compensation paid to employees for services rendered on a weekly, monthly, or annual basis.

HRM strives to ensure that a good wage and salary administration policy is in place to:

- Attract and retain the services of employees.
- Pay employees according to the requirements of the job.
- Improve employee morale.
- Reduce rate of labour turnover and absenteeism.
- Increase organisational flexibility and effectiveness.

### 2.2.4 Improving Employees And The Work Environment

This function involves:

- Determining, designing, and implementing employee training and development programs to increase performance on the job.
- Improving the physical work environment to maximize employee safety and health.

Training and Development

Judging from the large number of magazine articles, television specials, and generally favourable comments, the development of human resources is a goal which is shared by a great majority of the working public. Some of the impetus for this movement is from the very nature of the technological process which sweeps people and organizations at an ever rapidly increasing pace.

There is the personal impetus of individuals who see increased skills as a ticket to better jobs, mobility, and security.[49]

After establishing a manpower plan for the organisation and having also attended to the recruitment and selection procedures, human resource departments now focus attention on training and development of the employees.[50] Training is a short-term process of learning specific skills by both junior and intermediate staff. Development on the other hand, is a long-term learning process designed to develop senior officers in order to acquaint them with changes in technology and management methods.[51]

Training and development, like selection, is an activity made necessary, because of the dynamic nature of the environment in which organizations exist, as well as by the changes that occur in its human resources.[52] "In other for an organisation to grow and remain viable, in light of changing conditions in its environment, its human resources must adapt to that dynamic environment by continually adding new skills, knowledge, and abilities to their repertoire. In addition, the organisation must maintain an internal pool of human resources capable of moving into higher-level positions. It is through training and development programs that the human resource department is able to help upgrade and add to the existing competence level of an organisation's labour pool. However, before any training and

development program is begun, a thorough assessment of training needs is required. Here the needs of the organisation in terms of human resources are made explicit and current skill and ability levels of people are measured against these needs. Specific deficiencies found would signify not only who needs training, but also exactly what type of training is required".[53]

Employee training and development is an attempt to improve current and future employee performance by increasing through learning, an employee's ability to perform by increasing his or her skills and knowledge. The need for training or development is determined by the employee's performance deficiency, computed as follows:

DP - AP - T and D needs.

where:

DP - Desired performance (present or future).

AP - Actual or potential performance.

T and D - Training and development needs.

The formula above seems rather very simple, practically, it may be difficult for an organisation to determine exactly what performance is actually desired, especially in the future and what level of performance employees are currently exhibiting or are likely to exhibit in the future.

Nevertheless, organizations that engage in training and development attempt to make these estimates in order to increase the potential effectiveness of their training and development programs. This is usually true as the importance and purposes of training and development are recognised.

Once training needs have been determined, those responsible for training still have many important decisions to make. Among these are the methods to be used in training (e.g. lectures, on the job coaching,etc.), the length of the program, who the trainers shall be, and how they will be trained, and whether training will take place in the organisation or at an external site. These decisions can all be grouped under the category of training program design and implementation considerations.

Employee Safety and Health

"... the healthy and safe worker gains personal satisfactions which alone make the effort to improve the health, safety, and working conditions worthwhile. A more co-operative spirit, higher morale, better workmanship, better use of materials and equipment, and better discipline are reflected in such workers. They not only gain more enjoyment from their work, but also make the working day of their fellow workers and superiors more agreeable. All in all, the personal satisfactions, earnings, and progress of such workers are higher".[54]

"An unsafe or unhealthy work environment can affect an employee's ability and motivation to work. ...security is one of the most fundamental needs people have. Poor safety and health conditions are likely to endanger fulfillment of the security needs of employees".[55]

According to Glueck[56], "Safety hazards are those aspects of the work environment which have the potential of immediate and sometimes violent harm to an employee. ... and health hazards are those aspects of the work environment which slowly and cumulatively (and often irreversibly) lead to deterioration of an employees health".

According to the World Health Organisation(WHO), occupational health programmes should aim at:
'The promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations; the prevention among workers of departures from health caused by their working conditions; the protection of workers in their employment from risks resulting from factors adverse to health; the placing and maintenance of the worker in an occupational environment adapted to his physiological and psychological equipment, and, to summarize: the adaptation of work to man and each man to his job'.[57]

The promotion of employee safety has made rapid strides, not

merely as a humanitarian measure, but also because many firms have discovered that the prevention of industrial accidents is desirable as an aid to a continued high rate of production. Efforts in this direction is manifested through the installation of safety devices against all kinds of dangerous machinery and through the dissemination of safety information to workers. In this latter activity, safety clubs, literature, posters and contests are enlisted by HRM for the purpose of making employees safety conscious. To be cost effective and play a more significant role, HRM can benefit greatly from being concerned with employee safety and health in organizations. Indeed, many HRM functions and activities are related to employee safety and health and its neglect can result in substantial costs to the organisation.

### 2.2.5 Establishing And Maintaining Effective Working Relationships

When the need for employees is met, care must be taken to ensure that they are accepted, compensated, and provided with conditions that will make it attractive for them to stay. To achieve these, organizations must maintain effective working relationships with employees. This function involves three activities:

- Recognizing and respecting employee rights.

- Understanding the reasons and methods used by employees in organising unions.
- Bargaining and settling grievances with employees and the union representing them as soon as the grievances arise to avoid chaotic situations.

Understanding and Respecting Employee Rights

Since a contract of employment rests on the common law rules of contract, the product of an agreement to hire or serve is presumed in law to be voluntary.[58] But this is not always so. Adeogun[59], has observed that: 'The presumption of equality between the parties ... tends to ignore other social and economic considerations which may make this equality and its underlying freedom fictitious and hollow ... Indeed, the so called bargaining power of the individual worker is of little importance in practice, especially in a country like Nigeria where there are more work-men than jobs available and where the employer can choose freely whom to employ and under what conditions they are to be employed'.

It has been the practice to regard capital as more important to the production process than labour. The result has been that the owner of capital decides the fate of his capital and of labour without reference to the owner of the labour that is consumed in the production process.[60]

According to Fashoyin[61], "the local manager generally sees his

workers as inferior and generally avaricious people who ought to take whatever they are given. His official reaction to workers' protest is generally to interpret it as sabotage and calculated to wreck the organisation. This is especially evident where the relationship is owner versus employees. ... The worker wants a manager who recognizes him while he concedes the manager's superiority and leadership. This perception does not necessarily require monetary or material reward, but the worker does want to be treated as a person rather than as an object".

Nwaocha[62], observed that, "Labour theorists, on the other hand, have maintained, and rightly too, that labour plays a decisive role in the production process in view of its capability to utilize capital to achieve set objectives. Apart from this capability of labour, its owner (the worker) is dependent on the result of his activity in the establishment for the satisfaction of all his other needs and those of the members of his family. Thus, the owner of labour has as much stake in the production process as the owners of capital".

Since both of them have stakes in the production process, it seems only natural that both should participate in determining the direction of the production process to ensure maximum benefit to all.[63]

It really is a function of HRM to see that employee rights are recognised and respected in furtherance of the desire to meet organisational goals and objectives. Where employee rights are not recognised and respected, high rate of employee turnover will result and employees that eventually remain in such a system will rise up against management which will in the long run slow down the organisation's pace in attaining its set goals and objectives.

Understanding Reasons and Methods of Unionizing

Unions are formal groups of workers founded to represent workers' interests to management. In terms of its objectives and functions, a trade union may be defined as, "an association of employees for the promotion and defence of the terms and conditions of employment of their members including their standard of living".[64]

"Given differences in status and resources, as well as for other reasons, workers acting individually cannot be expected to have much influence over managerial decisions, unless, of course, management actively seeks their participation. However there is strength in numbers. Collectively, workers can have tremendous power and influence. When this influence is channeled through recognised and certified labour unions with huge memberships, enormous financial resources, technical expertise, and professional leadership, it often becomes equal

to, and sometimes greater than, the influence and power held by management.

Unions offer self protection to their members from real and perceived exploitation and maltreatment by employers. Through collective action they can improve wages, working conditions, hours, and other aspects of the job environment.

Unions also offer workers self expression. Strikes, grievances, meetings and other activities offer a relief from the monotony of many jobs. The unions bring with them opportunities for action, for developing personal abilities and skills,for recognition, for interpersonal relationships, and for excitement.

The promise of solidarity or togetherness is also a motivation to join unions. A "we feeling" and cohesion is fostered among people who share the same problems, frustrations and life circumstances. Besides providing a vent for frustration and an outlet for action, unions pull together people who are largely in similar positions. These shared problems and experiences - the feeling that you are not alone - is important to many.

The existence of unions, therefore, allows the workers, usually through their elected representatives, to participate in the determination of policies under which they will consent to

work. The recognition of this interest not only formalizes the labour-management relationship, but also shows that the relationship between the parties, as long as production continues, can be sustained indefinitely.

Of course, people join unions for reasons other than self protection, self expression, and solidarity. Many join through real or perceived coercion by others; others have little or no choice due to the control unions have over entry into certain trades; and some join due to social pressure and conformity. In addition, some join primarily for economic benefits, others to become active leaders, and others to gain personal power and position".[65]

Management usually has problems comprehending how unions work. It is a function of HRM to make management appreciate the reasons that necessitate employees' unionizing. HRM strives to oil the machinery that will ensure a smooth and enduring labour-management relationship.

Bargaining and Settling Grievances/Collective Bargaining

After recognizing and respecting employee rights, understanding reasons and methods used by employees in organizing unions, management should have no trouble bargaining and settling grievances with employees and the unions representing them as soon as the grievances arise to avoid chaotic situations.

The doctrine of collective bargaining emphasizes the freedom of labour and management to determine, as much as possible, the conditions under which workers will work as well as other issues of labour relations. "In the early days of collective bargaining, little real negotiation or discussion took place. Depending on the relative strength of the union and management, one notified the other of wage rates and other conditions. If there was a dispute, a strike or a lock out often resulted. Today, collective bargaining - the process of negotiation, administration, and interpretation of collective agreements, as well as dispute settlements - is still emerging and changing".[66]

Yesufu[67], sees collective bargaining as including, "all methods by which groups of workers and the relevant employers come together, to attempt to reach agreement in matters under discussion by a process of negotiation. Such matters are often regarded as constituting a challenge, which generates a relationship of competitive rivalry, and the usual method of reaching a decision is that of compromise, while authority tends to be derived from the relative strength of the parties involved. The process is collective because it replaces the individual worker's usually feeble attempts to gain improvements for himself, and is instead based upon the cumulative, pooled experience of many workers, thrashed out through their union, co-ordinated into a single programme, and backed by their collective strength; and it is bargaining,

because at any one time the programme is adaptable to the practical situation, and because there is a constant process of give and take of experience, and of views, and positions".

According to Beatty, et al[68], "collective bargaining is actually a form of industrial democracy. Management and union representatives sit down at a table and deliberate, argue, discuss, bargain, haggle, and try to influence each other regarding various aspects of the employment situation. Their eventual agreement is written up as a contract which becomes "industrial law" governing the parties. They must bargain in good faith, that is, they must agree to meet, to offer proposals and counter proposals, and to try to reach agreement".

