AN EVALUATION OF THE PERFORMANCE OF KADUNA STATE TRANSPORT AUTHORITY KADUNA

By

ABUKS SIMON PETER

A THESIS SUBMITTED TO THE POSTGRADUATE SCHOOL IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR OF THE DEGREE OF MASTERS OF PUBLIC ADMINISTRATION (MPA)

DEPARTMENT OF PUBLIC ADMINISTRATION
FACULTY OF ADMINISTRATION
AHMADU BELLO UNIVERSITY
ZARIA.

AUGUST, 2007

DECLARATION

I, ABUKS, SIMON PETER, hereby declare that this thesis is written by me and that it has not been previously submitted in this or any other institution. I also declare that, the works of other authors are fully acknowledged where appropriate.

---------- **----------**

ABUKS, Simon Peter **Date**

i

CERTIFICATION

This thesis entitled: An evaluation of the performance of Kaduna State Transport Authority Kaduna: by Simon P. Abuks meets the requirements, governing the award of Master, Degree in Public Administration, Ahmadu Bello University Zaria and is approved for its contribution to knowledge.

----------	**----------**
Dr. Kola E. Obaitan **Chairman, Supervisory Committee**	**Date**
----------	**----------**
Dr. S.B. Abdulkarin **Member, Supervisory Committee**	**Date**
----------	**----------**
Dr. S. M. Ngu **Head of Department**	**Date**
----------	**----------**
Prof. S.A. Nkom **Dean, Postgraduate School**	**Date**

DEDICATION

This MPA Thesis is dedicated to my Family for the patience and endurance throughout my studies especially Joseph (my elder Brother) who encouraged me to read ad forget about anything that may try to interfere with my work.

ACKNOWLEDGEMENT

Before I say anything, I have to first of all express my thanks to the Almighty Father, for giving me the strength, courage and endurance to enroll in to this programme. I have to also thank him for protecting me throughout the period of this study to this very time. Thou, we stated many, but only a few of us were able to pass through successfully of which I am one of the successful ones. So, the thanking becomes imperative.

It is also a duty for me to express my sincere gratitude my supervisor, Prince (Dr) Kola Obaitan who gave me the maximum support throughout the period of supervising my work. Apart from correcting my work, he gives me the needed encouragement to read and work harder so that I can finish on time. I personally have nothing to give him for this assistance. My prayer is that, the Almighty God should reward him abundantly.

I, also have to express my gratitude to my wife, mother and sisters for the endurance and encouragement.

ABSTRACT

The Kaduna State Transport Authority (KSTA) was established to ease the problems of transportation in the state and the country at

large. In view of that, the government voted a huge sum of money in order to achieve this noble objective.

This has stimulated the researcher to evaluate the performance, by carefully looking at the following variables; the input of the government, how the input is being utilized and the output, then finally the feelings of the public to the output. "Poor condition of service in Kaduna State Transport Authority does not lead to low performance".

Secondly, "the poor performance in Kaduna State Transport Authority is a result of the quality of the management".

The researcher applied the questionnaire method in the collection of the data, chi-square and percentages as the methods of quantifying the data collected.

The research revealed that poor condition of service is responsible for the low performance thou, there are other factors that are responsible for the low performance such as corruption, bad employment policy, unqualified workers. Such as Drivers and Mechanic.

v

The researcher recommends that the government should employ the right persons especially Engineers, Drivers and Mechanics, since the finding revealed that those employed by the

government are not qualify to be there. The condition of service should be improved for the workers, there should be proper checking and auditing of the accounts to reduce the high level of corruptions and the employment policy should be on what you know not who you know.

TABLE OF CONTENTS

Title Page……i

Declaration……ii

Certification……..……iii

Dedication……..……..iv

Acknowledgement……..……v

Abstract……..……....vi

Table of Contents…….……vii

List of Tables…….……..viii

CHAPTER ONE…...…….……1

Introduction……..…….....1

1.1 Background to the Study…….……...1

1.2 Statement of the Problem……...…2

1.3 Objectives of the Study……...3

1.4 Hypotheses Tested……...…4

1.5 Scope and Limitation of the Study…….……..4

1.6 Significance of the Study…….5

1.7 Methodology of the Study……...6

1.7.1 Sources of Data Collection……..……7

1.7.2 Population/Sample Size of the Study…….……7

1.7.3 Method of Data Analysis…….8

1.7.4 Administration of Questionnaires…….….9

1.8 Plan of the Thesis…….9

1.9 Definition of Terms……...10

ENDNOTES…….……14

CHAPTER TWO……..……...15

LITERATURE REVIEW AND THEORETICAL FRAMEWORK……15

2.1 Introduction……...15

2.2.1 Concept of Management……..……15

2.2.2 Management as Art……..……..16
2.2.3 Maintenance Management……...……17
2.3. Maintenance Strategies…….18
2.3.1 Fixed Time/Scheduled Maintenance……19
2.3.2 Operate to Failure Maintenance……..21
2.3.3 Breakdown Maintenance……..……21
2.3.4 Design Out Maintenance……..……21
2.3.5 Condition Monitor Maintenance…….……22
2.3.6 Planned Maintenance……22
2.4 Vehicle Performance…….25
2.5 Workshop Organization…….……..27
2.6 Operations……..31
2.7 Concept of Cost Recovery……...……..32
2.7.1 Cost Recovery Methodology…….…33
2.7.2 Review of Bus Costing Procedures……..33
2.7.3 Cost of Providing Mass Transit Services……....35
2.7.4 Cost Recovery and Social Responsibilities in Transport…...37
2.8 Enhancing Operational Efficiency of Mass Transit.....38
2.9 Theoretical Frame Work (Introduction)…….40
2.9.1 Edward Suchman Evaluation Research Model……42
2.9.2 Elton Mayo Human Relation Modern Management Techniques Model…….42
2.9.3 David Easton Imput-Output System Analysis Model……42

Foot notes……..……46
CHAPTER THREE……..……47
3.1 Introduction…….....47
3.2 Objectives of Establishing Kaduna State Transport

Authority……48
3.3 Board of Directors…….....49
3.4 The Federal Urban Mass Transit Programme Loan Scheme……50
3.5 Performance of Federal Urban Mass Transit Partnership with State and Private Transport Agencies……52
3.6 Administration of Kaduna State Transport Authority (KSTA)…….. 55
3.6.1 General Manager……..…….55
3.6.2 The Administration Department…….……55
3.6.3 Workshop Department…….55
3.6.4 Account's Department…….……56
3.6.5 Operation Department…….……56
3.6.6 Audit Unit…….…….57
3.6.7 Legal Unit……..57
3.6.8 Commercial Unit……..57
3.7 The Structure of the Employees……..59
3.8 Operational Problems of Kaduna State Transport Authority……61
FOOTNOTES…… ……. …… ……..……..64
CHAPTER FOUR
4.0 Data Presentation and Analysis……...65
4.1 Introduction……..65
4.2 Bio Data of the Respondents……66
4.3 Testing of Hypothesis one……68

4.4 Opinions By The Commuters……...75
4.5 Testing of Hypotheses II……...78
4.6 Major Findings…….....81
Endnotes……..….83

CHAPTER FIVE

5.0 Introduction…….……84

5.1 Summary…….. 84

5.2 Conclusion…….……88

5.3 Recommendations…….……89

BIBLIOGRAPHY……...…….91

APPENDIX

LIST OF TABLES

Table 1: Respondent according to period of service

Table 2: Classification of Respondent according to Professions.

Table 3: Classification of Respondents according to grade levels.

Table 4: Opinions on Mass Transit Programme

Table 5: Opinions on the management of the KSTA

Table 6: Composition of the Respondents

Table7: Opinions on the man power of the KSTA

Table8: Conditions of the workshops

Table9: Opinions on the constant disengagement of the workers.

x

Table 10: Rating of the KSTA performance

Table 11: Frequency at which the commuters travel by the KSTA vehicles

Table 12: Rating of the performance by the commuters

Table 13: Frequency by the respondents' base on departments.

Table 14: Expected frequency

Table 15: Chi-square computation table.

CHAPTER ONE

INTRODUDTION

1.1 Background to the Study

Transport facilities are generally considered to be one of the most important factors influencing the patterns of economic activities in any part of the world. The economic activities of any country will be completely grounded without effective, viable and well-managed transportation system. In a country, with high and gifted population like Nigeria, cannot move in a reasonable pace without a good transportation system, especially the road transport system. The reason is that, road transport system controls the largest economic activities in Nigeria, with the collapse of the rail transport, many years ago. As a matter of fact, it is even the most acceptable transportation system by 75 per cent of the population, because it cuts across the urban and rural areas of the country, at the same time used by the biggest, middle and the lowest classes of the population in Nigeria; unlike the Air, water and Rail transports that can only be found in specific areas and classes in the country, to the detriment of the rural and poor farmers; that cannot see them, talk less of using them. However, the growth or expansion of road transport system has been suffering a chameleon pace of development, compared to the growth of population in Nigeria. These transport facilities, up to date cannot be seen by some of the rural areas whose main occupation is farming; therefore needs it for transportation of the farms produce to the markets, at the same time, the

farm inputs to the farms. Thus, the researcher finds it imperative to research on the road transport because of its importance to the country's economy.

The criteria for determining efficient public transportation include; the ability to cope with the high demand, punctuality, reliability, schedules, wide network routes, safety, appreciable standard of cleanliness and above all well structured management. The researcher wants to know, to what extend to which the Kaduna State Transport Authority (KSTA) as a public transport agency have achieved these variables as my chosen case study?

1.2 STATEMENT OF THE PROBLEM

The provision of transport facilities is vital to every government in the struggle for economic growth. If proper planning and execution of programmes are to be effectively made.

Subsequent governments in Nigeria have made considerable efforts to provide effective, efficient and viable road transport system, considering its role in uniting and connecting the rural and urban populace. The yearnings for the upbringing of this sector have not actually achieved the desired result. This prompted the states governments to start establishing their own public Road Transport agencies such as Plateau Riders, Adamawa Sunshine, Benue Links and even the Kaduna State Transport Authority, the case study of my research, just to mention a few.

The Kaduna State Transport Authority was established by the state government under edict 9 of 1978. The move was to facilitate the struggle

for efficient public Road Transport system, with the collapse of the Railways in order to cope with the demand. The state government provides vehicles and the ones inherited from the Kaduna Bus Service, personnel and finance to beef the strength of the agency in providing a strong transport network to the major towns both in the Southern and Northern parts of the state and even the neighbouring state. Yet the services could not satisfy the demand. Ten years later (1988). The federal government, under the leadership of General Babangida introduced the Federal Urban Mass Transit programme. Under the programme, vehicles, spare parts and money were shared to the states on loan bases, payable in a considerable number of years all in the name of promoting the performance of the agency.

This effort by the federal and State Governments have not yielded any positive outcome according to the demand. There is great reduction in the number of workers, lack of spare parts, few vehicles are operational corruption is rampart, inconsistency in the operations. Base on these the following research questions are asked:-

How is the resources voted by the government to KSTA managed?

How is the condition of service in KSTA?

What is the possible cause of the constant breakdown of vehicles?

What is responsible for the constant reduction in the number of employees?

What causes the low level of road network connectivity to the rural areas?

1.3 Objectives of the Study

This research is all about the road transport system as a sector with particular attention on Kaduna State Transport Authority as my case study.

a) The main objective of the study is to find the causes of apparent failure of the public road transport system in Nigeria with specific reference to Kaduna State Transport Authority, to suggest ways of improving the performance where it becomes necessary.

b) To evaluate the performance of the Kaduna State transport Authority as a public transport agency to determine the pace of its development.

c) To examine the magnitude at which the objectives of Kaduna State Transport Authority have been achieved as a public transport agency.

d) To assess the performance of the management in terms of the provision of materials needed and the welfare of the employee.

e) To evaluate the way this agency is being funded from the time of its inception which is fundamental in achieving the set goals.

f) To evaluate the quality and number of employees and buses as a public enterprise.

g) Base on the above mentioned objectives a-f, make constructive recommendation for improvement in the agency.

1.4 Hypotheses Tested

The hypotheses to be tested include the following:

Poor performance in KSTA is a result of quality of the management.

1. Poor condition of service in KSTA does not lead to low performance.

1.5 Scope and Limitation of the Study

The fact that Kaduna State Transport Authority has the characteristics (features) as the national public transport agency (the Federal Mass Transit Authority). The researcher finds it good to carry out the research on the Kaduna State Transport Authority (KSTA) because, at the final analysis, will show that of the Federal as both public transport enterprises. In other word, the research is restricted to Kaduna State Transport Authority. In addition, the research will focus on the management; evaluate the performance, of both the management and the other two classes of the employees (middle and the junior of the agency). The funding of the agency (input) and the revenue (output). The research will also flash its searchlight on the traffic flow in a bit to know whether it is achieving its goals or not.

Limitation of this study included finance and time because the researcher could not have enough finance to move to Kaduna always, obtain information, another limitation include lack of cooperation from the management of this transport agency, because from their own view, acquiring such information is leaking out the secret of the agency. To them, it is secret (confidential). Another limitation included lack of

cooperation from the junior respondents because they complaint of time and being afraid of exposing the management for the fear of loosing their jobs.