Employees working in an atmosphere where, they are recognised and respected, are free to organise, and management is ready to meet with their representatives, would have a sense of belonging such that, output, both individually and collectively will be enhanced.

## 2.3.0 The Human Resources Side Of Organisation

All human beings have objectives they aspire to in order to survive. In the beginning (before the advent of paid employment), such objectives were aspired to either

individually or collectively. Collectively, where such objectives were common to all the members of the community. At this stage of man's development, there were 'no holds barred' and human beings (either individually or collectively), had the world at their feet to positively realize themselves to the highest possible level. Every man then, was the master of his own destiny. Traditionally, this is man.

With the advent of the Industrial Revolution, with its many facets of interdependence, division of labour, and technological explosion, the world, which man had known since his existence ceased to be. In its place was a world, in which to survive, man had to have capital or labour. As a laborer, man lost the right to freely express himself when and as he so wished, and the right to realize his potentials without compromise.

In the new order, man had to work to survive (work here, means paid employment). The owner of capital assumed an all important role. The employer took responsibility for the programme of work. This implies a relationship of undefined authority on the side of the employer, and undefined subordination on the side of the workman. In accepting to work for pay, man had to give up his identity and assume whatever role his employer wished for him until the day's work was done. The irony of it all however, was that, the employer never for one instance,

conquered his employee's inherent desire to aspire and be whatever he was capable of. This was despite the fact that, it was not within man's means to choose his employer and he most times found himself in employment situations which trampled on his basic rights and did not recognize nor respect his individual aspirations.

Under these conditions, work hours, were most often perceived to be prison terms, and the work environment, a prison. Thus, the average employee never put in his best since the work left his needs unsatisfied and denied him of opportunities to actually express himself and prove his real worth. The only role he could play in his job situation was that deemed best for him by his employer and, according to McGregor[53],"People, deprived of opportunities to satisfy at work the needs which are now important to them, behave exactly as we might predict - with indolence, passivity, unwillingness to accept responsibility, resistance to change, willingness to follow the demagogue, unreasonable demands for economic benefits".

In this setting which was completely allien to man's nature, with little or no attempt by employers to understand the psychological makeup of their employees, employees continued to put in less than they actually were capable of doing. This resulted in the use of threats and coercion by the employer to get employees to work. He then concluded that man in his nature

is lazy and dislikes work. It was in the light of these circumstances that McGregor[70], propounded his Theory X, which states that -

1. The average human being has an inherent dislike of work and will avoid it if he can.
2. Because of this human characteristic of dislike of work, most people must be coerced, controlled, directed, threatened with punishment to get them to put forth adequate effort toward the achievement of organisational objectives.
3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all.

With emphatic acceptance by employers, of this theory, it was quite clear that employers were not aware, and even where they were, were not ready to explore the possibility that, man's state, as highlighted by McGregor's Theory X, could be as a result of their insensitivity or inability to harness man's abilities such that, in his attempt to pursue organisational goals and objectives he can realize himself. As a recognition of man's abilities and capabilities under the right conditions, McGregor[71], propounded his Theory Y, in which he assumed that -

1. The expenditure of physical and mental effort in work is as natural as play or rest.

2. External control and the threat of punishment are not the only means for bringing about effort toward organisational objectives. Man will exercise self-direction and self-control in the service of objectives to which he is committed.
3. Commitment to objectives is a function of the rewards associated with their achievement.
4. The average human being learns, under proper conditions, not only to accept but to seek responsibility.
5. The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organisational problems is widely, and not narrowly, distributed in the population.
6. Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.

According to Mcgregor[77], "the central principle of organisation which derives from Theory X, is that of direction and control through the exercise of authority - what has been called, "the scalar principle". The central principle which derives from Theory Y is that of integration: the creation of conditions such that the members of the organisation can achieve their own goals best by directing their efforts toward the success of the enterprise".

If the survival of organizations depends to a large extent on its human resources, and Theory X assumes that the average human being is inherently lazy and avoids responsibility, then the achievement of organisational goals going by this theory will be an uphill task. Theory Y, on the other hand, assumes that under the right conditions, work to the average employee is like play or rest. With Theory Y, an organisation can hope to, and be sure of, achieving its objectives if it can only create the right conditions for employees to work. To create the right conditions, organizations must attempt to find out what the needs and aspirations of their employees are and then design programmes that will integrate such needs and aspirations with organisational goals and objectives.

What are employee needs and aspirations and how can organizations go about ons and satisfying them in order to get improved performance?

### 2.3.1 Classical Theories Of Motivation

"Man is a wanting animal - as soon as one of his needs is satisfied, another appears in its place. This process is unending. It continues from birth to death. Man continuously puts forth effort - works, if you please - to satisfy his needs".[73]

According to Dessler[74], motivating is one of the simplest yet most complex of our management jobs. It is simple because people are basically motivated or driven to behave in a way that they feel leads to rewards. The complexity of motivation begins where, what one person considers an important reward, another person might consider useless. Vroom[75], defines motivation as, a process governing choices among alternative terms of voluntary activity.

In contemplating employee needs, and how the satisfaction of these needs motivate them, an appreciation of the following theories of motivation is worthwhile.

1. Abraham Maslow's Hierarchy of Needs Theory;
2. Douglas McGregor's Theory X and Theory Y;
3. Frederick Herzberg's Motivation - Hygiene Theory;
4. David McClelland's Need to Achieve(nACH) Theory;
5. Victor Vroom's Expectancy Theory.

Abraham Maslow's Hierarchy of Needs Theory

According to Maslow[76], man has five basic categories of needs - physiological, safety, social, esteem, and self-actualization needs. He says these needs form a hierarchy or ladder and that each need becomes active only when the next lower-level need is reasonably satisfied and that a satisfied need ceases to be a motivator of behaviour.

Fig.1 Abraham Maslow's Hierarchy of Needs.




Note: Each higher level need becomes active only when succeedingly lower level needs are fairly well satisfied.

The Physiological Needs: The lowest level in Maslow's hierarchy contains the physiological needs. These are the most basic needs we all have; for example, the need for food, drink, shelter etc.

The Safety Needs: When the physiological needs are reasonably satisfied - when you are no longer thirsty, have had enough to eat, have a roof over your head, and so forth - then the safety needs become activated. they become the needs which the person tries to satisfy; the needs that motivate him. These are the needs for protection against danger or deprivation, the need for security.

The Social Needs: Once a person's physiological and safety needs are satisfied, then, according to Maslow, they no longer

motivate behaviour. Now the social needs become the active motivators of behaviour; needs such as for affiliation, for giving and receiving affection, and for friendship.

The Esteem Needs: Next in the hierarchy are the esteem needs, which Douglas McGregor has interpreted as -

1. Those needs that relate to ones self esteem - needs for self confidence, for independence, for achievement, for knowledge and,
2. Those needs that relate to ones reputation - need for status, for recognition, for appreciation, for the deserved respect of ones fellows.

One of the big differences between esteem needs and the physiological, safety, and social needs is that the former needs are rarely satisfied.

Self-Actualization Needs: Finally, there is an ultimate need; a need that only begins to dominate a person's behaviour once all lower level needs are reasonably satisfied. This is the need for self-actualization or fulfillment, the need we all have to become the person we feel we have the potential of becoming. This is the need that drives an artist to express himself on canvas; the need that motivates a student to work all day and then take a college degree in night school. This need as with the esteem needs, is rarely, if ever satisfied.

Douglas McGregor's Theory X and Theory Y

See 2.3.0

Frederick Herzberg's Motivation Hygiene Theory

According to Herzberg[77], man has two different set of needs. One lower-level set derives from man's desire to avoid pain and satisfy his basic needs. This includes the needs for such things as food, clothing, and shelter as well as the need for money to pay for these things. This he called the hygiene factors.

Man also has a higher level-set of needs. This other set of needs relates to the unique human characteristic: the ability to achieve and experience psychological growth. Included here are the needs to achieve a difficult task, to obtain prestige, and to receive recognition. These he calls the motivation factors.

On the basis of his research, Herzberg[78], postulates the notion that, job satisfaction and job dissatisfaction, are not opposite ends of the same stick, but rather are separate factors. He argues that positive job satisfaction can be experienced by workers only when certain motivator features of the job exist, features which are intrinsic to the job (that is, are part of the job content), such as a sense of

achievement, recognition for good performance, the nature of the work itself, responsibility, and opportunity for advancement. On the other hand, he believes that dissatisfaction is experienced when certain hygiene features of the job are inadequate. These are features extrinsic to the job (that is, are part of the job context or work situation), such as the working conditions, company policy, the technical supervision received, interpersonal relations with peers and supervisors, and so forth. The theory holds that, if these hygiene features are inadequate, the worker experiences dissatisfaction; if they are adequate, however, the worker presumably avoids dissatisfaction but does not achieve position job satisfaction. Job satisfaction can be brought about only by the presence of the motivator features of the job.

David McClelland's Need to Achieve(nACH) Theory

McClelland, developed a concept of motivation based on the human need for achievement. This need to achieve has been abbreviated by McClleland as nACH.[79] According to him, "people with a high need for achievement have a compelling desire for success and an equally intense fear of failure"[80], and a person with a high nACH would possess certain characteristics which would make it easier for him to work in some situations than others. Going by this theory, "all people have a need for achievement, power and affiliation".[81]

People with a high need to achieve prefer situations that have moderate risks and in which they can see their own contributions. They also prefer to receive quick, concrete feedback concerning their performance. They are motivated by the need to accomplish challenging tasks.

People with high needs for power prefer situations in which they can get and maintain control of the means for influencing others. They like being in the position of making suggestions, giving their opinions and talking others into things. This satisfies their need for power.

Others have high needs for affiliation. They have a strong desire to maintain close friendships and to receive affection from others. They are constantly seeking to establish friendly relationships. McClelland maintains that everyone has each of these needs to some degree.

"What is most significant about nACH theory, is McClelland's claim that the achievement motive can be developed and taught to under-achieving persons or groups in various cultures".[82] That, some people exhibit ons characteristics and are internally motivated is not disputed, but how to infuse some characteristics in people who lack them is the question. "... McClelland, and his research team have carried out extensive experiments and training programmes in the United States,

Italy, Poland and India. In all cases, the training programmes were successful in increasing individual need for achievement".[83]

Victor Vroom's Expectancy Theory

According to Vroom, a person's motivation towards an action is determined by his anticipated values of all the positive and negative outcomes of the action multiplied by the strength of the person's expectancy that the outcome would yield the desired goals.[84] He contends in other words, that motivation is produced by the anticipated worth of an action to a person and the person's perception of the probability that his goal would be achieved. The theory can be stated thus:

Valence X Expectancy - Motivational Force

where:

*Valence* refers to the value, to the of the outcome of any action.

*Expectancy* is essentially the person's estimate of the probabilities, or odds, of any given outcome taking place.

*Motivational Force* is the result of multiplying the combination of valences and expectancies associated with various possible outcomes.

When an individual is indifferent about achieving a certain goal, a valence of zero occurs. Also, there occurs a negative valence when an individual will rather not achieve a goal. In each case the end result would be no motivation. Vroom concludes that, the amount of motivational force which an employee exerts to do his job depends on both valence and expectancy.

The theories of Maslow, McGregor, Herzberg, and McClelland are comparable as they all seem to approach motivation from a similar perspective, and emphasize similar sets of relationships. To Maslow the motivating forces behind the worker are the higher level needs. According to Herzberg, many employers waste precious time trying to motivate employees by improving the hygiene factors which do not motivate. However, the factors must be in existence to neutralize dissatisfaction before the 'motivators' can be applied to promote motivation. McGregor's approach to motivation is based on the assumption that only attitudes based on Theory Y can motivate workers. McClelland sees motivation as the satisfaction of the needs for achievement, power and affiliation that all people have, although in varying degrees. For people to be motivated, they should be put in situations which make it possible to satisfy any of the needs they are high on.

Maslow's three lower-level needs - physiological, safety, and social - are relatively satisfied in an industrial society. Since a satisfied need is no longer a motivator, they now play the role of Herzberg's hygiene factors. The two higher-level needs - self-esteem and self-actualization - which are rarely satisfied, act the same way as Herzberg's satisfiers. McGregor's Theory Y has some similarities with Maslow's and Herzberg's theories of motivation. McGregor assumes that the employee desires a maximization of his esteem and self-actualizing needs. McClelland's theory also has similarities with Maslow's, Herzberg's, and McGregor's theories, since its basis for motivation can be likened to Maslow's high-level needs, Herzberg's 'motivators', and McGregor's Theory Y.

Vroom's Expectancy Theory on the other hand, sees motivation as a derivation of the individual's valences and expectancies for exerting himself in the accomplishment of any task. If he does not stand to gain anything of value, he certainly will not be motivated. The higher his valences and expectancies, the higher his motivational force.

### 2.4.0 The Society and The Parastatal

It is in recognition of national needs that government establish parastatals. Due to the national nature of these needs, the whole nation constitutes the society within which

these parastatals operate. For the expectations of the society to have been duly considered and served, and the parastatals continued survival ensured, the culture and competition prevalent in the society must be duly considered by parastatals and a balance maintained.

Culture

Titus A. Oshagbemi contends that, "Whilst the principles of management , as postulated by management experts have universal applicability, the practice of management has not. In practice, management often has to take into consideration and incorporate various factors that affect the workers' effectiveness on the job. One of the important factors in this regard is culture, for the practice of management is heavily influenced by the traditions, values, and habits of a people".[85]

Culture has been defined by anthropologists as, '... that complex whole which includes knowledge, belief, art, law, morals, custom, and any other capabilities and habits acquired by man as a member of society'.[86] It is the collective programming of the mind that distinguishes the members of one group or category of people from another.[87] Culture is an integral part of social life and it is the sum total of a peoples' way of life. It is prescribed by unwritten rules and standards which determine behaviours and attitudes.

Perhaps the first step towards the effective management of culture is the recognition of where cultural differences are at play. In the Nigerian environment where there are over 250 tribes and numerous ethno-linguistic people scattered in different geographical locations and with varying historical experiences, cultural traits are varied. The management of parastatals must recognize this fact and constantly be on the look out for its operational manifestations.

Competition

Competition is defined as ,"The process or art of competing; rivalry".[88]

Competition in this stead, is not referring to that which is obtained in the product market. The focus here is the labour market. Parastatals must realize that the human resources that they need to achieve their objectives - which are usually of the highest calibre - are equally in dire demand in other governmental agencies and the private sector. They must not only do what other organizations - both government and private - are doing to procure and retain personnel, they must do it better to get the best of those available for recruitment and eventual selection. In the event that they are not able to keep up with the competition in the labour market, they will find themselves with personnel whose performances will not meet their set standards. This will definitely affect the realization of their goals and objectives.

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# CHAPTER THREE

## Data Collection

### 3.1.0 Methodology

It is not wise to select a topic, no matter how adequate, if circumstances render the collection of data required for its solution impossible. In collecting data for this research work a number of methods have been used. Official documents of the Centre have been consulted for information on the historical development of the concept of a 100% Nigerian car and the final establishment of the Centre. The official gazette of the Federal Republic of Nigeria, No.77, Vol.79, of December 1992, allowed the researcher the perusal of Decree No.107, which established the Centre and states its objectives. The HRM policy of the Centre known as the "Terms and Conditions of Service" was also available to the researcher affording him an insight into what provisions have been made as regards the management of the Centres human resources.

Questionnaires and personal interviews with management, staff and the local population were administered and conducted to gather relevant data.

### 3.1.1 Establishment Of The Centre

The automobile industry is a vital industry for economic development particularly in a developing country. Only a few other industries cover such wide range of technology and manufacturing processes or use so many raw materials, tools, machinery, and equipment. It serves as stimuli to the development of other industries such as Machine Tools, Iron and Steel, and raw materials processing to name a few.

The first motor assembly plant (Federated Motors) was established after more than three decades of Federal Government interest. The nation's enhanced income from petroleum exports led to partnership agreements with Peugeot Automobile of France, Volkswagen of West Germany, British Leyland, Daimler-Benz of West Germany, Fiat of Italy and Steyr of Austria. Five other manufacturers of light commercial vehicles were invited to establish assembly plants in Ilorin (Mitsubishi), Minna (Nissan), Gusau (Peugeot), Maiduguri (Isuzu), and Umuahia (Mazda).

The companies were to bring their CKD parts and assemble them here. Part of the contractual agreement was a backward integration approach. The partners were expected to integrate the local development of the components by implementing their in-plant manufacturing programmes for components and by

bringing their traditional parts suppliers to Nigeria in order to establish component manufacturing for the industry. With the backward integration programme they were expected to achieve 100% local content in ten years. Several reasons were adduced for non achievement of 30% in nearly twenty years.

The downward trend of world economies in the early eighties led to reduced income from crude oil exportation. The Structural Adjustment Programme that followed increased the price of imported goods particularly motor vehicles. The consequence was increased difficulties in meeting daily transportation needs.

With the aim of alleviating the transportation problems of the rural population, the Federal Government proposed the introduction of three wheeled vehicles. Government through the Ministry of Industry assigned four bodies (Ahmadu Bello University,Zaria, Project Development Agency,Enugu, Kwara State Polytechnic, and Addis Engineering) to pioneer the development. After two years effort, a workshop in 1988 and an exhibition in 1989, a Review Committee was set up. As a result of the 1988 workshop, the initial concept of a tricycle gave way to a much broader concept of a Low Cost Vehicle which would be low cost relative to other imported fully built and assembled locally vehicles. Vehicle components would be such that they can be substantially manufactured locally and design, materials and machinery will rely mainly on local capacity and capability.

The committee recommended the establishment of a Central Unit which would be properly equipped and staffed to coordinate all research and development work on the low cost vehicle. The Centre was therefore established by Decree 107 of 1992.

### 3.1.2 Decree Establishing The Centre

The Centre for Automotive Design and Development, Samaru-Zaria, was established in 1992 by Decree No.107 in which the Federal Military Government decreed *inter alia* that -

- There is hereby established a body to be known as the Centre for Automotive Design and Development.
- The Centre shall be a body corporate with perpetual succession and may sue and be sued in its corporate name.

### 3.1.3 Objectives Of The Centre

The Centre shall according to its establishing Decree No.107 of 1992 -

a) design, develop and test low cost vehicle prototypes;
b) provide technical support services to the engineering sector;
c) liaise with the Association of Local Contents Manufacturers of Nigeria and the Nigeria Automobile Manufacturers Association to ensure that the existing

capabilities are fully utilized;

d) draft and recommend standards for the automotive industry;

e) collaborate with the Association of Local Contents Manufactures of Nigeria, the Nigeria Automobile Manufacturers Association and other existing research centres on their research and development activities on automobiles.

### 3.1.4 Terms And Conditions Of Service In The Centre

On first appointment, every employee of the Centre is given a document referred to as the "Terms and Conditions Of Service" which clearly states the terms and conditions of his/her employment. This document tries to be explicit on issues that affect employees on the job.

The Terms and Conditions of Service of the Centre is divided into 17 parts with each part further broken down to identify and clarify issues that arise or can arise under such a part. These parts come under the following headings respectively :- Duties of Staff; Salaries; Appointments; Promotion and Advancement; Leave; Medical Treatment; Termination of Appointment, Redesignation, Retirement and Pension; Discipline; Overtime; Miscellaneous Disciplinary Rules; Allowances and Advances; Staff Accommodation; Manpower Training and

Development; Inventions and Letter of Patent; Personal Property/Staff Welfare and Relations; Travel Expenses; Insurance and Compensation.

The Terms and Conditions of Service is synonymous with a HRM policy.

* See Appendix for Organogram.

### 3.2.1 Questionnaires

For the purpose of this research work three sets of questionnaires have been administered, all different in content. Two of these were administered in the Centre and the third in the local community. The two in the Centre were administered to management and staff respectively.

The management and staff questionnaires which consist of 29 and 30 questions respectively bother on whether, human resource needs are planned for, how the Centre fills its human resource requirements, appraises and compensates its employees, improves employees and the work environment , and establishes and maintains working relationships. The questionnaire administered to the community which consists of 14 questions bothers on the level of awareness at the communal level of the Centre's existence, their expectations of it, and the importance

attached to the Centre's objectives.

In all, 10, 40, and 45 were prepared for management, staff, and the local community respectively. Of these numbers, 6, 26, and 40 were administered. On collection, 5, 24, and 30 of the respective questionnaires were collected.

'Management' in this context includes the - Executive Director, Assistant Directors of Administration and Finance, Design Manager and the Workshop Manager.

* See Appendix for full text of questionnaires.

### 3.2.2 Personal Interviews

Personal interviews were held with the Executive Director, Assistant Directors' of Administration and Finance, staff of the Centre and members of the local community. The focus in these interviews was on issues not exhaustively treated in the questionnaires so as to determine and eliminate unreliable answers.

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# CHAPTER FOUR

## Data Analysis and Interpretation

### 4.1.0 Analysis And Interpretation

The analysis and interpretation of the raw data of a research are the means by which the research is answered and the stated hypothesis are tested[1].

Analysis is defined as, "the ordering and breaking down of data into constituent parts"[2]. It consists of the statistical calculations performed with the raw data to provide answers to the questions initiating the research.

The interpretation takes the result of the analysis, makes inferences pertinent to the research relations studied, and draws conclusions about these relations[3].

In analyzing collected data, the researcher has used the percentage (%) response method. Using this method the researcher has allotted a 100% to every question and has determined what percentage of the 100% the alternatives in every question constitute. The results have then been interpreted.

The three questionnaires used in collecting data have been analysed independently. The research hypotheses have been tested thereafter.

### 4.1.1 ANALYSIS AND INTERPRETATION OF MANAGEMENT QUESTIONNAIRE

Question 1. Are job positions in this parastatal a result of detailed job design and analysis?

Table 1: Showing whether job positions are a result of detailed job design and analysis

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 5 | 100.00 |
| NO | 0 | 0.00 |
| TOTAL | 5 | 100.00 |

The response percentage indicates that job positions in the Centre are a result of detailed job design and analysis.

In calculating the response percentages, the formula

$\frac{r}{n} \times 100$ has been used.

Where,

r - number of responses for each alternative

n - total number of responses for the question

E.g. there are 10 responses for an alternative out of a total of 20 responses. The response percentage here will be:-

$\frac{10}{20} \times 100 - 50\%$

This formula has been used to compute all response percentages.