1.6 Significance of the Study

Evaluating the road transport operations in Nigeria will particular attention to Kaduna State Transport Authority added a lot to the transportation studies in the country since the research work revealed much of road transport system in Nigeria.

The study threw more light on the federal government giant move for privatization, and commercialization of the public enterprises. Since Kaduna State Transport Authority is a public enterprise.

In other words, it will educate the policy makers either to strengthen the move or to discontinue the implementation of the policy since the analysis will show the black and white of the policy.

The study further directed the government on how to tackle transportation problems in the country because, the studies brought out some of the hidden problems facing the road transport system in the country and since those problems become known, then they are halfway solved.

Another significance of the study is that, it triggered more studies from different angles by different researchers, who may develop interest on the topic, this in the end, adds knowledge to the academic work generally (reading and writing).

The knowledge acquired through researching on Kaduna State Transport Authority is also significant to the public transport agencies generally in the country, since they were all created by the government to ease the problems of transportation to the common man in the country.

The study is also of great significant to the management because it revealed their lapses which they might have not known of their existence, in that case, they will decide to remove the irrelevance for a greater improvement in the system. Generally, the study intended to help in the development of transportation in the country, since it is the major backbone of the spatial interaction in the country.

1.7 Methodology of the Study

On this area, the researcher outlined the methodologies used in the acquisition of the required data. The source of data collection and instrument of research, techniques employed in the data analysis, population of the study and the sample size, including the item necessary for the work.

1.7.1 Sources of Data Collection

Data is the raw information that is acquired from the source, subject to empirical testing. It is on the basis of the data that the hypotheses of the research are tested and this data was subdivided into two sources that is, the primary source and the secondary sources. These two are used under this research in obtaining the information.

Primary Source - primary data is normally the information that is

acquired from the first hand. It has not been worked on and stored. Primary data used in this research work is systematic observation of the existing vehicles in the KSTA and finding out from some of the employees about them and self-administered questionnaire in the study area.

Secondary Source - This has to do with information that have been obtained, and stored in books, files textbooks, reports gazettes, minutes of meetings and other write-ups that are found to be of importance to the topic under investigation.

1.7.2 Population/Sample Size of the Study

The target population for the research was the staff of the Kaduna State Transport Authority (KSTA) and these included the management, the middle class, and the junior cadre, which is a reflection of stratified random sampling because each class represented a stratum of the sample size. Since there is a general manager heading the authority, an internal auditor, secretary and five head of department. These included the administration, accounts, technical, traffic and monitoring and evaluation. These constitute the management of the Authority (KSTA) all are issued with questionnaires for information.

The middle class included the Heads of sections, which included that of revenue, salary other charges, assistant secretary, others included the traffic, supervisor of M/Polo/0365, 605 J5, Asia, P/Beater and the ones in charge of routes such as Northern routes, western routes, eastern routes and town services. The lowest stratums include the messengers, cleaners

and the security men and at this stage (class) ten of them are used.

Table 1.1: The distribution of respondents' base on their status in the organization

Class of the Staff	**No to be Administered**
Management Staff GL 12 & Above Middle Class GL 07-10 Junior Staff 01-06	Seven Sampled 100 % Fifteen Sampled 100% Fifteen Sample
3 Classes	**37 Staff**

Source: Designed by the Researcher, 2006.

1.7.3 Method of Data Analysis

This has to do with the classification of the collected information (data() awarding to area at which they fall or hypothetical position. "Is the classification that tells the sets either to reject or accept the initial hypothesis" (Udoh, 2004:78).

In this research, the researcher have decided to use percentage and chi-square to make the work more qualitative, and quantitative (meaning that they were the statistical methods that were used to analyse the data for suitable and proper understanding of the work by those that may be interested in the research (work). The researcher has left no stone unturned in simplifying the work as already mentioned above.

1.7.4 Administration of Questionnaires

Though, the researcher used the senior middle class, and the junior class of the employees, he has decided to use one questionnaire for the fact that it is a research on a specific organization. It is easy for these three classes of the employees to know the happening in their various classes due

to their size and proximity to each other (uniqueness). He also simplified the language for proper understanding to all levels in terms of their educational qualifications which is later classified using their bio-data

The questionnaire used is dominated by closed ended questions and a few open-ended questions to enable each respondent to open up his/her own mind (say their feelings) without any restriction. The researcher also took time to set quality questions to avoid ambiguity simplified the language as already said, avoid long sentences that cannot portray any meaning at the end, but questions that are direct without deviations from what he was researching on. So those in the end short answers were given for proper analysis.

1.8 Plan of the Thesis

The thesis started with the introductory chapter, which is chapter one of it. This contained the following sub-topics; Background of the study, the statement of the problem, objectives of the study, statement of the hypotheses, method of data collection, population samples size of the study, method of data analysis as well as administration of questionnaires and definition of terms (some) that are use in the research work.

Chapter two contains review of related literature with emphasis on some of the operational concepts such as management, maintenance management, strategies fixed time/scheduled maintenance preventive maintenance opportunity maintenance, operate to feature maintenance, breakdown maintenance design out maintenance, condition monitored

maintenance, planned maintenance, vehicle performance workshop organization, organs charts for fleet of 150 vehicles operations; cost recovery, cost recovery and social responsibility in transport, enhancing operational efficiency of mass transit operations.

The other main topic under chapter two is theoretical framework under this; three theories are explained and adopted one in explaining the research questions.

The chapter three deals with the environment of the study, which is the Kaduna State Transport Authority (KSTA) as my case study. Brief history about it, the structure of the organization of the various organs of the organization and their functions.

The fourth chapter is the data presentation and analysis, which tells the relationship between the data obtained and the postulated hypothesis.

Chapter five of the work summarizes the work and concludes it. Then the recommendation base on the findings about the organization (Kaduna State Transport Authority).

1.9 Definition of Terms

Words differ in meaning depending on the context at which they are used. The following words have been used in this research work, thus, the need for definition so as to explain the work for proper understanding.

Transportation: R.W. Faults defines transportation as “service definity... passengers and goods, must be taken to their destinations in safety by the various modes of transport organisations” one of the greatest achievements

of man in the society is the development of efficient transport system:

a) Development: According to Professors Abdulsalami, development is used to refer to the total transformation of a system. Thus, development is used here as transforming the transport organisation into viable, standard venture according to the set objectives.

Modernization: The advanced learners Dictionary defined modernization as “make suitable for present day needs”, “bring up to date”.

According to Professors Abdulsalami, modernization is the term employed by many authors to refer to the process by which traditional society is undergoing transformation and becoming modern (up to date).

The term modernization therefore used in this research work to mean the need for the transport system, in the country to undergo a rapid transformation to become technologically advanced and up to date.

Plan: According to Professors J.B. Longe, “a plan is a process of preparing a set of decisions for actions in future, directed towards achieving goals by preferable means” Professors Abdulsalami on his own views defined plan as the exercise of intelligence, to deal with facts and situations as they are, and find a way to solve problems.

A plan therefore, is necessitated by the existence of the problems and requiring solution, it involves the determining the means or strategy for achieving objectives.

Organization: M.F. Mareg defined organisation as “the structures organized to carryout the entrusted instructions from the chief executive to

the lowest employee of that structure (organisation); through the subordinate in government (Administratively). For Herbert Simon and his collaborators, organization means “a planned system of cooperative efforts in which each participant has recognized role to plays, duties and tasks to perform”, therefore, organisation means “the act of putting things together, and work as expected. The term also refers to the structure and restructuring jobs or posts in the transport sector.

Investment: According to Pryse, investment means, putting money in business venture or purchasing areas which will increase in the hope of receiving profit or dividends. This means, the extend to which investment in transport takes place. For instance, investment in highway or expressways airports bus stations inform of subsidies, investment on road transportation through loans.

Constraints -Constraints according to advanced learners dictionary of current English, means “actions or problems which restructure or hinders progress of an organization. It is used to explain the problems of the Kaduna State Transport Authority that hinder the development or militate against the development.

Legislation: P. E. Pryse defined it as “the laws of government”. A.R. Tyagi defined it as “a body of laws which is make by means of rules, regulations and orders formed and promulgated by the government”

Legislation therefore is used in this term as all executive authority in pursuance of power mounted on transport organization by an act of

legislation for instance, the Nigerian railways act of 1955.

Strategy: It is art of planning successful operatives. It is a management tool that enables one to visualize, anticipate and predict events in order to plan and shape the future occurrence of these events to the advantage and benefit of the society.

ENDNOTES

1. A. S. Hornsby (1988): Oxford Advanced Learners Dictionary of Current English Pages 132 to 544.

2. A. R. TYAGI (1975): Public Administration. Principles and Practice, Afimara and Sons, Adhi pp. 102.

3. A. Udoh: Introduction to Research Methdoology. Unpublished Lecturer Material for MPA 2002/2003 set.

4. B.E. Pryse (1985): The Perfect Secretary, Collins Educational London, pp. 17, 19, 184.

5. S. M. Ngu (1994): Management Principles and Workers Motivation in Nigeria. Gaskiya Corporation Limited, Zaria.

6. C.C. Nwachukwu (1988): Management Theory and Practice. African-Feb Publishers Limited, Ibadan.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

The term review of related literature is referred to as the views of other contributors to the work through their own write-ups. In evaluating the Kaduna State Transport Authority, the researcher sees it good to look at the management, in a broader perspective and other people's views about it. Other areas reviewed include cost recovery (input-output) and the various strategies and methodologies viewed by other contributors on the ways to benefit from the investment made by the government on the sector (Transport).

This, chapter also looks at three theories that are evaluative in nature and explained them in relation to the research question these theories include:

(a) Elton Mayo Human relation modern management techniques.

(b) Edward Suckman evaluative research model.

(c) David Easton input-output system analysis model.

These theories or models help a lot in explaining the work for proper understanding. The researcher also sees it good to review other works found to be relevant to the work which are not mentioned above.

2.2.1 Concept of Management

Nwachukwu defined management as "getting things done through others". He added that, it can be more scientifically defined as "the coordination of all the resources of an organization through the process of

planning organizing, directing and controlling in order to attain organizational objectives; Management is the guidance or direction of people towards organizational goals or objectives. It can also be seen as the supervising, controlling and coordinating of activity to attaining optimum results with organizational resources. From the above definition by Nwachukwu, it is clear that, without proper management in any organization, being it private or public, the goals cannot be attained. In view of the above importance attached to the management in every organization, the Kaduna State Transport Authority needs an efficient and viable management to enable it achieves its goals.

2.2.2 Management as Art

Another contributor in management Henry M. Bootlegger views management in the field of arts, he went on to explain that, Art is the imposition of a pattern, a vision of a whole, on many desperate parts so as to create a representation of that vision; to him, “Art is an imposition or order on Chaos. The artist has to have, not only the vision that he/she wants to communicate; but also skills or craft with which to present the vision. This process entails choosing the correct art from, the correct techniques. In good arts, the result is a blending of vision and craft that involves the viewer, reader, or without requiring that he separates the parts in order to appreciate the whole.”

He further explained that arts require technical skill, and conceptual ability. An artist must posses the know-how in order to create a desired

object. To be a good, successful or creative artist, one has to understand the fundamental principles governing it.

In same manner, to be a successful manager, or top fright executives one have to master the art of managing. When one sees management as art, one thinks of creative ability and special aptitude to design, or effect a desired result. The Kaduna State Transport Authority needs such managers who posses the ability to design and create innovations to fasten development to achieve the set goals.

Frederick W. Taylor, known as the father of scientific management due to his efforts in attacking the traditional approach to management Taylor is in favour of scientific method of management. It uses the method of science in making decisions and evaluating its consequences. Science attempts through systematic procedure or scientific methods to obtain complete information about a problem under consideration and the solution is subjected to rigorous control procedures to ensure the correctness and establish validity. To him, a good manager must know the concepts and principles of management (scientific management) also how to apply them in unique situations. A good manager blend the traditional methods which consist of experience with science and art in order to attain total result desired. The ability to use them successfully makes one a successful manager. The Kaduna State Transport Authority needs the manager who combines the experience in art and the science in managing the organization for fast and proper goal attainment. To Taylor, what viable

managers do is making of decisions, focus on objective, plan and set policies, organize and staff, communicates with subordinates, colleagues and superiors, direct and supervise by securing actual performance from the subordinates, and finally control organizational activities. With these functions, to him, management has grown to profession.

2.2.3 Maintenance Management

Maintenance is the work under taken to keep or restore a vehicle to an acceptable standard at an acceptable cost. In most cases a well planned maintenance is neither understood nor taken seriously, this undesirable situation results in rapid deterioration of transport infrastructure, with subsequent failure of the transport sector. Elwood S. Bujja (1969) regards maintenance management as an important aspect of production management. To him, when a vehicle breaks down, three kinds of costs occur; i.e. vehicle down time and possible loss of potential service; idle, direct and indirect labour delays; customers dissatisfaction from delay and actual costs of repairing the vehicle.