Question 2. On what basis are people employed in this parastatal?

Table 2: Showing the basis on which the Centre employs people

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| ON SPECIFIC REQUEST FROM THE UNIT CONCERNED BASED ON RECOGNISED NEED | 5 | 100.00 |
| AT THE DISCRETION OF THE MANAGEMENT | 0 | 0.00 |
| ON DIRECTIONS FROM THE FED. MINISTRY | 0 | 0.00 |
| TOTAL | 5 | 100.00 |

The statistics available in Table 2 indicate that people are employed in the Centre based on specific requests from the units concerned. Such requests are in turn based on a recognised need.

Question 3. Are vacancies for job positions advertised in National newspapers?

Table 3: Showing whether vacancies are advertised in newspapers

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 5 | 100.00 |
| NO | 0 | 0.00 |
| TOTAL | 5 | 100.00 |

All respondents are agreed on the fact that vacancies in the Centre are advertised in national newspapers. From verbal interviews with the management staff, the researcher learnt that only senior staff vacancies are advertised in national dailies. This is because it is the Centre's policy to employ junior staff from the local community, and these do not require advertisements in national dailies.

Question 4. If advertised, is adequate notice given to enable applications from all over the country reach the stated address?

Table 4: Showing whether adequate notice is given applicants after advertisement

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 5 | 100.00 |
| NO | 0 | 0.00 |
| TOTAL | 5 | 100.00 |

The response percentage of the 'Yes' alternative indicates that adequate notice is given to enable applications from all over the country reach the stated address.

Question 5. In trying to fill job positions are detailed descriptions of the jobs and the type of persons to fill them clearly specified?

Table 5: Showing whether job positions are adequately described and specified

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 5 | 100.00 |
| NO | 0 | 0.00 |
| TOTAL | 5 | 100.00 |

The response indicates that job positions are described in detail and the type of persons to fill them clearly specified.

Question 6. Are candidates to be selected from for a job position adequately screened to ensure that your standards will be met?

Table 6: Showing whether candidates for selection are adequately screened

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 5 | 100.00 |
| NO | 0 | 0.00 |
| TOTAL | 5 | 100.00 |

From the statistics in Table 6, candidates for selection are adequately screened to ensure that the Centre's standards on the job will be met. The response percentage of a 100% affirms this.

Question 7. What constitutes the selection process?

Table 7: Showing what constitutes the selection process

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| VERBAL INTERVIEW | 1 | 20.00 |
| WRITTEN TESTS | 0 | 0.00 |
| ALL OF THE ABOVE | 4 | 80.00 |
| TOTAL | 5 | 100.00 |

The response indicates that both verbal interviews and written tests constitute the selection process.

Question 8. After selection and placement on the job, are performance appraisals conducted to determine the employee's actual performance on the job?

Table 8: Showing whether employee performance is appraised the job

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 4 | 80.00 |
| NO | 1 | 20.00 |
| TOTAL | 5 | 100.00 |

The response as shown in Table 8 indicates that performance appraisals are conducted on the job. From verbal interviews with management, it was gathered that, performance appraisal of a formal nature is yet to be effected in the Centre. That at present, performance appraisal in the Centre is on an informal

basis between the boss and subordinates involving verbal praises, a pat on the back or corrections.

Question 9: If after appraisal performance is short of set standards, what happens?

Table 9: Showing what happens where performance is below average

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| VERBAL INTERVIEW | 0 | 0.00 |
| WRITTEN TESTS | 0 | 0.00 |
| ALL OF THE ABOVE | 0 | 0.00 |
| TOTAL | 0 | 0.00 |

Respondents have abstained from this question because so far, an employees performance is yet to fall below set standards since adequate care is taken during selection. Thus, the no response situation in Table 9.

Question 10. In compensating its employees, the emphasis of the parastatal is on what?

Table 10: Showing the Centre's emphasis in compensating employees

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| DIRECT MONETARY COMPENSATION | 1 | 20.00 |
| FRINGE BENEFITS | 1 | 20.00 |
| ALL OF THE ABOVE | 3 | 60.00 |
| TOTAL | 5 | 100.00 |

The response percentage of 60% for the 'All of the above' alternative indicates that direct monetary compensation as well as fringe benefits are high points in the Centre's compensation policy.

Question 11. In comparison to other organizations in the automobile industry in Nigeria, at what level will you place the parastatal's compensation policy?

Table 11: Showing the level at which management place the Centre's compensation policy in comparison to what is prevalent in the automobile industry in Nigeria.

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| AT PAR | 3 | 60.00 |
| HIGHER THAN ANY OTHER | 0 | 0.00 |
| LOWEST IN THE INDUSTRY | 2 | 40.00 |
| TOTAL | 5 | 100.00 |

The response in Table 11 indicates that most of the management staff are of the opinion that the Centre's compensation policy is at par with what is obtainable in the automotive industry in Nigeria. In a personal interview with a management staff, it was explained that the Centre preferred to be compared with other parastatals and research institutes been sponsored by government. In such a comparison it was further explained, the Centre will come out tops. It was pointed out too that, since the Centre is not yet revenue generating, it will not be quite fair to compare it with older established companies in the automobile industry in Nigeria.

Question 12. Is the parastatal's current compensation package capable of attracting and retaining the best human resources in the industry?

Table 12: Showing whether the Centre's present compensation policy is capable of attracting and retaining the best human resources in the automobile industry in Nigeria.

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 2 | 40.00 |
| NO | 3 | 60.00 |
| TOTAL | 5 | 100.00 |

More of the management staff are of the opinion that the Centre's compensation policy is capable of attracting and retaining the best human resources in the automobile industry. The respondents for the 'No' alternative who constitute the minority 40% maintained in personal interviews that the Centre's goals and objectives are identical to that prevalent in the automobile industry in Nigeria. Based on similarities in objectives they stressed, it was only fair that compensation policies should also be comparable, the 'parastatal' factor not withstanding. They reiterated their conviction that the Centre's compensation policy not only leaves much to be desired, it is also incapable of attracting and retaining the best human resources in the industry.

Question 13. Is human resource development part of the parastatal's policy?

Table 13: Showing whether human resource development is integrated in the Centre's human resource management policy

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 5 | 100.00 |
| NO | 0 | 0.00 |
| TOTAL | 5 | 100.00 |

All the management staff are agreed on the fact that human resource development is integrated in the Centre's human resource management policy.

Question 14. How are training and development needs determined in the parastatal?

Table 14: Showing how training and development needs are determined

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| POOR PERFORMANCE | 0 | 0.00 |
| EMPLOYEE INITIATIVE | 0 | 0.00 |
| RANDOMLY | 2 | 40.00 |
| TECHNOLOGICAL INNOVATIONS | 3 | 60.00 |
| TOTAL | 5 | 100.00 |

The 'Technological innovations' alternative has a response percentage of 60% as against 40% for the 'Randomly' alternative. This indicates that training and development needs in the Centre are mostly determined by technological innovations.

Question 15. Is adequate attention being given to employee safety and health in the work place?

Table 15: Showing whether adequate attention is given to employee safety and health

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 5 | 100.00 |
| NO | 0 | 0.00 |
| TOTAL | 5 | 100.00 |

The response percentage indicates that adequate attention is being given to employee safety and health at the work place.

Question 16. What is the accident rate in your workshops and laboratories?

Table 16: Showing accident rate in workshops and laboratories

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| NIL | 1 | 20.00 |
| AT A MINIMUM | 4 | 80.00 |
| HIGH | 0 | 0.00 |
| TOTAL | 5 | 100.00 |

The response percentages indicate that accidents in the Centre's workshops and laboratories are at a minimum.

Question 17. In the event of accidents on the job, what structures are in place to offer immediate medical help?

Table 17: Showing facilities in place in time of urgent medical need

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| STAFF CLINIC | 3 | 60.00 |
| FIRST AID BOX | 0 | 0.00 |
| HOSPITAL ON RETAINERSHIP | 2 | 40.00 |
| NONE OF THE ABOVE | 0 | 0.00 |
| TOTAL | 5 | 100.00 |

The responses for Question 17 indicate that there is a medical facility on the ground to meet any emergencies that may occur at work.

Question 18. In the event that injuries sustained on the job render an employee incapable of working for life, what does the parastatal do?

Table 18: Showing what will be done in the event of an employee been incapacitated for life from an accident at work

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| NOTHING | 0 | 0.00 |
| PAYS A SPECIFIED SUM TO EMPLOYEE | 5 | 100.00 |
| PENSIONS EMPLOYEE OFF | 0 | 0.00 |
| TOTAL | 0 | 100.00 |

A specified sum will be paid to such an employee. It was gathered from verbal interviews that nothing of this sought has happened before, though the Centre's 'Conditions of service' provides for such an occurrence as stipulated by the 'Workman's Compensation Act'.

Question 19. Are there trade unions in existence in this parastatal?

Table 19: Showing whether there are trade unions in the Centre

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 0 | 0.00 |
| NO | 5 | 100.00 |
| TOTAL | 5 | 100.00 |

The response indicates that there is no trade union in the Centre.

Question 20. If no, how then are employee grievances heard?

Table 20: Showing how employee grievances are heard

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| SUGGESTION BOX | 0 | 0.00 |
| HAVE DIRECT ACCESS TO MANAGEMENT | 5 | 100.00 |
| HIGH | 0 | 0.00 |
| TOTAL | 5 | 100.00 |

The response indicates that employees have direct access to management.

Question 21. What is the relationship between employees and management like?

Table 21: Showing labour-management relationship

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| WARM | 0 | 0.00 |
| CORDIAL | 4 | 80.00 |
| CONFONTATIONAL | 0 | 0.00 |
| TOTAL | 5 | 100.00 |

The relationship between employees and management is cordial. This view is upheld by the 80% response percentage for the 'Cordial' response.

Question 22. Would you say that the calibre of staff you have now are capable of realizing the parastatal's goals and objectives?

Table 22: Showing whether the Centre's staff are capable of realizing its goals and objectives

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 5 | 100.00 |
| NO | 0 | 0.00 |
| TOTAL | 5 | 100.00 |

The management of the Centre is quite satisfied with the abilities of its employees.

Question 23. Would you say the parastatal provides its employees with the opportunities to realize their individual aspirations while pursuing the parastatal's goals and objectives?

Table 23: Showing whether the Centre provides its employees with the opportunities to achieve individual aspirations

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 4 | 80.00 |
| NO | 1 | 20.00 |
| TOTAL | 5 | 100.00 |

Most of the management staff are of the view that the Centre provides its employees with the opportunities to realize their individual aspirations while pursuing the Centre's goals and objectives.

Question 24. Would you also say that the needs of the community are been duly considered and served by the parastatal?

Table 24: Showing whether the needs of the community are been met

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 0 | 0.00 |
| NO | 0 | 0.00 |
| TO AN EXTENT | 5 | 100.00 |
| TOTAL | 5 | 100.00 |

The 'To an extent' response connotes that not all that ought to be done is been done.

Question 25. Considering the parastatal's management of its human resources, how would you rate its chances of survival in the present complex socio-economic environment?