Abdullahi (1990) said that without a good maintenance management system, there will be problems which will be seen in breakdown in the movement of goods and passengers. He added that all necessary breakdowns must be forestalled.

Bolade (1989) in his own contribution said that, you cannot prevent a problem you do not understand. He added that preventive maintenance

should be undertaken before a breakdown.

To him, the implication is that, maintenance managers must be knowledgeable enough to predict when each of their vehicles requires repairs else it will break down and cause the sort of problem explained above.

2.3 Maintenance Strategies

Anthonio Foria (1989) made his own contribution in the side of strategies towards achieving a viable transport system. To him, there are a number of maintenance strategies that could be employed bearing in mind manual suggestion from manufacturer's of vehicles and manual suggestions of development of workshop facilities training the team, maintenance plan, tools and equipment. He explained that extensive vehicle damages can be traced to any or combination of the following:

(a) Inadequate vehicle, lack of maintenance, wrong operation by drivers and assembled mistakes that now need correction when detected. To him, for an operator with thirty (30) vehicles and above, a proper maintenance programme should be based on provision of:

(i) Workshop facilities

(ii) Well trained team

(iii) Special and conventional tools

(iv) Workshop equipment

(v) Technical literature

(vi) Adequate maintenance plan

(vii) Control systems/analysis

2.3.1 Fixed Time/Scheduled Maintenance

Ghana (1986) states that fixed time or scheduled maintenance is the replacement or repair of assets on a time or periodic basis prior to failure e.g. changing of engine oil for every 10,000 Kms covered by a vehicle. This strategy is particularly useful when failure is clearly time dependent and total cost of replacement is anticipated to be less than that to be incurred after failure. In fixed time or schedule maintenance, it is advisable to attend to the machine at fixed time to avoid over spending due to not attending to it at the stipulated time. For example, if a gallon of engine oil which cost only 1,200:00 is not changed over a long period of vehicle use, it may cause an engine problem. The organization might have to spend much heavier amount to rectify that fault; it is advisable to set aside funds for fixed time/scheduled maintenance to be carried out as at when due.

Okaiyefo (1989) suggested preventive maintenance in every transport organization, to turn, he defined preventive maintenance as 'work done to preserve an asset from failure and to detect incipient faults". Preventive maintenance therefore incorporates all the practices that are carried out to hinder and anticipated problem from occurring. To him, a close look should be given to maintenance programme adopted with a view of making it viable and suitable for our needs. A property formulated maintenance programme is not measured by the ability of the maintenance

face to speedy the capability of the maintenance program, to ensure a continuous functioning of vehicles without breakdown. This call for a proper organization and planning. Preventive maintenance therefore plays a vital role to keep the business of transportation progressing.

Kaheem (1991) recommended for opportunity maintenance strategy to be introduced by maintenance managers in order to reduce the total down time, (that is the period for which the vehicle is not available for use) opportunity maintenance is a maintenance that is carried out when a vehicle is due for corrective or preventive maintenance, is an opportunity seized to carryout essential repairs or replacements. Examples, you discover that there is leakage at the rear break drums, you dismantle the drum and discovered that the break lining are worn out in addition rectifying the leakage you will use that opportunity to replace the work out break lining. Maintenance staff therefore should always examine the possibility of opportunity maintenance to reduce cost and down time due to successive maintenance activity.

2.3.2 Operate to Failure Maintenance

This is maintenance which is only carried out when failure has occurred. Example headlamps, trafficators bulbs, fan belt, break pads, etc.

Ghana (1996), this principle employed on components where no predetermine action can be taken to prevent failure may not damage others components, and minimize running cost with time examples, fan belts, fuel

filter, break pads or break lining. When this strategy is adopted, spare parts must be planned far ahead of time. Operate to failure strategy is recommended because part are not replaced until they wear out completely, but always one has to have spares or components concerned to avoid eventuality. When this strategy is adopted, spare parts must be planed far ahead of time.

2.3.3 Breakdown Maintenance

It is another maintenance strategy. It is defined as work done when vehicle has failed but for which advance provision has been made in form of spares, materials, labour and equipment.

2.3.4. Design out Maintenance

It is defined as a maintenance that involves engineering action than maintenance action. In this approach the course of repeated failure is isolated and eliminated by modification of either the equipment design or operating conditions. A well kept maintenance and operating record will usually reveal reoccurring failures and provide an insight into the appropriate modifications to be carried out.

2.3.5 Conditioned Monitored Maintenance

Is the actual current condition of the vehicle which determine the form and the frequency of maintenance. Condition base maintenance can be very costly in terms of time and instrumentation.

Aminu (1992) condition maintenance strategy is a formalized appreciation of maintenance process, it is a maintenance process in which

information on items gained from operational experience is collected, analyze and interpreted on a continuing basis as a means of implementing corrective procedures.

2.3.6 Planned Maintenance

Can be defined as work done or carried out with a forethought, control and records. It involves the whole range of maintenance work and it is applied to any type or combination of types of maintenance. According to Aminu (1992) “effective planning, organization, staffing, directing, controlling and coordinating of maintenance management are prerequisites in the process of keeping vehicles in good working conditions before resulting to complete breakdown”. Effective planned maintenance and management not only improves the life span of the vehicles, but also enhances improved efficiency and productivity. To him, the fundamental basis of any planned maintenance system is to decide as follows:

(i) The individual components to be maintained.

(ii) The form, method and details of how each component is to be maintained.

(iii) The tools, replacement spares and time that will be required to carry the work.

(iv) The frequency at which maintenance operations must be carried out.

(v) The method of administering the system.

(vi) The method of analyzing the results.

He added that, the details required for (i), (iii) and (iv) are widely to be found in the manufacturing maintenance manual, usually supplied with the vehicles.

To apply the above practically, Aminu further listed the following elements as requirements:

(i) An inventory of all the vehicles to be maintained.

(ii) A complete list detailing all individual tasks to be performed on each component of the vehicle.

(iii) A calendar of events indicating which task to be carried out.

(vi) A method of ensuring that, the work listed in the programme is performed.

(v) A method of recording the results and assessing the effectiveness of the maintenance.

He added that, the system should be capable of answering the following questions:

(i) What is to be maintained?

(ii) How is it to be maintained?

(iii) When is it to be maintained?

(iv) Is the maintenance effective?

Simple maintenance scheme needs paper work, but it is essential to keep the paper work simple and straightforward and to spend little time on record keeping.

Henri Fayol (1916) had earlier confirmed that haphazard muddling

through maintenance could only lead to inefficiency. He recognized the need for systematic maintenance procedures in Nigeria. Virgilio (1989) suggested that, there must be a workshop organization and vehicles maintenance procedures. The capacity to cut quickly, to have adequate spare parts available and be able to face an emergency. Virgilio continue to build in characteristics of a good workshop organization not the objectives themselves.

An important issue in vehicle maintenance for an organization, like Kaduna State Transport Authority, is spare parts inventory and management. No matter how skillful the labour force might be, or how equipped the workshop is, the availability of spare parts in the correct proportion and at the right time cannot be over emphasized.

Olamigoke (1989) observed that replacement of parts (available) is the first thing to consider. He further said that, it must not just be a replacement of parts but the correct parts which i.e. available in the right place, at the right price, one point which is always ignored but constitutes a problem to the maintenance is the human factor. You can have every thing you need, workshops, money and tools but without the human resource, those things will become meaningless. According to Lema (1982) in a paper presented in graduation ceremony of 1999 postgraduate students of Nigerian Institute of Transport Technology NITT Zaria; title “Manpower Resource Management stated that, “human resources is the most pervasive and dynamic. For labour differs significantly from capital and land in that, it

is supplied by human beings, who have an immense ability and propensity to influence their output and hence, that of the organization, regardless of the quantum of other agents of production.

Base on the above contributions by the various authors the researcher is in total agreement with the various contributions because all of them are concerned with various strategies on how to maintain the transport vehicles and the organization as a whole. To these contributors on maintenance management, they are of the views that vehicles should not be allowed to breakdown before given attention to them rather; they suggested the periodic checking and maintenance so as to have an effective, efficient and viable transport system.

Kaduna State Transport Authority Management should embrace these contributions which will pave way for achieving the set goals. The researcher is also in romance with the contribution of Antonio Foria (1989) who suggested the development of maintenance workshop training of teams, maintenance plan of tools and equipments. If this is applied in Kaduna State Transport Authority the constant breakdown of vehicles will actually reduce to the bearest minimum.

Though, the contributors have failed to talk about the condition of the areas which have crippled the movements of the vehicles to some roads.

2.4 Vehicle Performance

According to Keith and Qubellini (1969) vehicle performance can be

impaired by poor management. In their view, good planning, organizing, staffing, directing, controlling and coordinating of maintenance function are prerequisites in the process of keeping vehicles and other machineries in good working condition before resulting to complete failure.

Henri Fayol (1916) acknowledged the importance of the division of labour, which leads to specialization, improved efficiency, and increase in productivity.

Fawcett (1978) suggests that maintenance engineers or management staff must deploy certain techniques to help them i.e. delegation of authority, motivation of staffing in order to maximize their potentials. Keith Davis, NITT (1990) also shared this view, that if you dig deep into the affairs of any organizational problems, you would find the human factor. The motivational factors that energies and regulates behaviour directed toward achieving goals and satisfying needs. Fawcett (1978) mention that, an obviously fair disciplinary procedure applied to maintenance staff is a prerequisite of good transport management. He further emphasize on the importance of communication in fleet maintenance management. Virogillo (1989) suggest that a maintenance organization should be divided into three sections namely (i) personnel training (ii) shop and filed repairs section and (iii) spare parts section. He concluded that these three-interested components are vital for the success and efficiency of any serving and repairs organization. The servicing department in turn is very crucial to the substance, efficiency and

profitability of the authority as a whole.

Olamigoke (1989) emphasizes the issue of spare parts inventory management. He recommended that replacement parts availability should be the first thing to consider when choosing to buy local or foreign made vehicles. It must be the current part, which is available in the right place, time and at the right price. He suggested different stock level and in his opinion, the number of vehicles in the fleet and other factors such as capital availability.

Fasobin (1989) in his opinion said that, with adequate spare parts, and a well programmed maintenance support, the average life of commercial vehicles can safely be put at five to seven years, in fact the federal government of Nigeria (1989) gave a period of seven years as the suggested life span of all vehicles to be imported.

The researcher is in line with the contributions of Keith, Fayol, Fawseit Aramigoke Fasobin where thy emphasized planning, organizing, staffing, coordinating, controlling as prerequisite for a good transport company.

The researcher is also in favour of the emphasis they laid on staff discipline in order to attain a viable transport agency.

He also recommends what they are saying to the Kaduna State Transport Authority management so that they can adopt their observations; the management should motivate the workers with good condition of service that will make them to work hard towards achieving the set goals.

2.5 Workshop Organization

Egbeahie (1989) emphasized the need to build a good workshop for large fleet of vehicles in order to ensure an adequate maintenance of mass transit vehicles for the workshop to perform and to acquire that goal which it is established for, it must be well organized and controlled.

He stated further that, to do this, organization require the services of workshop manager who in turn will be responsible for the planning, organizing staffing, directing and controlling of the workshop. He will set departmental goals and objectives. Plan management development programmes, set productivity standard and plan vehicles flow pattern through the workshop.

The workshop should be organized around three key area, job description, the tasks to be performed must be clearly spelt out and should have implications for personnel as it relates to fixing of salary, departmental job organization, and performance evaluation.

He added that, the types of workshop can be reorganized when the number of buses the workshop handled is used as the criterion for determining the type. These include:

(i) Small unit or depot to handle 30 buses.

(ii) Medium unit or depot to handle 60 buses.

(iii) Large unit or depot to handle 150 buses.

The key personnel required include workshop manager, workshop engineer, reception engineer, foreman and technicians.

To him, the lay out of the workshop should take into cognizance the size and creation for parking facilities, number of entrance required, types of services to be performed and anticipated volume of work.

Fredrich (1989) complemented with a list of essential records and information sheet, a good workshop organization must maintain its activities of repairing and maintaining vehicles. Among the essential forms or cards to be maintained on the vehicles are:

1. Form sheets on vehicles date, (2) Fuel and oil records, (3) Tyres, (4) Repair order (5) material requisition. All of which together would be contained or detained in the vehicle repair file.

Egbeahie (1988) named factors to be considered in choosing the right layout of workshops to include, size, and location of parking facilities number and location of entrance or exits, type of services and the anticipated workflow.

The workshop tools equipment needed for small, medium and large workshop are given. It is generally believed that if the above principles are followed by transport organization, the life span of vehicles will increase and the undertaking becomes more efficient and productive.

Egbeahie (1989) again illustrated the organizational structures required to support a small unit or depot of 60 buses and large unit or depot of 150 buses figure 2.1 and 2.2 respectively.

The researcher is in agreement with what this contributors are saying especially Egbehie who suggest different sizes of workshops for specific

numbers of fleet. This will aid the performance if that can be provided in the Kaduna State Transport Authority. The management should take note of this and evaluate that.