Table 25: Showing how the management rate the Centre's chances of survival in the present economic situation

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| HIGH | 2 | 40.00 |
| LOW | 0 | 0.00 |
| MODERATE | 3 | 60.00 |
| TOTAL | 5 | 100.00 |

By the responses in Question 25, the management of the Centre is quite comfortable with the Centre's standing in the scheme of things at present and its future potentials.

### 4.1.2 Analysis And Interpretation Of Staff Questionnaire

Question 1. Since your employment has your performance been appraised?

Table 26. Showing whether employee performance is appraised.

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 19 | 79.17 |
| NO | 5 | 20.83 |
| TOTAL | 24 | 100.00 |

With a response percentage of 79.17% for the 'Yes' alternative, it is quite obvious that some performance appraisal does take place in the Centre.

Question 2. If yes, was it informal through verbal praise from your boss, or formal involving a lot of form filling?

Table 27 Showing how employee performance appraisal is done.

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| FORMAL | 14 | 73.68 |
| INFORMAL | 5 | 26.32 |
| TOTAL | 19 | 100.00 |

In Question 1, 19 out of the 24 respondents stated that their performance has been appraised on the job. It is to this 19 that Question 2 refers. In their response, 14 or 73.68% indicated that their performance on the job has been appraised informally. From personal interviews with the staff, I determined that performance appraisal of a formal nature is yet to be implemented. Therefore, the 5 respondents or 26.32 response percentage that indicated that performance appraisal

of a formal nature has taken place in their cases have been dismissed. Going by the statistics in Table 27, performance appraisal is done informally in the Centre.

Question 3. *If yes, how did you feel?*

Table 28 Showing how employees feel after appraisal

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| MOTIVATED | 16 | 84.21 |
| INDIFFERENT | 3 | 15.79 |
| TOTAL | 19 | 100.00 |

The response percentage of 15.79% indicates that 3 of the respondents are indifferent to verbal praise or a pat on the back from their superiors at work. 16 of the respondents whose responses constitutes 84.21% have indicated that they are motivated by such performance appraisals. Since 15.79% is negligible when compared to 84.21%, the interpretation of this analysis is that the Centre's staff are motivated when their performance on the job is appraised and acknowledged.

Question 4. If no, how do you feel?

Table 29 Showing how unappraised employees feel on the job

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| INDIFFERENT | 4 | 80.00 |
| EFFORTS NOT APPRECIATED | 1 | 20.00 |
| TOTAL | 5 | 100.00 |

With reference to Question 1, 5 out of the 24 respondents indicated that their performance has not been appraised. This question is directed to these respondents, thus, the total of

5 responses. Looking at the responses, 4 have indicated that they are indifferent to the fact that nobody has ever offered them a word of praise or encouragement. Going by the statistics at our disposal here, it is clear that the Centre's employees whose performance on the job has not been appraised are indifferent about it.

Question 5. Does your job situation allow for individual initiative and creativity?

Table 30 Showing if jobs enhance initiative and creativity

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| INDIFFERENT | 19 | 79.17 |
| EFFORTS NOT APPRECIATED | 5 | 20.83 |
| TOTAL | 24 | 100.00 |

Going by the response percentages of 79.17% for the 'Yes' alternative and 20.83% for the 'No' alternative, it is quite clear that most jobs in the Centre allow for individual initiative and creativity.

Question 6. How do you regard the compensation structure in the parastatal vis-a-viz what is obtained in the automobile industry in Nigeria?

Table 31 Showing how employees regard their compensation structure

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| VERY GOOD | 10 | 41.67 |
| AT PAR | 4 | 16.66 |
| POOR | 10 | 41.67 |
| TOTAL | 24 | 100.00 |

Since the 'Very Good' response and the 'At Par' response can be grouped together as positive responses, they tilt the balance against the 'Poor' response which has the same percentage response of 41.67% together with the 'Very Good' response. Thus, the responses to this question can be interpreted to mean that there are more employees who are comfortable with the present compensation structure than those who are dissatisfied with it. From further verbal interviews with employees, the researcher was able to gather that all employees who responded to the 'Very Good' and 'At Par' responses preferred to view their compensation structure within the framework of parastatals and research institutes in Nigeria other than the automobile industry. The percentage response of 41.66% from the 'Poor' alternative when followed up with personal interviews yielded the information that such respondents were more ready to align themselves with the automobile industry than government parastatals. They feel that despite the fact that government is footing the Centre's bills, the compensation structure should be such that can attract and retain the best in the industry.

Question 7. On your present salary, will more appreciation of your contributions on the job and more responsibility motivate you to higher level performance?

Table 32 Showing whether more appreciation and responsibility can motivate employees on the job.

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 17 | 70.83 |
| NO | 7 | 29.17 |
| TOTAL | 24 | 100.00 |

With a response percentage of 70.83%, the 'Yes' alternative in this question indicates that employees have a very high regard for effort appreciation and more responsibility on the job without a corresponding rise in monetary rewards.

Question 8. With an improved salary package and no recognition or added responsibility, do you envisage an increase in our performance?

Table 33 Showing whether more money with no appreciation or responsibility can motivate employees.

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 10 | 41.67 |
| NO | 14 | 58.33 |
| TOTAL | 24 | 100.00 |

The 'No' alternative has a higher response percentage of 58.33% signifying that monetary rewards alone cannot motivate most of the Centre's employees to higher level performance.

Question 9. Does the parastatal offer training and development facilities for its staff?

Table 34 Showing whether employees enjoy training and development.

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 24 | 100.00 |
| NO | 0 | 0.00 |
| TOTAL | 24 | 100.00 |

The response percentage of a 100 leaves no room for doubt. The Centre provides training and development opportunities for its employees.

Question 10. If yes, is staff training and development based on a recognised need or is it done randomly?

Table 35 Showing on what basis training and development takes place

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| RANDOMLY | 11 | 45.83 |
| RECOGNISED NEED | 13 | 54.17 |
| TOTAL | 24 | 100.00 |

Going by the response percentages in Table 35, staff training and development is favored to be based on a recognised need.

Question 11. Is there a criteria for determining who needs training and who does not?

Table 36 Showing criteria for determining who needs training

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 5 | 20.83 |
| NO | 13 | 54.17 |
| DO NOT KNOW OF ANY | 6 | 25.00 |
| TOTAL | 24 | 100.00 |

The 'No' and 'Do not know of any' alternatives which constitute negative responses to the question with response percentages of 54.17% and 25% respectively, show clearly that there is no defined criteria in determining individual training and development needs.

Question 12. If yes, what is the criteria?

Table 37 Showing criteria for training and development

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 5 | 100.00 |
| NO | 0 | 0.00 |
| DO NOT KNOW OF ANY | 0 | 0.00 |
| TOTAL | 5 | 100.00 |

Responding to Question 11, 5 respondents indicated that there is a criteria for determining who does and does not need training. It is to these respondents that Question 12 refers. With the statistics provided in Table 37, the respondents are agreed on the 'Staff Request' alternative.

Question 13. Have you been for any form of training?

Table 38 Showing whether employees are sent for training

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 8 | 33.33 |
| NO | 16 | 66.67 |
| TOTAL | 24 | 100.00 |

The response percentage of 66.67% indicates that most employees have not been for any form of training.

Question 14. If yes, how do you rate your performance on the job after training?

Table 39 Showing performance after training

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| IMPROVED | 7 | 87.50 |
| CANNOT FIT IN AGAIN | 0 | 0.00 |
| NO DIFFERENCE | 1 | 12.50 |
| TOTAL | 8 | 100.00 |

The total of 8 respondents for Question 14 is explained by the fact that only 8 respondents chose the 'Yes' alternative in Question 13. From the statistics in the table above, the performance of employees who have been for training has improved. This fact is upheld by the 87.5% response percentage for the 'Improved' alternative.

Question 15. Considering your type of work, how do you regard regular training?

Table 40: Showing how employees regard regular training

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| VERY IMPORTANT | 24 | 100.00 |
| INDIFFERENT | 0 | 0.00 |
| TOTAL | 24 | 100.00 |

Going by the statistics provided in Table 40, employees regard regular training on the job to be very important.

Question 16. Considering your present job situation, do you see your work as been unsafe and unhealthy?

Table 41: Showing whether jobs are safe and healthy

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 8 | 33.33 |
| NO | 16 | 66.67 |
| TOTAL | 24 | 100.00 |

The response percentage of 66.67% for the 'No' alternative indicates that most job situations are safe and healthy. Though the percentage response of 33.33% representing unsafe and unhealthy job situations is also worthy of mention.

Question 17. If yes, are there adequate facilities on the ground to provide immediate medical attention in the event of an accident?

Table 42: Showing whether there are adequate medical facilities

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 2 | 25.00 |
| NO | 6 | 75.00 |
| TOTAL | 8 | 100.00 |

Question 17 is directed at the 8 respondents for the 'Yes' alternative in Question 16. This explains the total of 8 respondents for Question 17. With a 75% response percentage for the 'No' alternative, it is obvious that there are no adequate medical facilities on the ground in the Centre to provide immediate medical attention in the event of an accident.

Question 18. Would you say the parastatal's emphasis on its employees' safety and health in the work place is good enough?

Table 43: Showing whether emphasis on employees' safety and health is good enough.

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 6 | 25.00 |
| NO | 18 | 75.00 |
| TOTAL | 24 | 100.00 |

The statistics in Table 43 indicate that the Centre's employees feel emphasis on their safety and health leaves much to be desired.

Question 19. Do you have a union in the work place?

Table 44: Showing whether there is a union in the work place

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 0 | 0.00 |
| NO | 24 | 100.00 |
| TOTAL | 24 | 100.00 |

The statistics in Table 44 indicate that there is no union existing in the Centre.

Question 20. If yes, are you a member?

Table 45: Showing union membership in the Centre

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 0 | 0.00 |
| NO | 0 | 0.00 |
| TOTAL | 0 | 0.00 |

Since there is no union in the Centre, Question 20 has failed to attract any response from respondents. It is not applicable.

Question 21. If no union, why?

Table 46: Showing why there is no union

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| NO NEED FOR ONE | 0 | 0.00 |
| HAVE NOT GOT ROUND TO IT YET | 3 | 12.50 |
| MANAGEMENT NOT IN SUPPORT | 21 | 87.50 |
| TOTAL | 24 | 100.00 |

The response percentage of 87.5% indicates that management is not in support of a union existing in the Centre.

Question 22. How then are your grievances heard?

Table 47: Showing how employee grievances are heard

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| WE HAVE NO GRIEVANCES | 0 | 0.00 |
| HAVE DIRECT ACCESS TO MANAGEMENT | 3 | 12.50 |
| MANAGEMENT NOT IN SUPPORT | 21 | 87.50 |
| TOTAL | 24 | 100.00 |

Though there is no union to pursue employee interests, employees have direct access to management. This is affirmed by the 87.5% response percentage for the 'We have direct access to management' alternative.

Question 23. Apart from the parastatal's goals and objectives, do you have any individual needs you are aiming to achieve on the job?

Table 48: Showing whether employees have individual needs apart from the parastatal's goals and objectives.

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 16 | 66.67 |
| NO | 8 | 33.33 |
| TOTAL | 24 | 100.00 |

With a response percentage of 66.67% for the 'Yes' alternative, it indicates that most employees in the Centre have individual needs they hope to achieve on the job other than the Centre's goals and objectives.

Question 24. Looking at this parastatal, do you think it can provide you the opportunity to realize your aspirations?

Table 49: Showing whether the Centre provides opportunities for employees to realize their objectives

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 19 | 79.17 |
| NO | 5 | 20.83 |
| TOTAL | 24 | 100.00 |

With the statistics available in Table 49, most employees have indicated that the Centre is capable of providing them the opportunities to realize their aspirations.

Question 25. Without the parastatal adequately taking care of your needs, do you see yourself continuing to put in your best effort?

Table 50: Showing whether employees will continue to put in their best efforts regardless of their conditions of service.

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 9 | 37.50 |
| NO | 15 | 62.50 |
| TOTAL | 24 | 100.00 |

Most employees of the Centre do not see themselves continuing to put in their best efforts without the Centre adequately taking care of their needs.

Question 26. Working under the right conditions, do you think you have the ability to help the parastatal achieve its objectives?

Table 51: Showing what the Centre's employees' feel about their individual abilities.

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 24 | 100.00 |
| NO | 0 | 0.00 |
| TOTAL | 24 | 100.00 |

The employees of the Centre feel that under the right conditions, they have the ability to aid the Centre achieve its goals and objectives.

### 4.1.3 ANALYSIS AND INTERPRETATION OF LOCAL COMMUNITY QUESTIONNAIRE

Question 1. Are you aware of the existence of the Centre for Automotive Design and Development, Samaru, Zaria?

Table 52: Showing whether the local community is aware of the Centre's existence

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 26 | 87.67 |
| NO | 4 | 12.33 |
| TOTAL | 30 | 100.00 |

The statistics in Table 52 indicate that most members of the local community are aware of the Centre's existence. This view is upheld by the 87.67% response percentage.

Question 2. Do you know what its objectives are?

Table 53: Showing whether the local community is conversant with the Centre's goals and objectives

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 24 | 80.00 |
| NO | 6 | 20.00 |
| TOTAL | 30 | 100.00 |

The response percentage of 80% for the 'Yes' alternative indicates that most members of the local community are conversant with the Centre's objectives.

Question 3. Are you aware of how much of these objectives have been realised?

Table 54: Showing whether the local community is aware of the Centre's progress

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 5 | 20.83 |
| NO | 19 | 79.17 |
| TOTAL | 24 | 100.00 |

With a 79.17% response percentage for the 'No' alternative, it is quite clear that the local community is not abreast with the Centre's progress.

Question 4. If yes, are you impressed with the rate of progress?

Table 55: Showing whether the local community is satisfied with progress at the Centre

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 5 | 100.00 |
| NO | 0 | 0.00 |
| TOTAL | 5 | 100.00 |

In Question 3, 5 respondents indicated they were aware of how much of the Centre's objectives had been realized. Question 4 is directed to these 5 respondents, this explains the response of 5 for question 4. They are all agreed that the pace of the Centre's progress is impressive.

Question 5. Looking at CADD as an organisation in your community, do you think it owes you any service?

Table 56: Showing whether the community feels the Centre owes it a service

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 19 | 86.67 |
| NO | 5 | 13.33 |
| TOTAL | 24 | 100.00 |

The 86.67 response percentage for the 'Yes' alternative is indicative that the local community feels the Centre owes it a service for its existence within its framework.

Question 6. If yes, in what form do you expect this service?

Table 57: Showing the form in which the local community expects services from the Centre

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| JOB OPPORTUNITIES | 8 | 26.67 |
| EDUCATIONAL SCHOLARSHIPS | 3 | 10.00 |
| BUILDING OF SCHOOLS,HOSPITALS, ETC. | 0 | 0.00 |
| ANY OF THE ABOVE | 19 | 63.33 |
| TOTAL | 30 | 100.00 |

From the statistics in Table 57, any of the listed alternatives in Question 6 is acceptable to the community. This is indicated by the 63.33% response percentage for the 'Any of the above' alternative.

Question 7. Considering your interest in CADD, do you have easy access to information about it and what it is doing?

Table 58: Showing whether members of the local community have easy access to information about the Centre

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 0 | 0.00 |
| NO | 26 | 100.00 |
| TOTAL | 26 | 100.00 |

The responses in Question 7 indicates that, interested members of the local community do not have easy access to information about the Centre.

Question 8. If yes, how?

Table 59: Showing the medium through which the local community get information about the Centre

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 0 | 0.00 |
| NO | 0 | 0.00 |
| TOTAL | 0 | 0.00 |

Since all the respondents from the local community do not have easy access to information about the Centre, they have found Question 8 not applicable.

Question 9. If no, would you deem the establishment of a line of communication between CADD and the public as necessary?

Table 60: Showing necessity of a line of communication between the Community and the Centre.

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| YES | 26 | 100.00 |
| NO | 0 | 0.00 |
| TOTAL | 26 | 100.00 |

Going by the above response, the necessity of establishing a line of communication between the Centre and the local community cannot be over exaggerated.

Question 10. What do you think of the concept of an all Nigerian car?

Table 61: Showing what the local community think of the concept of an all Nigerian car

| ALTERNATIVES | NO. OF RESPONSES | RESPONSE % |
|---|---|---|
| UNCALLED FOR | 0 | 0.00 |
| TIMELY | 5 | 16.67 |
| LONG OVERDUE | 25 | 83.33 |
| TOTAL | 30 | 100.00 |

The statistics in Table 61 indicates that the concept of an all Nigerian car from the point of view of most of the respondents, is long overdue.

## TEST OF HYPOTHESIS I

$H_0$ : Nigerian parastatals are not achieving their set goals and objectives.

$H_1$ : Nigerian parastatals are achieving their set goals and objectives.

Question: Considering the present socio-economic situation in the country, will you say the Centre is achieving its set goals and objectives?

Table 62: Showing response to question for test of Hypothesis I

| | RESPONSE ALTERNATIVE | | | |
|---|---|---|---|---|
| RESPONDENT | YES | NO | PARTIALLY | TOTAL |
| MANAGEMENT | 5 | 0 | 0 | 5 |
| STAFF | 21 | 0 | 3 | 24 |
| COMMUNITY | 22 | 3 | 5 | 30 |
| TOTAL RESPONSE | 48 | 3 | 8 | 59 |
| RESPONSE % | 81.40 | 5.10 | 13.50 | 100.00 |

With response percentages of 81.4%, 5.1%, and 13.5% for the `Yes', `No' and 'Partially' alternatives respectively, it interpreted that most of the respondents are agreed on the `Yes' alternative. This alternative affirms that the socio-economic situation in the country notwithstanding, parastatals in Nigeria are achieving their set goals and objectives.

By this interpretation, the alternative hypothesis which states that, 'Nigerian parastatals are achieving their set goals and objectives' is accepted. The null hypothesis stands rejected.

## TEST OF HYPOTHESIS II

$H_0$ : Human resources in Nigerian parastatals are unmotivated and dissatisfied.

$H_1$ : Human resources in Nigerian parastatals are motivated and satisfied.

Question: With the current clamor for better conditions of service by the nations work-force, will you say that the Centre's employees are motivated and satisfied by their working conditions?

Table 63: Showing response to question for test of Hypothesis II

| | RESPONSE ALTERNATIVE | | | |
|---|---|---|---|---|
| RESPONDENT | YES | NO | PARTIALLY | TOTAL |
| MANAGEMENT | 3 | 2 | 0 | 5 |
| STAFF | 10 | 12 | 2 | 24 |
| COMMUNITY | 7 | 21 | 3 | 30 |
| TOTAL RESPONSE | 20 | 34 | 5 | 59 |
| RESPONSE % | 30.50 | 61.00 | 8.5 | 100.00 |

From Table 63 it can be observed that the 'No' alternative has the highest percentage response of 61% as against 30.5% for the 'Yes' alternative and 8.5% for the 'Partially' alternative.

Interpretably, these responses indicate that most respondents are the opinion that the lot of employees in parastatals in Nigeria is below expectation.

The alternative hypothesis is rejected. The null hypothesis which states that 'Human resources in Nigerian parastatals are unmotivated and dissatisfied' is thus accepted.

## TEST OF HYPOTHESIS III

$H_0$ : Communal needs and expectations are not been duly considered and served by Nigerian parastatals.

$H_1$ : Communal needs and expectations are been duly considered and served by Nigerian parastatals.

Question: Does the Centre recognise, consider and serve the socio- cultural expectations of the community in which they exist?

Table 64: Showing response to question for test of Hypothesis III

| | RESPONSE ALTERNATIVE | | | |
|---|---|---|---|---|
| RESPONDENT | YES | NO | PARTIALLY | TOTAL |
| MANAGEMENT | 0 | 0 | 5 | 5 |
| STAFF | 6 | 12 | 6 | 24 |
| COMMUNITY | 0 | 20 | 9 | 30 |
| TOTAL RESPONSE | 6 | 33 | 20 | 59 |
| RESPONSE % | 10.10 | 56.00 | 33.90 | 100.00 |

The 10.2% percentage response for the 'Yes' alternative indicates that very few of the respondents are of the opinion

that parastatals recognize, consider and serve the expectations of the communities in which they exist. 22% of the respondents indicate that, in as much as some consideration is given to communities, there is still much to be desired. While the 67.8% response percentage for the 'No' alternative is indicative that most respondents are of the opinion that parastatals are not recognizing, considering nor serving the expectations of communities.

Going by this interpretation, the null hypothesis, which states that, 'Communal needs and expectations are not been duly considered and served' is accepted. The alternative hypothesis is thus rejected.

## TEST OF HYPOTHESIS IV

$H_0$ : Parastatals in Nigeria do not have the requisite know-how to survive in the present socio-economic climate and beyond.

$H_1$ : Parastatals in Nigeria have the requisite know-how to survive in the present socio-economic climate and beyond.

**Question**: Considering the present socio-economic climate, will you say parastatals in Nigeria have the administrative and technical know-how to survive in these times and beyond.

Table 65: Showing response to question for test of Hypothesis IV

| | RESPONSE ALTERNATIVE | | | |
|---|---|---|---|---|
| RESPONDENT | YES | NO | PARTIALLY | TOTAL |
| MANAGEMENT | 3 | 1 | 1 | 5 |
| STAFF | 18 | 2 | 4 | 24 |
| COMMUNITY | 20 | 5 | 5 | 30 |
| TOTAL RESPONSE | 6 | 33 | 20 | 59 |
| RESPONSE % | 10.10 | 56.00 | 33.90 | 100.00 |

13.5% of the respondents indicate that parastatals are not equipped to survive these times and beyond. 17.5% feel parastatals are partially equipped. While 69.5% indicate that parastatals in Nigeria are equipped with the know-how and equipment to survive.

The alternative hypothesis, which states that, 'Parastatals in Nigeria have the administrative/technical know-how as well as

the requisite equipment to survive in the present socio-economic climate and beyond', is accepted. The null hypothesis is rejected.

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1. E.C. Osuala; *Introduction To Research Methodology*; Africana-Fep Publishers Ltd,1982, pg.128.

2. Ibid; 129.

3. Ibid; 129.

# CHAPTER FIVE

## SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 5.1.1 Summary

In recent times, the rate of inflation has risen by the day and costs of production have gone higher. As a result, organizations in Nigeria - private, public and governmental - have found it more difficult to keep their heads above water.