Figure 2.1: Organizational Chart for Fleet of 30 Vehicles.

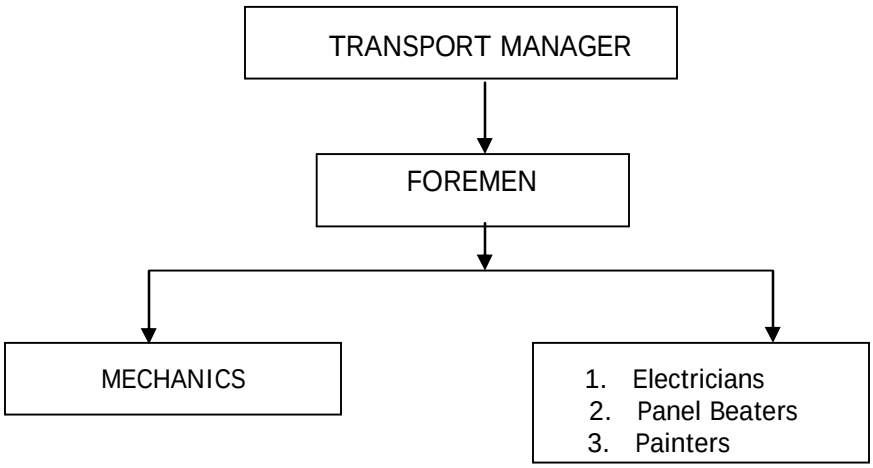


Figure 2.2: Organizational Chart for Fleet of 60 Vehicles

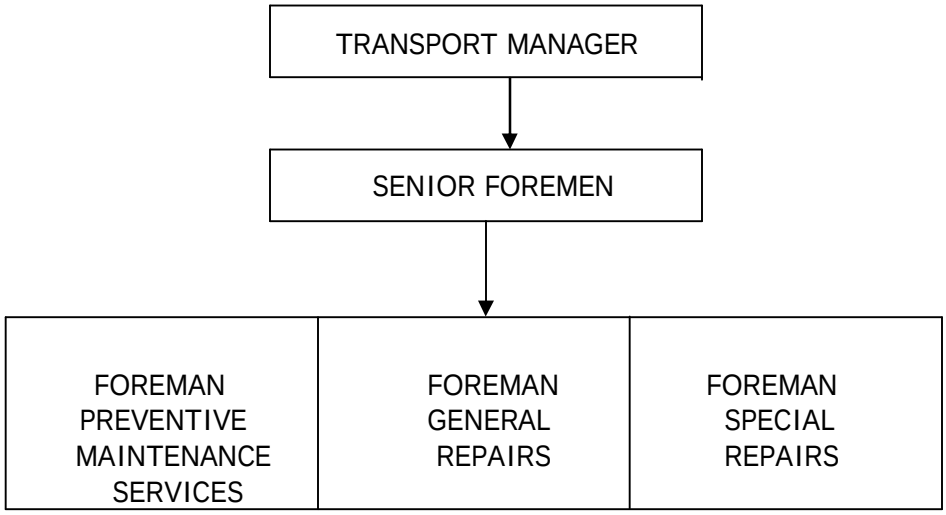
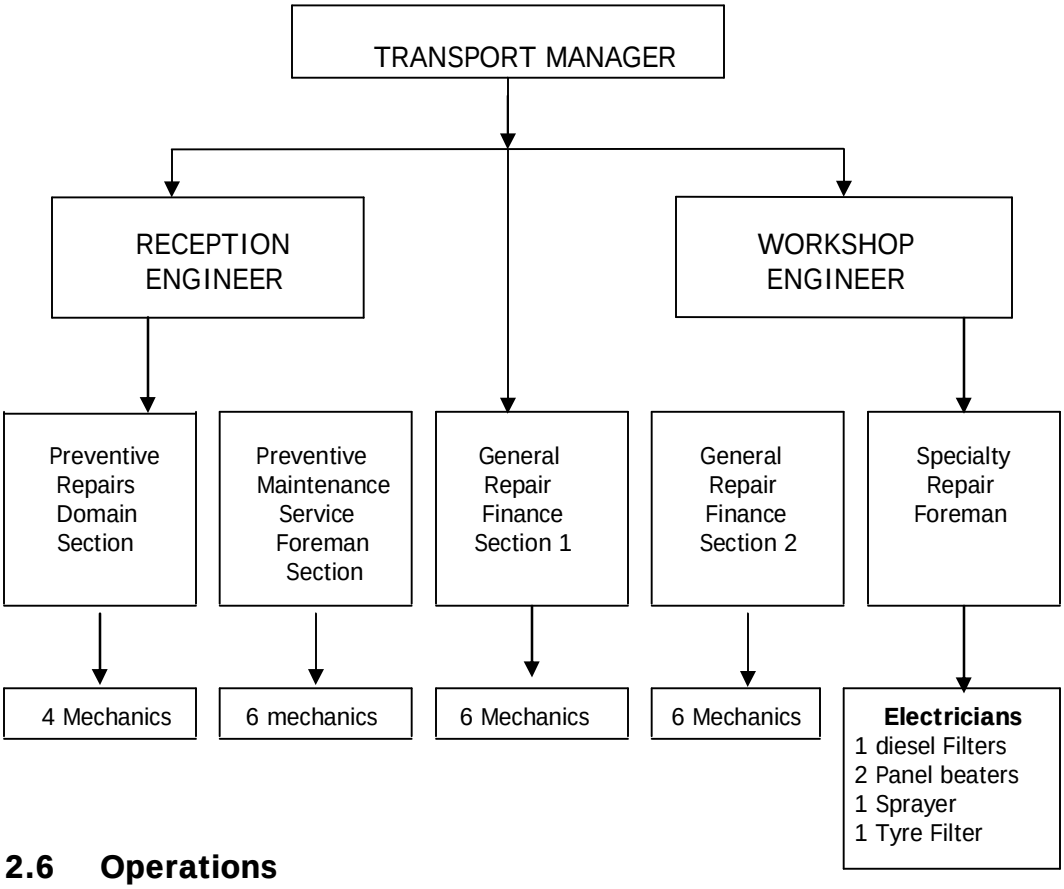


Figure 2.3: Organizational Chart for Fleet of 150 Vehicles



2.6 Operations

Kaheem (1991) states that, a well maintained vehicle fleet is not only essential to the functioning of a transport organization, but can also do a successful transport business consequently there is the need to:

(i) Elect the right type of vehicles needed for the transport business and subject them to scheduled maintenance.

(ii) Ensure efficient management guidance and control in modern workshop to be built with adequate product support, such as spare parts and services.

(iii) Maintained existing fleet of vehicles by applying corrective and preventive maintenance strategies as the case may be.

(iv) Employ, train and develop drivers and mechanics in the area of operation and preservation of vehicles and components.

He added that maintenance problems and real problems experience by many transport organization in both developed and developing countries. Vehicles break down do not just occur, but are caused, and such causes must be identified and preventive or corrective measures taken. The general philosophies of maintenance is concept of keeping and assist at its most useful form and taking conscious steps to make the asset last long as possible using the most economical methods.

To him finding solution to the problem of maintenance management is the task of his research work. This call for investigations into such factors as workshops equipment, human resources training and development, spare parts procurement, the role of the workshop, restructuring the workshop organization and institution/set ups and changing of attitudes towards maintenance management.

The researcher is recommending what Kaheem is saying so as to maintain a functional transport organization. It is left to the management of Kaduna State Transport Authority to make sure that something is done about that.

2.7 Concept of Cost Recovery

Cost recovery refers to the process of recouping the cost of providing public goods and services directly from the beneficiaries. Such costs are usually recovered through user charges. User charges refer to those levies,

the incidence and payment of which are related to the use of particular services (Harper, 1978, Mbanefo, 1990).

According to (Mbanefo, 1990), cost recovery may be full or partial. In full cost recovery attempt is made to recover all the costs associated with the operations of the services. In partial cost recovery, only part of the cost is recovered. In the case of partial cost recovery, either of two things is happening. The operator of the service is operating at a loss or some one else, or the operator himself is subsidizing the service.

The issue of full versus partial cost recovery boarders on the question of the relevant cost concept to be used in establishing the level of user fee. The short term marginal cost approach takes the view that only costs associated with which journeys (the so called operating cost) should be taken into consideration in determining the level of charges. On the other hand, the average cost approach takes the view that the standardization of bus types is also identified as a way out of the problem. In their opinion “it is therefore, necessary for the Federal Urban Mass Transit Programme (FUMPTP) to streamline and standardize the types of buses state operators should buy” It should be noted that standardization of bus types is vital in order to make operations cost effective, and to avoid the problems of lack of spare parts and the complexity of setting up repairs/service workshops.

Filani and Abumere (1992) suggest the policy of phasing out a problem buses” and improve capacity utilization and revenue yielding

capacity of buses which can be improved by disposing (selling off) of vehicles when they start developing mechanical problems.

2.7.1 Cost Recovery Methodology

Kombs Nigeria Ltd (1995) gave five (5) steps which to follow in any attempt to study the full cost recovery in the provision of mass transit services. These steps included:

(a) Estimation of per unit cost of providing the service (usually expressed as cost-per km).

(b) Estimation of the demand for services in terms of the number of passengers carried (usually) express in passengers - km).

(c) Determination of cost per passenger in Km

(d) Determination of full cost of recovery charge or fare based on the cost per passenger - km and the average trip length.

(e) Comparism of the full cost recovery with the existing charges to show the implication there from.

2.7.2 Review of Bus Costing Procedures

Without bus costing it is not easy to monitor existing bus service performance; nor is it possible to conduct service planning in a systematic fashion.

alter Cherwory et al (1987) believe more than ever, transit managers are focusing their attention on improving the productivity, effectiveness and efficiency of their transit system. A key feature of this new cost

consciousness is a strong interest in developing a technique that accurately estimates the cost of present routes and the cost of proposed service charges.

They propose the following three generic types of models for costing buses. These are:

(a) **Causal factors**: The causal factors approach is similar in nature to the preparation of a bid estimate for a construction project. Various quantities required providing bus service, such as drivers buses, fuel, tyres etc are estimated and multiplied by an appropriate unit cost factor. The products of each quantity estimate and unit cost are summed up to arrive at the transit.

(b) **Cost allocation model**: The cost allocation technique appears as a means to disaggregate transit systems cost into individual routes expenditures. Unlike the causal factors approach, transit costs are estimated on a top-down basis. The key assumption of this approach is that each operating expenses item can be designed or allocated to a specific operating statistics and as vehicle miles. Unit costs are developed that comprise the coefficient of the cost allocation model.

(c) **Temporal variation:** Other researchers have expressed the need to pay attention to the differences in cost of providing service by time of day or day of week. By analyzing the underlying relations the influence bus costs, an attempt is made to quantify the temporal

variation in costs.

(d) Transit operating expenditures: Transport economists (Stisbbs, et-al (1980), Oligbi 1995) describe transit operating expenditure in four ways, namely fixed, variation, average and marginal cost. Each of these is discussed in turn below.

(i) Fixed Costs: Fixed costs are those expenses that do not vary with the level of production. In bus system, this means that these costs are unchanged with respect to the number of hours, mileage or buses operated. Fixed costs typically include costs such as general management, salaries and assets.

(ii) Variable Cost: variable costs are those costs that do vary with the amount of service provided. These expenses include cost of fuel, tyres, drivers' wages and other transit operating costs.

(iii) Average Cost: Average cost is merely the cost divided by the level of output

(iv) Marginal Costs: Marginal cost is sometimes referred to as incremental cost. Marginal cost refers to the additional cost associated with an increase in the level of output.

2.7.3 Cost of Providing Mass Transit Services

The cost of providing mass transit services is topical amongst transit specialists. Lema (1995) argues that costing is very important to the transport business. A costing system services the following purposes

(a) It is essential as a guide to rate.

(b) If the operator does not know the costs, he cannot know the profit.

(c) A costing system is essential to a manager in a fleet replacement programme.

(d) An operator needs to know not only what his costs are but also whether or not they are at the correct level.

(e) A good costing system will reveal poor operations in efficiency vehicles or mismanagement, so that corrective action can be taken. Lema added that, a costing system must fulfill the following additional functions.

(f) To break down cost into fixed costs, and variable costs.

(g) To show such costs to individual vehicles to compare costs with revenue to show profitability.

(i) To be capable of showing up changes in costs/profit and to be capable of showing vehicles or drivers which are not being efficiently utilized.

The cost of providing mass transit services can therefore be defined as “all expenditures of money in procuring the vehicles and, in addition, the money to be spent on their maintenance and continue operations”.

The capital costs of vehicles include the yearly depreciations expenses, and interest charge on the invested capital. The interest charge represents money paid by the borrower for the use of the money loaned to him. Given the capital costs of the vehicles the rate, of interest on the invested capital, and making some assumptions regarding the service life of

the vehicles. A capital recovery factors could be use to allocate the investments over accounting periods. The capital recovery factor is thus an annuity equation used to calculate the uniformed annual payments that would exhaust a given fund (investment cost) in a given number of years determined by the service life of the capital investment) at the specified rate of interest.