For the same reasons of rising inflationary rates and astronomical costs of living, the Nigerian worker has found it increasingly difficult to equate his input in the system with what the system offers in return.

Communities in which these organizations operate are rising to the occasion day by day, demanding more and more in terms of social responsibility.

It is the prerogative of Human Resource Management to interweave the above three scenarios such that, organisational goals and objectives are realised, human resource needs are adequately met, and communal expectations are duly considered and served.

The curiosity of the researcher was pricked, to ascertain how parastatals in Nigeria are faring in the light of inadequate funds and rising inflation, human resource awareness and the demand for basic working rights, the push from communities for the recognition and service of their expectations, and the survival of parastatals in these turbulent times and beyond.

Relevant literature was reviewed to get a grasp of what is already known about the subject of Human Resource Management. The Human Resource Management functions of, planning for human resource needs, staffing the personnel needs of the organisation, appraising and compensating employee behaviour, improving employees and the work environment and establishing and maintaining effective working relationships were reviewed in detail. The human resource side of organisation with attention on the needs and aspirations of employees with reference to classical theories of motivation was also reviewed. The relationship between organizations and communities was also looked into.

The study set out to test four hypotheses. Considering time and financial constraints, the researcher used the Centre for Automotive Design and Development, Samaru-Zaria, as a case study. All findings and conclusions made in this parastatal have been generalized as applicable to all parastatals in Nigeria. Relevant literature, government publications, official

documents, newsletters, personal interviews and questionnaires were used to collect data. In analyzing data collected from questionnaires, the percentage of responses for each alternative against the total responses for the question were taken and then interpreted. The four hypotheses guiding the research were then analysed and interpreted.

The research findings have shown parastatals in Nigeria to have the human resources they require. Compensation policies, training and development programmes, safety and health policies, and relationships with employees to be inadequate. Consideration and service of communal expectations to be at a minimum. And the survival of parastatals today and beyond to be unquestionable with the right attitude by government and the review of human resource policies to motivate employees.

### 5.1.1 Conclusions

Conclusions drawn here are based on the research findings and the hypotheses which this study set out to test. The conclusions drawn from this study are as follows:-

Parastatals in Nigeria are achieving their set goals and objectives.

Human resources in Nigerian parastatals are unmotivated and dissatisfied.

Communal needs and expectations are not been duly considered and served.

Parastatals in Nigeria have the requisite know-how and equipment to survive the present socio-economic climate and beyond.

### 5.1.3 Recommendations

Effective HRM can help in many ways to ensure that parastatals survive and prosper. But challenges that confront HRM are by no means simple. It is not child's play to tussle with issues as fair wages, the way in which labour should exercise its voice in matters of interest to it, reaction to political activities and how far one has a right to go into matters pertaining to private and community affairs. Complex though these challenges are themselves, their solutions are made more difficult by the following obstructions:

i) Inadequate funding by government after establishing parastatals.
ii) The human factor is difficult to interpret, and its probable future actions are difficult to forecast.

iii) The common human shortcomings of ignorance, selfishness and prejudice interfere with the applications of logical methods.

If these obstructions could be removed, a long stride would have been taken in reducing HRM problems. The following recommendations are however proffered to help parastatal managements tackle identified inadequacies and look to the future with more certainty and confidence. They are:

Governments should endeavor to closely and continuously monitor the activities of parastatals, such that, their financial needs are adequately taken care of to ensure the smooth running of their operations and the ultimate attainment of their set goals and objectives.

Existing human resource policies on compensation, training and development, employee safety and health, should be reviewed to enable parastatals not only acquire the requisite manpower for the attainment of their goals and objectives, but also maintain and retain them.

Parastatals should take a closer and more serious attitude towards communities in which they exist so that the expectations of such communities like, job opportunities,

scholarships, schools and clinics would be better recognised and served.

It is quite certain that labour would exert more influence on decisions which affect their interests. Whether this influence would emphasize voluntary co-operation with management, intervention through union representatives, legislative controls or some combination of these is not quite certain. But in view of past trends and current developments there is reason to expect the voice of labour to become louder other than more subdued. Parastatal managements should not only co-opt existing labour unions in their various establishments, they should also encourage their establishment where none exist.

Technological changes are expected to be more striking than they have been in the past, and their impact on labour relations more electrifying. Parastatals should endeavor to be abreast of these changes by way of acquisition of such technology and vigorous training and development programmes.

For their survival, parastatals in Nigeria should take a broader view of their responsibilities than they have in the past. Once it was nationally accepted that business should be judged by the profit test. Management was appraised according to how well it protected the interests of the financial investor. Gradually and increasingly other tests have been

added. It is, therefore, neither radical nor impractical to recommend also, that to survive in these times, parastatals in Nigeria must serve personal and psychological needs, community and social responsibilities, and appropriate roles in political, religious and educational affairs with success.

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# APPENDIX

Department of Business Administration,
Faculty of Administration,
A.B.U., Zaria.
28th February, 1996.

The Director,
Centre for Automotive Design and Development,
A.B.U., Zaria.

Dear Sir,

REQUEST TO USE CADD AS A CASE STUDY FOR MBA RESEARCH

I hereby request your permission to use the Centre for Automobile Design and Development, A.B.U., Zaria, as a case study for my MBA thesis. The research topic is:

"The Effectiveness Of Human Resource Management And The Survival Of Parastatals In Nigeria".

Any information made available to me will be used for the purpose of this research only.

Herewith attatched, is a letter of introduction from my department. Thank you in anticipation of your acceptance.

Yours Sincerely,

Yoosu, Doo Francis.

# AHMADU BELLO UNIVERSITY

5

## DEPARTMENT OF BUSINESS ADMINISTRATION


: ZARIA 32091 Ext. 70, 32734
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MAJOR GENERAL MAMMAN KONTAGORA (RTD)
E VICE-CHANCELLOR
~~rof. Daniel Y. Garr~~
lc. DVM(KSU), M.Sc.
nasola) Ph.D (ABU)

EAD OF DEPARTMENT:
r. P. D. Bagobiri
lc.(ABU), M.PHIL(Oxon), D.PHIL (Oxon),
.B.(ABU)B.L., AMBIM, MNIRA, AMNIM.

INSTITUTE OF ADMINISTRATION
P.M.B. 1013
ZARIA, NIGERIA


Your Ref: _____

Our Ref: G92BA7277

Date 23rd February, 1996

TO WHOM IT MAY CONCERN

YOOSU, FRANCIS DOO - G92BA7277

This is to confirm and inform you that YOOSU, FRANCIS DOO, candidate No. G92BA7277 duly registered and has completed all the Course Works prescribed for the Degree of Masters of Business Administration (MBA) in the Department of Business Administration, Ahmadu Bello University, Zaria.

He is awaiting results.

Please give him any necessary assistance he may require from you.

Mallam Ibrahim Fari Okeji,
Co-Ordinator MBA Programme.

**CENTRE FOR AUTOMOTIVE DESIGN AND DEVELOPMENT**
(Federal Ministry of Industry P.O. Box 491, Samaru - Zaria, Nigeria)
*New Faculty of Engineering Complex, ABU, Samaru, Zaria*

*Telegrams:*
*Telephone: 069-50840 & 32044*
Directline:
Telex:
**Fax:- 069 - 32044**

*Your Ref:* G92BA7277

*Our Ref:* CADD/ED/ADM/71/V.I

Date: 19th March, 1996

Mr. Yoosu Doo Francis,
Dept. of Business Admin.,
Faculty of Administration,
Ahmadu Bello University,
Zaria.

Dear Mr. Yoosu,

**RE: REQUEST TO USE CADD AS A CASE STUDY FOR MBA RESEARCH**

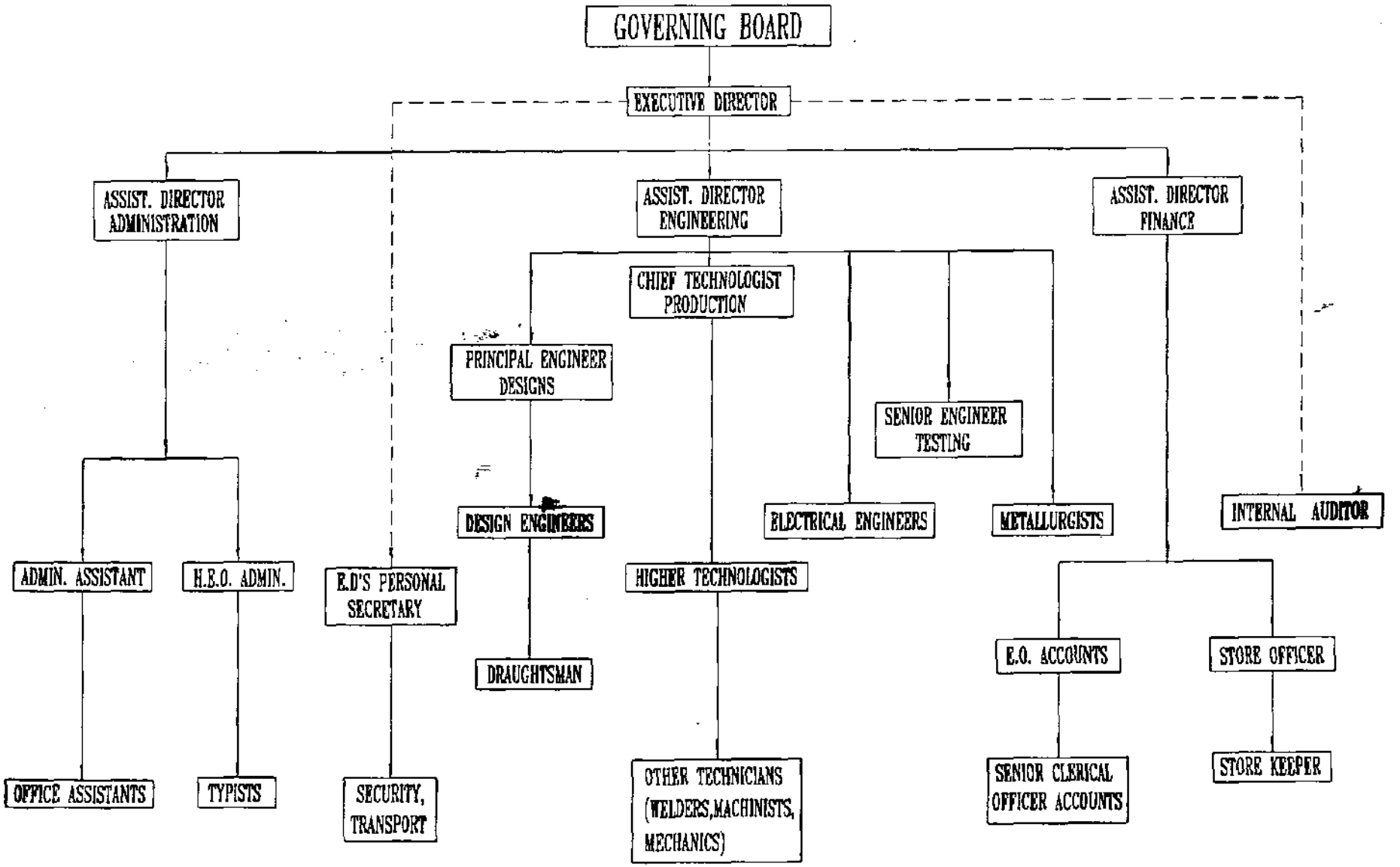
I hereby convey approval for your request to use CADD as case study for MBA Research on the Effectiveness of Human Resources Management and The Survival of Parastatals in Nigeria.