The researcher is of the view that, there is nothing wrong in trying to know the cost of establishing a transport agency as Lema (1995) said but there should be a consideration whether it is public or private because the public transport agencies are not for profit making. The reason for establishing them is for provision of services to the people (economically disadvantaged people) that is why the cost of transportation should be subsidized.

2.7.4 Cost Recovery and Social Responsibilities in Transport

The pivotal role of transport in socio-economic and political development of any nation is so important that government cannot ignore its social responsibility in this sphere. One area of government's social responsibility is subsidy. Subsidy in transport is the financial assistance given by the government as part of its policy to reduce drastically the price of certain transport services below which would result from commercial considerations alone or because of desire to encourage a particular pattern of transport use.

There are temporary and permanent subsidies. Temporary subsidies

are designed to build up a new industry, for example, by subsidizing export traffic and permanent subsidies (which are our major concern) designed to provide transport services on a scale which the users will never be able to pay for.

Subsidization in transport is a universal phenomenon in both developed and developing countries to encourage public transport operators, render services to the public at desirable price and also to enable operators render services in areas that are unrenumerative e.g. areas with low traffic densities, areas with bad roads or climate.

According to Lema (1997) subsidies are justified, on egalitarian grounds. Thus, every part of this country should be accessible by whatever mode is base suited to the individual areas. According to Lema, subsidies can, however, breed, inefficiency and thereby affect cost recovery. An inefficient situation is likely to occur when the operation of one mode of transport coffers on users of other modes costs or benefits which are not reflected in the charges they pay. (Beesley, 1973), “subsidies also tend to “feather-bed” the undertaking that receives them by reducing the need for financial discipline in management.”

He added that, it is important to notice that, “(cross subsidization”) takes place when profits made on viable routes can be used to offset losses incurred on unrenumerative routes. In the private transit sector, for examples, many operators do not operate unrenumerative services for fear of increasing excess operating cost over operating revenues. However, for

social reasons, mass transit organizations use this technique to cover loses on routes not economically viable (Stokes, 1979).

The researcher does not see anything wrong in subsidizing the cost of the services by the public organizations, because they are established by the government to reduce the problems faced by the less privileged in the society.

2.8 Enhancing Operational Efficiency of Mass Transit

This has some implications on the cost and benefits Olukayode Bawa Allah (1995) identified three areas of concern, these included:

(a) Transport costing

(b) Transport revenue and the operators

(c) Government control of fares

In his view, a transport fare is the symbol of public transport. The determination of fare is guided by well established standards such standard relate to the number of working days, and the volume of passengers carried on a trip. He emphasizes that all other elements of transport operation revolve around these standards. The elements relate to the number of working shifts in a day, distances of trips, fuel price and consumption rate of vehicles, maintenance cost and capacity utilization of vehicles. These varying elements constitute base factors toward full recovery of standards costs capital costs, vehicles operating cost and other fixed costs. Therefore, he notes, the fare policy should be based on the accepted standards of transport operation executed to enable transport operators achieve full cost

recovery.

Idowu (1996) advised on the need for uniform marginal accounting system for recording and reporting on operations of the vehicles allocated to the state agencies and private operators. According to this system, such commuter vehicle is treated as an accounting unit.

Danyaya (1995) wrote on the problem militating against operational efficiency to be poor vehicle productivity difficult operating conditions, insufficient operating conditions, insufficient fleets and funds. According to him the number of buses fit for operations daily has important implications on frequency, choice and costs of service. he added that, although data is very scanty, available statistics show 55% of their fleets on services in order to solve the problems militating against operation efficiency, Filani and Abunere (1993) advised mass transit operators to pay attention to good administration; in their view, “there is no doubt that the administrative structures of some of the mass transit companies are defective in terms of quality of personnel... It is therefore necessary that highly qualified personnel should be recruited...” into the system.

The researcher is in support of what Filani and Abunere said, for the need of the operators to pay attention to the personnel in recruiting the quality personnel in recruiting the quality personnel to avoid the political factor in the employment process.

Theoretical Framework

2.9 Introduction

The fact that, the researcher is evaluating the performance Kaduna State Transport Authority, the theoretical framework should reflect that too. Before going into explaining some of evaluative theories, it has become imperative that the researcher has to define and explain some of the concepts of theories and evaluation.

The Advanced Learners' Dictionary of current English, define theory as, "a set of formal ideas and principles that is intended to explain why something exists or happens" at the same time sees evaluation as "the formation of an opinion of the amount, value or quality of something after thinking" from the above definitions of the two words, it is clear that, if the two words or definition are married together it will mean that, "evaluation theory is a set of principles that is used in explaining happenings after a critical view." This shows the importance of the evaluation theories to this research. These theories further explained things for proper understanding.

Shadish, Cook and Leviton (1991) described evaluation theories to be like military strategies and tactics, methods are like military weapons and logistics to them, the good commander needs to know strategies and tactics to deploy weapons properly or to organize logistics in different situations. The good evaluator needs theories for the same reasons in choosing and deploying methods. In view of the explanation and concepts mentioned already, the research finds it unavoidable; to examine three evaluative research theories or models so as to further polish the work. These included Edward A. Suchman evaluation model, Elton-Mayo human relation

modern management technique and David Easton input-output system analysis model. The theoretical postulations of the three scholars are as follows:-

2.9.1 Edward Suchman Evaluative Research Model

Suchman in his model believes that: "in general, whenever one asks questions such as, how good is the programme? What effect are we having because of it? Is the progrmme working instruments such as rating sheets, - appraisal forms, evaluation guides or research designs which involves company accomplishments before, after or at presence, or absence of a particular action, one may be said to be conducting an evaluation study. He further provided fine(s) different performance criteria that could be used, these include:

(a) **Evaluation on Effort**: This is concern with the input or energy and the attention given with no emphasis on the output.

(b) **Evaluation on Efficiency**: It is concern with the different paths or methods in terms of costs, time, personal public convenience as well as the aim of achieving success or failure of the policy.

(c) **Equity Criteria**: This deals with the equal treatment in terms of running the programme on the people. It is also concerned with the spatial distribution of the impact, desirable benefits and cost imposed by the progrmame being evaluated.

(d) **Effectiveness Criterion**: this examines the results of the effort. The major aim here is to assess the effect of the effort of the policy with a view to identifying the success or failures of the programme.

(e) Proposing changes and offering Recommendations by way of alternatives to any faults of programme.

2.9.2 Elton Mayo Human Relation Modern Management Technique Model

Elton Mayo's school of thought is of the view that, for proper understanding of any organizational behaviours. Some basic facts, such as more explicit recognition of the peace effects of values, much attention to methodology a new conception of jobs, a recognition of the facts that employees are individuals who work as members of a group in organisations that must be defined as social institutions and that, the role of the communication and informal relationships within the organization i.e. the psychological and physiological condition must be given emphasis for greater output.

2.9.3 David Easton Input-Output system Analysis Model

David Easton, provided a clear system approach to evaluate the extend to which parts interact to make up a whole and its further relationship with the environment. He tried to develop detail understanding of any programme by evaluating its aims and objectives, the mix of resources employed and how they are used. They theory explains how operations of programme supposed to accomplish goals, external forces that influence the programmes and the way the programmes produce higher objectives. In other word, the input of a system determined the

output if the effort of the members and the contributions from the environment is positive, then there assurance of fast and positive achievement of the set objectives.

Though, the three theories/models have been experienced, of which all of them appeared important and relevant to the research but the researcher have decided to adopt the Edward Suchman's model in the sense that it embraces the three models Elton Mayo and David Easton. This is because the Suchman effort criterion is in effect with David Easton's input analysis and Elton Mayo's motion analysis which encourages more productivity. Workers referred to by Elton Mayo, sees the effectiveness criterion by Suchman's model as implying the output referred to Easton, and the output of an increased productivity.

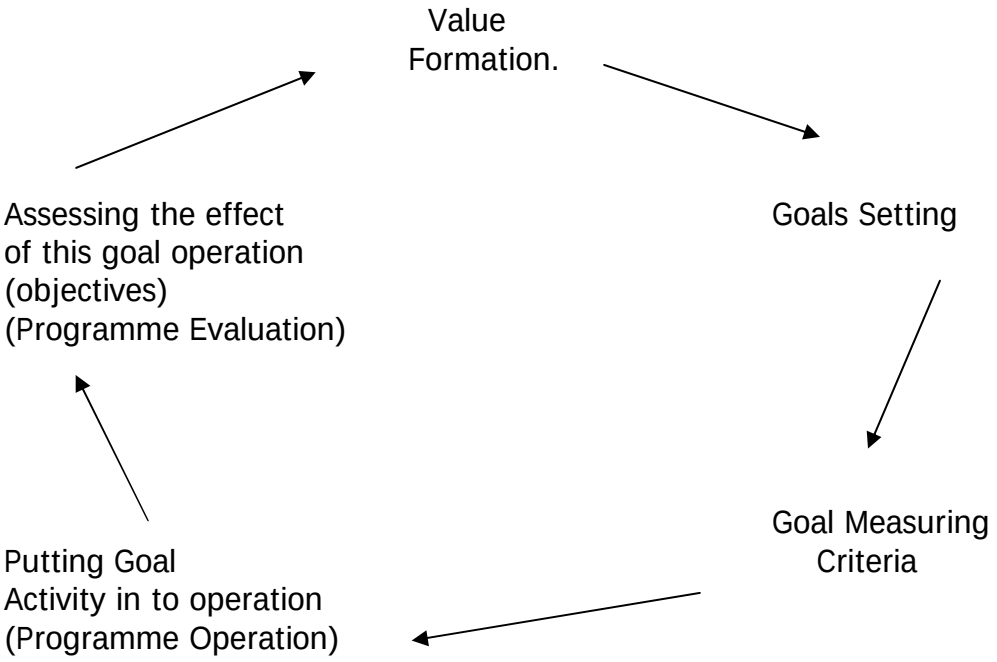
The environment as a dependent variable referred by Easton could be referred as the equity criterion; mentioned by Suchman and referred also as the physiological/psychological input that affects the output of workers as explained by Elton Mayo.

In view of the way this Edward A. Suchman''s evaluative research model engulf the other two models being examined here, the researcher have found it suitable to adopt the Edward A. Suchman evaluative research model this is because Suchman evaluative models will assist in evaluating the performance the management, the middle and the lower class of the employees of Kaduna State Transport Authority services.

The evaluation process is explained using the E. Suchman evaluation

process diagram below:-

EVALUATION PROCESS OF EDWARD SUCHMAN IN EVALUATING THE RESEARCH WORK.



Source:-Edward Suchman Evaluation Model.

Evaluation is aimed at assessing the amount of success achieved in attaining objectives. From the diagram of the evaluation process of E.A. Suchman.

This begins with “value Formation” value according to Suchman is any aspect of a situation, event, or object that is invested with a preferential interest of being good, bad, desirable and undesirable”. In this research, adequate funding of the Kaduna State Transport Authority by the government is a value because this will go a long way in alleviating the hardship that the low-income people are going through in traveling from one place to the other.

The next step is that of goal setting, (objectives) and in this case the objective is the provision of an efficient, viable and effective transport service that is affordable to all classes in the states and the country at large without constraints.

The third step is measuring attainment (i.e. Criteria) to measure our goal attainment, we need to find out the percentage of the people who need the services base on their various geographical locations in the state and in the country at large and to know the areas of priority. The number of vehicles that are operational.

The fourth step is that of proper planning by the government by putting goal attainment activities into action (operation) in order to improve the performance of Kaduna State Transport Authority this will include proper funding, employment of the right persons in to the service, improvement of the condition of service to the workers, proper checking to reduce the rate of corruption, provision of good roads infrastructures to the rural areas, qualify personnel and provision of more vehicles to improve the services.

The last stage is the evaluation, this is when assessment is made to see if the objectives have been achieved or not in other words, will see if the investment by the government have actually yielded good outcome (the desired results). Improved the transport services.

The evaluation involves designing and redesigning of action programmes in cycling process because at the end, of the evaluation

process, a new value may be got or the old one moderated (i.e. if the desire outcome is achieved, it leads to redesigning of programme activities in order to improve the performance of the Kaduna State Transport Authority.

FOOTNOTES

1. M. S. Ahmadu (1991): Performance of Public Transportation (unpublished).

2. A.R. Fresh (1969): Transport Investment and Economic Development in Developing Countries.

3. G. Fromm (ed) (1965): Transport Investment and Economic Development, Washington.

4. B.S. Hoyle (1973) (eds): Transport and Development Macmillan Press Limited, pg. 9.

5. S.R. F.D. Lugard (1992): The Dual Mandate in British Tropical Africa. Edinburgh, pg. 5.

6. D. C. Munby (1968): Transport Pengun Harmondsworth, pg. 7.

7. S.O.Onakomaiya, N. F Ekanem (eds) (1977): "Nigerian Transportation an Overview in Transportation in Nigeria National Development, pg. 3.

8. F.A. Olaloku et al (1979): op. cit, pg. 68.

9. S.O. Onakoimaiya and N. F. Ekanem (eds (1981): Nigerian Transport and Overview Transport in Nigeria National Development, printed by Nigerian Institute of Social and Economic Development, pg. 1 - 18.

10. L. A. Schumer (1974): Elements of Transport Butterworth's, Sydney, pg. 2.

11. L.A. Schumer (1973): Principles of Transport Law Allan Ltd, London, pgs. 18-19.

12. Y. B. Usman eta al (1985): The Nigerian Economic Crisis Causes and Solutions. Gaskiya Printing Press Ltd, Zaria, pgs 1999 - 100.

13. Urban Mass Transit Operations Management (NITT) (1989) - Performance Appraisal of Agencies, pg. 22.

14. S. M. Ngu (1994): Management Principles and Workers Motivation in Nigeria. Printed by Gaskiya Corporation, Zaria.

15. C. C. Nwachukwu (1988): Management Theories and Practice. Printed by African Feb-Publishers Limited Ibadan. Pg 4 & 5

CHAPTER THREE

3.1 Introduction

The Kaduna State Transport Authority came into existence in 1974. It was then known as Kaduna Bus Service (KBS) and under the supervision and management of Kaduna Capital Development Board (KCDB) the precursor of the present Kaduna State Urban Planning and Development Authority (KASUPDA). KBS was under the direct supervision of the chief transport officer.

Kaduna State Transport Authority was established under edict No. 9 of 1978, by the Kaduna State Government. Kaduna State Transport Authority inherited seventeen (17) Mercedes Buses from Kaduna Bus Services for it operations which were used for Kaduna Town service, sometimes to some major towns. Such as Zaria and Kafanchan in the northern and southern part of the state, respectively.

In 1987, additional twenty-one (21) buses were provided to beef the fleet of buses owned by Kaduna State Transport Authority (KSTA) and they were launched by the then military governor of the state: at this point, the following vehicles were purchased, this included the following:

(a) Ten (10) Mercedes Benz products known as Marco Polo with 47 sitter capacity.

(b) Seven (7) Mercedes Benz with forty (40) sitter capacity and four (4) double Decker buses with the introduction of mass transit programme by the then Head of State and commander in chief of

the Armed forces, Gen. Ibrahim Badamasi Babangida in 1988, and with the approval of loan scheme to the states, in 1988, Kaduna State Transport Authority acquired one hundred and thirty two (132) buses to increase its fleet of vehicles to one hundred and fifty three (153).

By the year 2002, only five (5) of the buses mentioned above were serviceable, remaining 148 buses not board able as a result of poor maintenance, accidents or lack of spare parts. In the same 2002, under the leadership of Mohammed Ahmed Makarfi, thirty five additional buses (35) for the Kaduna State Transport Authority were purchased bringing the total to be forty (40) of the moveable ones.

3.2 Objectives of Establishing Kaduna State Transport Authority

The Kaduna State Transport Authority was established by edict 9 of 1978 and charged with the following responsibilities:

(a) To provide efficient transport to the public at an affordable cost to save them from the exploitative activities of the private transport owners.

(b) To provide enough transport means (services) within the Kaduna a town, other cities in Kaduna state, and the country at large.

(C) To break the monopoly of the private transport owners, who sometimes introduce artificial scarcity to get what the want.

To achieve these objectives, the Kaduna state government observed that, being it a parastatal still found it good or better to be under the supervision

of a corresponding ministry which is the (ministry of works and transport to see to the achievements of these set objectives and ensure that the Kaduna State Transport Authority operates in accordance with the laws and regulations that is established for its operations.

3.3 Board of Directors

The Kaduna State Transport Authority though, a government parastatal has a board of Directors to oversee and make decisions apart from the supervising ministries.

The appointment of the Board of directors is being done by the Executive Governor of the state and it reflects the principles of the national character within the state (in spatial principle). The professionalism is not always strictly considered but political considerations.

The board has responsibility of formulating policies for the Kaduna State Transport Authority. It is also mounted with the responsibility of offering appointments, promotions, and discipline of all staff of the Kaduna State Transport Authority (KSTA) except that of the general manager who is appointed by the government.

All decisions taken by the Board of Directors, is normally conveyed to the supervising ministry (ministry of workers and transport). Disciplinary actions, promotions and expenditure above its limit must be channeled to the government through the supervisory ministry. The appointment of the chairman and the board members is not in any other apart from on political grounds. The policies therefore do not have any positive impact on the

Kaduna State Transport Authority because the policies do not convey any professional message rather, political, as already mentioned (Balami, 1995 pp.34). Described a functional type of a board to contain, expert who in turn create all effective and efficient management for the organization. Base on what Balami said on the functional organization, Kaduna State Transport Authority lacks some qualities of a functional organization. Since professionalism is not given priority.

3.4 **The Federal Urban Mass Transit Programme Loan Scheme**.

Under the loan scheme, between the Federal Urban Transit Scheme and the states government, the federal was to lend to the state governments' owned transport agencies facilities made available in kind, consisting of buses and spare parts purchased for the federal urban mass transit programme and given to state government transport agencies and the private transport organizations so as to beef and make the programme a reality.

This is done through an agreement between the states and the federal government. Once this is reached, within a reasonable time the federal government will make the loan available to the states. The loan was to bear interest at the rate of 3 - 6 per cent per annum payable twice in a year from the day the borrower collected the loan, for a period of five years. The borrower pays the money according to the agreement of the loan scheme.

The agreement of scheme programme was as follows:

a) To repay the money (loan) and interest in accordance with the amortization schedule in (Table 3.1).

b) To furnish to the leader all such information as he may request concerning the expenditure of the proceeds of the loan and, also concerning the operations and financial conditions of the borrower.

c) To maintain the records (relating to the loan and the purpose for which it was released to the borrower by the lender) in accordance with sound accounting practices and to cause it balance sheet and related statement of earnings and expenditures duly certified annually by an independent accountant or accounting firm acceptable to the lender not later than four months after the financial year to which such statements relates.

d) To cooperate with the lender to ensure that the purpose of the loan is accomplished and to this end, the borrower shall not sell the vehicle and any other equipment or any part thereof or any purpose other than that of the Federal Urban Mass Transit programme.

e) To operate with the terms and conditions as well as the guidelines of the Federal Urban mass Transit Programme that may be given from time to time by the Sole Administrator of the Federal Urban Mass transit Programme.

f) If any lien be created on any of the vehicles given to the borrower, under the federal urban mass transit programme as security for any debt, the borrower hereby undertakes that except as the government shall

otherwise agree such lien will equally and ratably secure the payment of the loan and the interest and that in the creation of any such lien express provision shall be made to that effect.

g) The borrower would not prior to the expiry of the loan agreement, sell, lease transfer or otherwise dispose of the vehicles without the prior written approval of the lender (such approval would not be unreasonably withheld).

h) In the event of failure by the borrower to pay any sum on the date on which that sum is expressed be due and payable, pursuant to the loan agreement, the lender would be entitled to repossess the assets acquired with the loan or any other assets or property of the borrower whose value is equal to or is within the range of the proceeds of the loan or any unpaid part thereof as the case may be. In the alternative, the lender would deduct the said sum of money so due at source that is to say from the federal Allocation due to the state.

i) The borrower would be entitled to pay in advance of maturity all or nay part of the loan.

j) If any dispute arises between the parties hereto relating to the interpretation of the loan agreement and such dispute could not be settled by mutual negotiations, it shall be referred to arbitration in accordance with the provisions of the arbitration and conciliation Decree No. 11 of 1988.

On the basis of the above, Kaduna State Transport Authority was allocated 55 (fifty eight) buses from Federal Urban Mass transit Authority (FUMTA)

together with some spare parts and a recovery truck at a total cost of N18,449,959:00.

3.5 **Performances of Federal Urban Mass Transit Partnership with States and Private Transport Agencies**.

The federal urban mass transit programme (FUMP) and the state agencies partnership have assisted a lot in the provision of the public transport services in both the state and the nation as a whole. Thou, this partnership is being crippled by the white corrupt practices going on in this transport agencies. The deficiency and consistency is not there. The service are epileptic only, few vehicles are viable due to one reason or the other thou they were established to provided transport services to the people at the affordable cost, especially the rural populace, but they are performing below expectation.

The private transport agencies from the other hand provide their services thou costly but the efficiency and the viability is there since they are profit maximization. This variation in the performance of this transport agencies have throne the government in to confusion thereby compiled to make a change of mind from maintaining this public enterprises to privatizing them so as to have efficiency and avoid wastage.

AMORTIZATION SCHEDULE GRAFT. TO BE FIX

3.6 Administration of Kaduna State Transport Authority (KSTA)

Since its inception, Kaduna State Transport Authority has been administered in a typical departmental functional structure. The chief executive, otherwise known as the sole Administrator or the general manager etc. has usually been appointed by the state government. Below is a brief description of the various departments of the authority and their functions, as they existed at the time of the field work in November 2005.

3.6.1 General Manager

The General Managers oversees all the functions of the authority. The office is served by the following divisions.

(i) Audit division

(ii) Inspectorate division

(iii) Legal division

(iv) Public relations office/commercial division

(v) Catering division

3.6.2 The Administration Department

Handles administrative matters of the Authority. The secretary who acts in the absence of the general manager heads the department. The departments have the following sections, (a) personnel, (b) Registry (c) security.

3.6.3 Workshop Department

It has workshop managers as the Head of the Department. Provides maintenance services to the transport authority fleet of vehicles. The workshop is headed by a works superintendent who is also assisted by another works superintendent (as Assistant) workshop manager). There are foremen who supervise maintenance works of the workshop. The workshops have mechanics, welders, and auto-electricians. The workshop is the livewire of the Kaduna State Transport Authority. Therefore, there is the need to pay more attention on how it operates in relation to other departments.

3.6.4 Accounts Department

The accounts department handles the financial activities of the authority. The department has a head of department who reports directly to the General Manager. He had the following sections under him (i) Revenue, (ii) stores, (iii) expenditure, Commercial and salary sections. He is responsible for all financial transactions of the Kaduna State Transport Authority.

3.6.5 Operation Department

The operations department takes care of the operations of the vehicle fleet. It consists of booking clerks conductors and drivers. The

operation department has all operation managers as the head of the Department reports to the General Manager. All the stations managers are answerable to the operation manager. He is responsible for the route planning and vehicles allocation. All drivers are controlled and allocated vehicles and routes by the operation Manager. This department liaises with the finance department to ensure that all revenues collected are properly deposited with the Kaduna State Transport Authority account.

3.6.6 Audit Unit

As the name implies, this unit checks the accounts of the transport authority. It also checks the operations in relation to the financial transactions and report to the General Manager. The unit has an auditor as the unit head.

3.6.7 Legal Unit

This unit has a legal officer as its unit head and deals with all legal mattes concerning the Kaduna State Transport Authority (KSTA) and advise the General Manager as it deem fit. It handles cases of accidents, traffic matters. Insurance, claims to avoid the issue of going out for legal adviser

3.6.8 Commercial Unit

The commercial unit is headed by a commercial officer. It has the responsibility of collecting revenues for adverts made on Kaduna State Transport Authority vehicles premises and remits the money to Kaduna State Transport Authority accounts.

Figure 3.1 Chart to be fix organization chart

3.7 The Structure of the Employees

The Kaduna State Transport Authority. The whole number of the employees in any organization cannot be the same both physically and mentally in all, their performance in the organization. Kaduna State Transport Authority is not an exception. The structure of the Kaduna State Transport employees consists of the:

1. Management class
2. Middle class (subordinate)
3. Professionals class
4. The Manipulative class

(a) **Management Class**: This class is the management (ruling class). It is the administrative machinery of the authority. The management apart from the board which is an external body that contributes in the managing of the authority. The management class is the highest decision makers of the Kaduna State Transport Authority because it monitors and directs on the way the day-to-day activities of the Kaduna State Transport correct all the lapses, administer punishment to those found wanting. One problem of the management class is, most of the people there are politically appointed and because of that, there are always changes base on the various governments in power and thus the issue of professionalism is not given priority. They are not many in number.

(b) **The Middle Class**: This is the class that consists of the officers at grade levels seven to ten (07-10). They are the working machinery of Kaduna State Transport Authority because they are the coordinators, between the management and the junior or lowest class (manipulative class). The carry the complains of the lowest class and sent to the management for necessary action. In the same vein communication passes through them from above to the lowest class (manipulative class).

(c) **The Professional Class:** This class consists of the engineers, lawyers, panel beaters, electrician, Doctors, drivers, joining of this class are strictly on the acquisition of the professional qualifications.

(d) **The Lowest class (Manipulative):** This consists of messengers, cleaners, security men, and conductors. In most cases recruitment into this class does not required any strong certificate. This class constitute the majority in the payroll of the Kaduna State Transport Authority instead of the professionals that are relevant to the organization since they are the ones that can control an maintain the grounded vehicles, to put life in them so that they organization achieves the set goals. Though, it is not easy to obtain the professional class because of its strictness to the acquisition of the professional certificates.