Prof. C.O. Folayan
Executive Director

Chairman, Governing Council and Hon. Minister of Industry: **Lt. Gen. Mohammed Balarabe Haladu** FSS, MSS, DSS, mni FIAMN, MSc.
Executive Director: **Prof. C. O. Folayan,** *BSc.(Eng.) ABU, MSc, D.I.C., Ph.D. (London), MNSE, MSAE, R. Eng. FSESN*

# CENTRE FOR AUTOMOTIVE DESIGN AND DEVELOPMENT, ZARIA

## ORGANISATIONAL CHART



Faculty of Administration,
Dept. of Business Administration,
Ahmadu Bello University, Zaria.

Dear Sir/Madam,

Your answers in this questionnaire will provide information which will aid the qualitative completion of a research work on, "The Effectiveness of Human Resources Management and The Survival of Parastatals in Nigeria" for the award of a Masters degree in Business Administration(MBA).

With the Centre for Automotive Design and Development, Samaru, Zaria, as a case study, it is hoped that your answers to the questions will be as they apply in your local situation.

Thank you, in anticipation of your co-operation.

Researcher.

Please tick the most appropriate option

1. Are job positions in this parastatal a result of detailed job design and analysis?

   A. YES  B. NO

2. On what basis are people employed in this parastatal?

   A. On specific request by the unit concerned based on a recognised need.
   B. At the discretion of the management of the parastatal.
   C. On directions from the parent Ministry.

3. Are vacancies for job positions advertised in National newspapers?

   A. YES  B. NO

4. If advertised, is adequate notice given to enable applications from all over the country reach the stated address?

   A. YES  B. NO

5. In trying to fill job positions are detailed descriptions of the jobs and the type of persons to fill them clearly specified?

   A. YES  B. NO

6. Are candidates to be selected from for a job position adequately screened to ensure that your standards will be met?

   A. YES  B. NO

7. What constitutes the selection process?

   A. Verbal interviews
   B. Written tests
   C. A & B

8. After selection and placement on the job, are performance appraisals conducted to determine the employee's actual performance on the job?

   A. YES  B. NO

9. Where after appraisal performance is short of set standards, what happens?

   A. Employee is fired.
   B. Employee is transferred.
   C. Employee is sent for training.

10. In compensating its employees, the emphasis of the parastatal is on,

   A. direct monetary compensation.
   B. fringe benefits.
   C. A & B.

11. In comparison to other organizations in the automobile industry in Nigeria, at what level will you place the parastatal's compensation policy?

   A. At par.
   B. Much higher than any other.
   c. The lowest in the industry.

12. Is the parastatal's current compensation package capable of attracting and retaining the best human resources in the industry?

   A. YES  B. NO

13. Is human resources development part of the parastatals policy?

   A. YES  B. NO

14. How are training and development needs determined in the parastatal?

   A. Poor performance.
   B. Employee initiative.
   C. Randomly.
   D. Technological innovations.

15. Is adequate attention been given to employee safety and health in the work place?

   A. YES  B. NO

16. What is the accident rate in your workshops and laboratories?

A. Nil.
B. At a minimum.
C. High.

17. In the event of accidents on the job, what structures are in place to offer immediate medical help?

A. Staff clinic.
B. First Aid Box.
C. Hospital on ons.
D. None of the above.

18. In the event that injuries sustained on the job render an employee incapable of working for life, what does the parastatal do?

A. Nothing.
B. Pays a specified sum to employee.
C. Pensions employee off.

19. Are there trade unions in existence in this parastatal?

A. YES B. NO

20. If no, how then are employee grievances heard?

A. Suggestion box.
B. Have direct assess to management.
C. Employees have no grievance.

21. What is the relationship between employees and management like?

A. Warm .
B. Cordial.
C. Confrontational.

22. Would you say that the calibre of staff you have now are capable of realizing the parastatal's goals and objectives?

A. YES B. NO

23. Would you say the parastatal provides its employees with the opportunities to realize their individual aspirations while pursuing the parastatal's goals and objectives?

A. YES B. NO

24. Would you also say that the needs of the community are been duly considered and served by the parastatal?

A. Yes.
B. No.
C. To an extent.

25. Considering the parastatal's management of its human resources, how would you rate its chances of survival in the present complex economic environment?

A. High.
B. Low.
C. Moderate.

26: Considering the present socio-economic situation in the country, will you say the Centre is achieving its set goals and objectives?

A. YES B. NO C. PARTIALLY

27: With the current ies for better conditions of service by the nations workforce, will you say that the Centre's employees are motivated and satisfied by their working conditions?

A. YES B. NO C. PARTIALLY

28: Does the Centre ies, consider and serve the socio-cultural expectations of the community in which they exist?

A. YES B. NO C. PARTIALLY

29: Considering the present socio-economic climate, will you say parastatals in Nigeria have the administrative and technical knowhow to survive in these times and beyond.

A. YES B. NO C. PARTIALLY

Faculty of Administration,
Dept. of Business Administration,
Ahmadu Bello University, Zaria.

Dear Sir/Madam,

Your answers in this questionnaire will provide information which will aid the qualitative completion of a research work on, "The Effectiveness of Human Resources Management and The Survival of Parastatals in Nigeria" for the award of a Masters degree in Business Administration(MBA).

With the Centre for Automotive Design and Development, Samaru, Zaria, as a case study, it is hoped that your answers to the questions will be as they apply in your local situation.

Thank you, in anticipation of your co-operation.

Researcher.

Please tick the most appropriate option

1. Since you employment has your performance been appraised?

   A. YES  B. NO

2. If yes, was it informal through verbal praise from your boss, or formal involving a lot of form filling?

   A. Informal.
   B. Formal.

3. If yes, how did you feel?

   A. Motivated.
   B. Indifferent.

4. If no, how do you feel?

   A. Indifferent.
   B. Efforts not appreciated.

5. Does your job situation allow for individual initiative and creativity?

   A. YES  B. NO

6. How do you regard the compensation structure in the parastatal vis-a-viz what is obtained in the automobile industry in Nigeria?

   A. Very good.
   B. At par.
   C. Poor.

7. On your present salary, will more appreciation of your contributions on the job and more responsibility motivate you to higher level performance?

   A. YES  B. NO

8. With an improved salary package and no recognition or added responsibility, do you envisage an increase in your performance?

   A. YES  B. NO

9. Does the parastatal offer training and development facilities for its staff?

   A. YES  B. NO

10. If yes, is staff training and development based on a recognised need or is it done randomly?

A. Randomly
B. Recognised need

11. Is there a criteria for determining who needs training and who does not?

A. Yes
B. No
C. I do not know of any.

12. If yes, what is the criteria?

A. Staff request.
B. Staff with poor performance records.
C. Brilliant staff.

13. Have you been for any form of training?

A. YES B. NO

14. If yes, how do you rate your performance on the job after training?

A. Improved
B. Cannot fit in again.
C. No difference.

15. Considering your type of work, how do you regard regular training?

A. Very important.
B. Indifferent.
C. Not important.

16. Considering your present job situation, do you see your work as been unsafe and unhealthy?

A. YES B. NO

17. If yes, are there adequate facilities on the ground to provide immediate medical attention in the event of an accident?

A. YES B. NO.

18. Would you say the parastatal's emphasis on its employees' safety and health in the work place is good enough?

A. YES B. NO

19. Do you have a union in the work place?

A.YES B. NO

20. If yes, are you a member?

A. YES B. NO

21. If no union, why?

A. No need for one.
B. Haven't got round to it yet.
C. Management not in support.

22. How then are your grievances heard?

A. We have no grievances.
B. We have direct assess to management.
C. Suggestion box.

23. Apart from the parastatal's goals and objectives, do you have any individual needs you are aiming to achieve on the job?

A. YES B. NO

24. Looking at this parastatal, do you think it can provide you the opportunity to realize your aspirations?

A. YES B. NO

25. Without the parastatal adequately taking care of your needs, do you see yourself continuing to put in your best effort?

A. YES B. NO

26. Working under the right conditions, do you think you have the ability to help the parastatal achieve its objectives?

A. YES B. NO

27: Considering the present socio-economic situation in the country, will you say the Centre is achieving its set goals and objectives?

A. YES B. NO C. PARTIALLY

28: With the current ies for better conditions of service by the nations work-force, will you say that the Centre's employees are motivated and satisfied by their working conditions?

A. YES B. NO C. PARTIALLY

29: Does the Centre ies, consider and serve the socio-cultural expectations of the community in which they exist?

A. YES B. NO C. PARTIALLY

30: Considering the present socio-economic climate, will you say parastatals in Nigeria have the administrative and technical know-how to survive in these times and beyond.

A. YES B. NO C. PARTIALLY

Faculty of Administration,
Dept. of Business Administration,
Ahmadu Bello University, Zaria.

Dear Respondent,

This questionnaire is to aid the qualitative completion of a research work on, "The Effectiveness of Human Resources Management and The Survival Of Parastatals in Nigeria" for the award of a Masters degree in Business Administration (MBA).

The Centre for Automobile Design and Development has been chosen as a case study. Your answers to the following questions will help the researcher appreciate the role CADD has played in your community and whether it has met your expectations.

Thank you, in anticipation of your co-operation.

Researcher.

Please tick the most appropriate option.

1. Are you aware of the existence of the Centre for Automotive Design and Development, Samaru, Zaria?

   A. YES B. NO

2. Do you know what its objectives are?

   A. YES B. NO

3. Are you aware of how much of these objectives have been realised?

   A. YES B. NO

4. If yes, are you impressed with the rate of progress?

   A. YES B. NO

5. Looking at CADD as an organisation in your community, do you think it owes you any service?

   A. YES B. NO

6. If yes, in what form do you expect this service?

   A. Job opportunities for local community.
   B. Educational scholarships.
   C. Building of schools, hospitals,etc.
   D. None of the above.

7. Considering your interest in CADD, do you have easy access to information about it and what it is doing?

   A. YES B. NO

8. If yes, how?

   A. Through newsletters/bulletins.
   B. Public Relations department.

9. If no, would you deem the establishment of a line of communication between CADD and the public as necessary?

   A. YES B. NO

10. What do you think of the concept of an all Nigerian car?

A. Uncalled for.
B. Timely.
C. Long overdue.

11: Considering the present socio-economic situation in the country, will you say the Centre is achieving its set goals and objectives?

A. YES B. NO C. PARTIALLY

12: With the current ies for better conditions of service by the nations work-force, will you say that the Centre's employees are motivated and satisfied by their working conditions?

A. YES B. NO C. PARTIALLY

13: Does the Centre ies, consider and serve the socio-cultural expectations of the community in which they exist?

A. YES B. NO C. PARTIALLY

14: Considering the present socio-economic climate, will you say parastatals in Nigeria have the administrative and technical know-how to survive in these times and beyond.

A. YES B. NO C. PARTIALLY