Table 3.2: KADUNA STATE TRANSPORT AUTHORITY

STAFF COMPOSITION AND STRENGTH 1989 - 2005

S/N	STAFF CATEGORY	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	2000	2005
1	Admin.Dept.	148	154	100	98	68	63	63	58	42	40	35	31
2	Traffic	248	253	178	175	98	94	94	86	67	45	40	37
3	Accounts	28	31	17	16	14	13	13	12	12	11	11	10
4	Workshop	51	51	31	29	24	23	23	23	21	18	15	15
	TOTAL	475	489	326	310	204	193	193	179	142	114	101	93

Source: KSTA Statistics, November, 2005.

3.8 Operational Problems of Kaduna State Transport Authority

Going by the edict that established Kaduna State Transport Authority in (1978), the following objectives were set forward: To develop, expand and make available, fast, safe and economized transport services needed in a growing, changing economy by moving the people and goods in a subsidized cost to various destinations in the state and the country at large. Secondly, to improve the living standard of the teaming population by creating job opportunities to them.

From the above stated objectives, the whole programme (move) is to reduce the transportation problems face by the teaming population of the state. It is also a way of providing maximum comfort. It will also reduce the over dependency on private transport companies which were established by individual to maximize profit.

Though, the edict made the agency an autonomous body from the

legal aspect, I believe the operation of the agency is still characterized by bureaucratic tendencies of the civil service. For example, the agency is being controlled by a board, still answerable to the Commissioner of Works and Transport in the state. By this set up, the agency cannot operate effectively and efficiently as expected of a viable transport company. Another operational problem of the authority is that, it is completely entangled by the civil service rules. In fact, the administrative manual of the agency clearly shows that the conditions of service of the agency are the same as that of the state civil service, except for some major, specific areas. The edict also indicated that the main source or working capital to the agency is from the state government. The agency can borrow money from the bank only after seeking approval from the state government.

The board can also fix rates and fares subject to such upper limits as may be determined by the state chief executives. This is yet another constraint on the agency because market forces are not to determine rates and fares. The agency is expected to run even routes within Kaduna City; at the time of this research work, the city town transport service has been phased out due to its unavailability.

The planlessness, undue government interference, over staffing, inexperienced, unqualified staff, fraud, the absence of proper accounting procedures and lack of proper cost benefit analysis are some of operational problems identified as at the time of conducting this research paralyzing the progress of this organization.

As at 1990, the agency had less than thirty vehicles (30) due to mismanagement of finance, accidents, lack of spare parts and because of that contributed in running down of the agency. As a matter of fact, the government had to order into the operations of the agency for the fact that the terms of repayment of the loan acquired for the purchased of the vehicles, guaranteed by the Federal and state government. The problem of spare parts is generally affecting the public and the private transport companies.

The city bus service does not have enough coverage due to lack of enough vehicles and for the fact that the agency does not give efficient, and promising transport service, that has weaken their financial position of the agency thus, called for retrenchment in the work force.

Poorly equipped workshops are a major problem that paralyzed the activities of the Kaduna State Transport Authority. To crown it all, the human resource is not properly employed meaning that the work force is pregnant with unqualified personnel who were either employed on political or influential grounds.

FOOTNOTES

1. **Kaduna State Transport Authority Records, Kaduna.**
2. **1999 Constitution, Federal Republic of Nigeria.**
3. **Ministry of Works and Housing Records, Kaduna.**
4. **Federal Urban Mass Transit Programme Records, Kaduna.**

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

Generally, in every empirical research report, information (data) have to be collected, organize analyzed it on the phenomenon in question then, come out with the results of such analysis which is in the end interpreted to enable the researcher arrive at a dependable conclusion.

In this chapter, the information collected is presented, analyzed and interpreted through questionnaire as the instrument used for the data collection. The researcher also used the secondary information source (i.e. office records which further made the information collected in the field a reality); Stratified sampling method which cuts across various sections of the administrative ladder, which gave equal representation of the population in the organization.

It is certain that the number of the employees in the Kaduna State Transport Authority (KSTA) as at the time of collecting the data was One Hundred and Forty-five. (145) the organization suffered serious purging (dis-engagement) of the workers as a result of deteriorating condition of service.

In view of these fluctuations in the number of the employees, the researcher decided to find out the cause of that, picked a sample size of Forty-five (45) but only Forty (40) responded. Meaning that, only Forty (40) questionnaires were returned and the rest missing. These forty

respondents included the members of the management, middle class and the junior class; as a true reflection of the organizational charts.

Two hypotheses were tested, and questionnaire instrument is divided into three (3) sections. These included the section dealing with the bio-data of the respondents; section "B", dealing with information about the management and performance of the organization in which the two hypotheses are tested. The third (3rd) one is section "C" which is mainly for the commuters and is also on the performance of the Kaduna State Transport Authority where the commuters are expected to comment on the performance of this public transport agency. (KSTA).

In order to make he work more qualitative and quantitative, the researcher have decided to use percentages and chi-square (x2) as the quantitative methods for analysis of the data.

4.2 Bio Data Of The Respondents.

Section "A" of the questionnaire deals with personal bio data of the respondents such as period of service and profession as in the questionnaire instrument (as in the appendix) from the returns, respondents are categorized according to period of service as indicated on table one (1) below**.**

Table 1: RESPONDENTS CATEGORISED ACCORDING TO PERIOD OF SERVICE.

PERIOD	NO. OF RESPONDENTS	PERCENTAGES
1-5 Years	12	30%
6-10 Years	20	50%
11-15 Years	04	10%
16-20 Years	04	10%
Total	**40**	**100%**

Source: - Survey by the researcher.

From the above table, it is clear that the highest number of the respondents served the Kaduna State Transport Authority for a period of 6-10 years (i.e. 20 respondents 50%). Followed by the respondents who served for the period ranging from 1-5 years with 12 respondents (30%), then finally those who served for 11-15 years and 16-20 years with four (4) respondents each, and percentage of 10% respectively. From the above analysis the Kaduna State Transport Authority consists mostly of inexperience employees and this may be having relationship with the constant disengagements and recruiting of new ones especially the Drivers.

Table II: RESPONDENTS CLASSIFICATION ACCORDING TO THEIR PROFESSIONS.

PROFFESSIONAL GROUP	NO OF RESPONDENTS	PERCENTAGE
Management Staff	3	7.5%
Auditor and Accountants	4	10%
Typist	2	5%
Clerks	4	10%
Drivers	10	25%
Mechanics	5	12.5%
Messengers	5	12.5%
Conductors	4	10%
Cleaners	3	7.5%
	40	**100%**

Source: - Survey by the researcher.

On the qualification of the respondents. The responses collected revealed that, fifty percent of the respondents are either First School Leaving Certificate holder or Professional Certificates with a few of them with Secondary School Certificates. Holders of Higher Diploma or Degrees are few.

That is clear because the operation department for example is having the highest number of employees and this

number consists mostly of Drivers and Conductors that did not attend any higher Institution.

On the issue of number of children. Most people are married with about five (5) children and above especially the Drivers and the Cleaners with low qualifications and thus, low salary (income). This situation leads to low standard of living as a result, developed the desire to steal the spare parts and finally dismissal even without the dismissal, the performance is always low since there is no job satisfaction.

There is the need for provision of In - service Training for all categories of workers to bring them up to standard.

The below table classify the respondents' base on their grade levels:-

Table III: CLASSIFICATION OF RESPONDENTS BASE ON THEIR GRADE LEVELS

GRADE LEVEL	NO. OF RESPONDENTS	PERCENTAGES
GL 1-06	20	50%
GL 07-09	10	25%
GL 10-13	10	25%
GL 14 - Above	None	0%
4 Classes	**40**	**100%**

Source: - Survey by the researcher.

4.3 Test of Hypothesis One:

"Poor Performance in Kaduna State Transport Authority is a result of the Quality of the Management"

Management and Performance of the Kaduna State Transport Authority (KSTA)

Opinions on the mass transit embarked by the government, (Federal and States) to solve the problem of transportation, the following responses were recorded. 28 of the respondents (70%) responded, to be satisfied with the policy out of the administered, questionnaires, adding that, the policy was aimed at alleviating the suffering of the common man in the society (economically disadvantaged population). Two (2) respondents responded to be very satisfied with the policy, (5%). 10 respondents (25%) responded not to be quite satisfied or not completely satisfied with the policy, saying that, though it is introduced to assist the poor it has succeeded in empowering some people by embezzling the funds; thereby leading to the complete failure of the policy, which is meaningless. Some of them said that, there is no proper checking in the system: it is illustrated below.

Table IV: OPINIONS ON THE MASS TRANSIT PROGRAMME EMBARKED BY THE GOVERNMENT.

	RESPONSES	FREQENCY	PERCENTAGES
i	Satisfactory	28	70%
ii	Very Satisfactory	2	5%
iii	Not quite Satisfactory	10	25%
iv	Unsatisfactory	0	0%
		40	**100%**

Source: - Survey by the researcher.

Opinions on the performance of the management of the Kaduna State Transport Authority. (KSTA) The same, mixed feelings were recorded. Thirty respondents (75%) responded not to be quite satisfied with the management of the Transport Authority; ten respondents (25%) responded not to be satisfied with the management, the observation made by the researcher is that, the unsatisfied respondents are mostly Junior Staff which indicates that, something is fishing in the organization. Another observation made by the researcher is that, these unsatisfied respondents are mostly in the administration Department.

The responses are illustrated in the table below:-

Table V: OPINIONS ON THE PERFORMANCE OF THE MANAGEMENT OF KSTA

OPINIONS	FREQENCY	PERCENTAGES
Satisfactory	Nil	0%
Very Satisfactory	Nil	0%
Not quite Satisfactory	30	75%
Unsatisfactory	10	25%
Total	**40**	**100%**

Source: - Survey by the researcher.

In finding out the various departments at which the respondents are serving under, the researcher confirmed that, the number of the various respondents is distributed because it reflects all the departments found in the organization. I.e. Administration, Accounts, Operation and Services, Technical and Planning, Research and Statistics. With these five (5) departments, administration is having the highest number of the respondents because they constitute 50% of the total population in the

Kaduna State Transportation Authority.

This can be seen on the table below.

Table VI: NUMBER OF THE RESPONSDENTS IN DIFFERENT DEPARTMENTS

DEPARTMENTS	NO. OF RESPONDENTS	PERCENTAGES
Administration	20	50%
Operations services	2	5%
Accounts	10	25%
Technical	5	12.5%
Planning, Research and Statistics	3	7.5%
	40	**100%**

Source: - Survey by the researcher.

In finding out the opinions about the performance in their various departments, 24 (60%) of the respondents answered yes that, they are satisfied with the performance of their various departments, while the rest, 16 (40%) of the respondents were of the view that their departments do not perform well. The researcher tried to analyze the responses whether they are on departmental bases, but confirmed that the responses are not on departmental bases meaning that, it was on personal bases. Since there were different views in the same department. Opinions on whether the manpower was alright with the required number of workers in all the departments. 28 respondents (70%) were of the opinion that, the manpower was not alright in almost all departments especially the Technical Department which is the strength of the organization (KSTA). The remaining 12 respondents (30%) are of the opinion that the manpower was alright especially those at the Administration Department. As illustrated below:-

Table VII: RESPONSES ON THE MANPOWER IN THE DEPARTMENTS.

NO. OF RESPONDENTS	RESPONSES	PERCENTAGES
28	No	70%
12	Yes	30%
40	**2**	**100%**

Source: - Survey by the researcher.

On rating how the workshops are equipped 30 of the respondents (75%) responded not to be quite satisfied with the way the workshops are equipped. To them, even some of the available equipments are not usable. While the remaining ten (10) respondents (25%) are of the opinion that they are completely unsatisfied because there is nothing in the workshop apart from expired spare parts. The mixed feelings about the availability of the equipments are displayed on the table below**.**

TABLE VIII:OPINIONS ON THE CONDITIONS OF THE WORKSHOPS

OPINIONS	FREQENCY	PERCENTAGES
Satisfactory	0	0%
Very Satisfactory	0	0%
Not quite Satisfactory	30	75%
Unsatisfactory	10	25%
Total	**40**	**100%**

Source: - Survey by the researcher.

From the above table, it is clear that, the workshops are having problems meaning that, they are not well equipped to the standard required, and this constitutes one of the problems causing the set back in the performance.

Seeking for the opinion of respondents on the factors responsible for the constant breakdown of the vehicle, 25% of the respondents said that the problem is as a result of unqualified Drivers. To them, most of the Drivers are employed on the basis of who you know not what you know, thereby leading to constant accidents on the highways. 30 of the respondents (75%) viewed the problem to be that of the management because they are responsible for the recruitment, Management of the whole affairs in the Kaduna State Transport Authority. (KSTA) and since they don't check well, there is bound to be problem in the organization; and they have to accept being the cause.

On the provision of in-service Training, the respondents hundred percent (100%) agreed that the government provides In-service Training for their employees for those who are interested in improving the knowledge in their areas of specialization, and have satisfied the requirements are given the release letters to go and do so. On the contrary, the information collected revealed that, only a few of them indicated interest in doing so: the reason is not far fetched, because some of them gained the employment with primary school certificates and some of them with secondary school certificates with only few passes which does not warrant their reading further.

On the constant deduction in the number of the employees: - different views were expressed by the respondents. Base on the responses, five (5) respondents (12.5%) are of the view that, the constant reduction in

the number of the employees is as a result of poor condition of service 28 (70%) of the respondents see corrupt practices as the reason for the constant reduction in the number of the employees because those found to be the involved are always disengaged at the same time, poor generation of the revenue will lead to flushing of the workers by the organization. The remaining 7 (17.5%) are of the view that, it is as a result of constant breakdown of vehicles.

However, none of the respondents attributed the problem to the management.

As can be seen below.

TABLE IX: OPINIONS ON THE REDUCTION ON THE NUMBER OF EMPLOYEES.

	RESPONSES	**FREQENCY**	**PERCENTAGES**
i	Poor conduct of service	5	12.5%
ii	Constant breakdown of wheels	28	70%
iii	Corrupt practices	7	17.5%
iv	Poor management	0	0%
	Total	**40**	**100%**

Source: - Survey by the researcher.

On rating the performance of the Kaduna State Transport Authority. (KSTA) 20 (50%) of the respondent are of the view

that, their performance is satisfactory adding that, where there is problem is not the cause of management rather, the fault of the government. 10 respondents (25%) are of the view that, the performance is not quite satisfactory, while 10 respondents (25%) are of the view not the

performance is unsatisfactory. To them, their performance is not meeting the demand of the people (commuters). The above verifying views are however displayed on the table below.

TABLE X:
SHOWING THE RATING OF KADUNA STATE TRANSPORT AUTHORITY PERFORMANCE.

OPINIONS	FREQENCY	PERCENTAGES
Satisfactory	20	50%
Very Satisfactory	0	0%
Not quite Satisfactory	10	25%
Unsatisfactory	10	25%
Total	**40**	**100%**

Source: - Survey by the researcher.

On the way to achieve the set objectives 28 respondents (70%) stressed the need for the government to employ professionals such as qualify Electricians, Mechanics and Drivers. The employment policy should be base on what you know and not on who you know: If credible performance is to be achieved. Those who are employed on reconciliation grounds should be compelled to go on In-service Training for better performance. They further urged the government to improve the condition of service to them, which is another important factor that motivates the employees to put on their best.

Twelve (12) respondents (30%) saw that achieving these set objectives depends on the way the management puts on their best in supervising the activities going on in the organization. To them, progress of any organization depends on the effort of the management.

SECTION "C"

Opinions On The Performance Of The Kaduna State Transport Authority By Commuters

To find how frequent they travel on Kaduna State Transport Authority, The responses collected indicated that, out of the twelve (12) respondents only three (3) of them (25%) of the respondents responded that they travel by Kaduna State Transport Authority vehicle three (3) times a month. Four (4) of them responded that they travel by Kaduna State Transport Authority vehicles once a week (33.3%) and rest of the five (5) respondents responded that they travel once in two (2) months because of the uncertainty of this transport agency's vehicles. Because they break down on the way and cannot get another money to board another vehicle, for the fact that, the money paid is normally kept behind before moving to where the vehicle is going.

The responses are displayed on the table below:-

TABLE XI: HOW FREQUENT THE RESPONDENTS TRAVEL ON THE KADUNA STATE TRANSPORT AUTHORITY VEHICLES.

RESPONDENTS	FREQENCY	PERCENTAGES
3	3 Times in a month	25%
4	Once a week	33.3%
5	Once in two months	41.7%
Total 12		**100%**

Source: - Survey by the researcher.

RATING OF THE PERFORMANCE OF KADUNA STATE TRANSPORT AUTHORITY VEHICLES

On rating the performance of the Kaduna State Transport Authority.

(KSTA). The responses indicated that, five (5) of the respondents (commuters) responded that they were not quite satisfied with the performance. To them, there are irregularities in the running of the affairs of the Kaduna State Transport Authority, and these normally affect the performance of the vehicles and management of the parastatal as a whole.

Three (3) 25% of them responded as feeling satisfied with the performance of Kaduna State Transport Authority services. The rest of the four (4) respondents, rate the performance of the Kaduna State Transport Authority services to be unsatisfactory. This is illustrated below:-

TABLE XII: RATING OF KADUNA STATE TRANSPORT AUTHORITY SERVICES

	RESPONDENTS	FREQENCY	PERCENTAGES
4	Satisfactory	3	25%
2	Very Satisfactory	0	0%
3	Not quite Satisfactory	5	66.7%
4	Unsatisfactory	4	33.3%
	Total	**12**	**100%**

Source: - Survey by the researcher.

The reasons given by the respondents that are not quite satisfied with the performance were because of the inability of this public transport company to provide a viable and efficient transport services according to the objectives for setting it. To them, most of the vehicles do break down on the way when on transit and since they do not move with the money paid by the passengers, the passengers have to continue to stay regardless of the position at which the vehicle break down, till a Mechanic comes from any of their stations to put it through. This normally put the passengers in

to untold hardship.

The reasons given by the respondents that are not satisfied with the performance is that, they travel regularly with the Kaduna State

Transport Authority (KSTA) vehicles and the cost of transportation is subsidized and since they can afford the transportation money, they are satisfied, undermining the delayance and other disappointments, they may encounter on the way. Those respondents who said that they were not satisfied argued that, since the vehicles cannot do what they want then, they are not satisfied with the services of the Kaduna State Transport Authority (KSTA) performance.

Opinions on How to Achieve a Satisfied Service

Two (2) out of the twelve (12) respondents are of the views that, the only way to achieve an efficient transport service is, the government should invest more money in the system so as to purchase new spare parts.

Six out of the twelve (12) respondents (50%) are of the view that, three things should be done in order to achieve the set goals and these included.

Good management, where the activities in every department should be supervised and make corrections.

Secondly, the government should create time for proper auditing of the equipments normally procured for the maintenance of the vehicles in the public enterprise such as this one. These assist in reducing the rate at which spare parts are being stolen away by some of the dubious

employees.

Thirdly, only qualify people should be employed at the right departments and at the right time to reduce the number of problems, at the same time, issue of constant accidents caused by unqualified Drivers. Taking note of these three (3) opinions, it will contribute in sustaining an effective and efficient transportation services.

The last four (4) respondents (33.3%) feel that, the government should improve the condition of service of the workers and by doing so, the employees will put on their best, where an efficient and effective transportation services will be realized**.**

4.4 Test of Hypothesis Two

The null hypothesis tested is that;

"POOR CONDITION OF SERVICE IN KADUNA STATE TRANSPORT AUTHORITY DOES NOT RESULT TO LOW PERFORMANCE."

Statistical method used is the chi-square distribution model, in line with the opinions held by respondents in testing the hypothesis number two.

H0 -: effective management of Kaduna State Transport Authority leads to a greater performance.

H1:- effective management Kaduna State Transport Authority does not lead to greater performance**.**

CHI - SQUARE (X2) DISTRIBUTION

The Chi - Square (x2) belongs to the non- parametric tests and it is used to measure discrepancies between the observed and expected

frequencies. The following formula is adopted for the calculation.

$$(x2) = \frac{\sum (0-E)\ 2}{E}$$

Where 0 = the observed frequency of any value

E = the expected frequency of any value.

The x2 value obtained from the formula is compared with the x2 table (see Appendix) for a given significance or number of degree of freedom where x2 statistical calculated value is greater than (x2) tabulated, we reject the null hypothesis (H0) and accept the alternative hypothesis (H1). However, if x2 statistical calculated is less than the x2 tabulated critical value; we accept the null hypothesis (H0) and reject the alternative hypothesis (H1) to get the value of (d6) degree of freedom we use the formula V or df = (rows - 1) (columns - 1) where Rows and columns are the original table or actual frequencies.

The table below gives the actual frequencies of respondents for this hypothesis.

TABLE SHOWING THE ACTUAL FREQUENCIES.

STATUS OF STAFF RELATION	MANAGEMENT STAFF	ADMIN STAFF	ACCOUNTS DEPT.	W/SHOP DEPT.	OPERATION DEPT.	TOTAL
POSITIVE	2	10	3	3	10	28
NEUTRAL	1	3	1	2	3	10
NEGATIVE	0	1	0	0	1	2
TOTAL	3	14	4	5	14	40

Source: - Survey by the researcher.

To find the expected frequencies, from the above table, we used the formula below:-

$E = \frac{\sum R X \sum C}{\sum G}$

Where ∑ R = Row total

∑ C = column total.

∑ G = Grand total

The table below gives the expected frequencies obtained from the table above.

TABLE EXPECTED FREQUENCIES

STATUS OF STAFF RELATION	MANAGEMENT STAFF	ADMIN. STAFF	ACCOUNTS DEPT.	W/SHOP DEPT.	OPERATION DEPT.	TOTAL
POSITIVE	2.1	9.8	2.8	3.5	9.8	28
NEUTRAL	0.75	3.5	1	1.25	3.5	10
NEGATIVE	0.15	0.7	0.2	0.25	0.7	2
TOTAL	**3.0**	**14**	**4**	**5**	**14**	**4.0**

The x2 calculation can be made as follows in the table below:-

0	E	(O-E)	(O-E)2	(O-E) 2 E
2	2.1	-01	0.01	0.005
10	9.8	0.2	0.04	0.004
3	2.8	0.2	0.04	0.014
3	5.5	-25	6.25	113.6
10	9.8	0.2	0.4	0.04
1	0.75	0.25	6.25	833.33
3	3.5	05	0.25	0.07
1	1	0	0	0
2	1.25	0.75	0.5625	0.45
3	3.5	-05	0.25	0.71
0	0.15	-0.15	0.0225	0.15
1	0.7	0.3	0.09	0.13
0	0.2	-02	0.04	0.20
0	0.25	-0.25	0.0625	0.25
1	0.7	0.3	0.09	0.29
				X2 = 835.54

In computing the degree of freedom

= (Rows - 1) (columns - 1)

= (3-1) (5-1)

= 2x4 = 8

The value of the cut point of x2 for 8 degree of freedom at 5% levels of significance 15 = 15.51

Critical Region: - whenever the x2 calculated is greater than x2 tabulated, we reject the null hypothesis. If otherwise, we accept the null hypotheses and reject the alternative hypothesis.

DECISION

From the computation above, in the table-x2 statistics calculated value of 835.54 is greater than x2 tabulated value, the null hypothesis is therefore rejected and the alternative hypothesis is accepted which means that, “poor condition of service in Kaduna State Transport Authority leads to low performance”. This implied that, poor salaries and other condition of service have affected the effective performance of Kaduna State Transport Authority.

4.4 Major Findings of the Study

Based on the presentation, interpretation and analysis of the data. The major findings of this study include the followings.

1. The study revealed that, the government invested a huge sum of money on the transportation sector in order to relief the economically disadvantaged, to neutralize the monopoly of the commercial transport owners and to provide by organizing an efficient and subsidized means of

transportation, but the effort have been plagued by poor management and, incompetent employees.

2. The study also revealed that, the organization consists of mostly employers that lack experience; due to constant purging for new workers, this act does not promote perfection.
3. The study also revealed that out of a total 145 employees, in the organization, majority of them are with administration Department, while the Technical Department which supposed to have the highest and qualify personal that can cater for these vehicles lacks the manpower. This ugly situation resulted to constant break down of the vehicles and leading to poor performance.
4. On the composition of the employees' base on the status, the study revealed that, 75% of the employees are married while the 25% are still single. This married population and children need good condition of service in order to perform as expected.
5. The study also revealed that the employment policy is wrong because it is base on whom you know not what you know.
6. The study also revealed that, there is high level of corruption in the organization.
7. The study also revealed that the workshops are poorly equipped.

END NOTES

E.C. OSUALA THIRD EDITION (2001) **Introduction to Research Methodology: African Feb-Publishers Ibadan.**

S. BELLO **Unpublished Lecture Notes On Statistics For MPA Class 2002/2003 Session.**

S.M. NGU (2005) **Research Methodology Made Simple for Social And Behavioral Sciences: Gaskiya Printing Corporation, Zaria.**

STATEMENTS: **Exactly As They Were Put By The Respondents In The Questionnaire Returned.**

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION.

5.1 Introduction

This chapter is the final on the research report. It summarized the entire report from the introductory chapter (chapter one) to the fourth chapter which include the presentation and analysis of the data. The chapter also caution conclusion drawn as a result of the research findings and recommendations on the findings of the study, where it is found to be imperative.

5.2 Summary

The performance of Kaduna State Transport Authority (KSTA) is evaluated using the most suitable quantitative and evaluative methods. Essentially, the study has tried to examined the performance of this public transport organization to see whether the company is actually achieving the set objectives bearing in mind that the government intervention on the provision of the transportations is to make sure that an effective and efficient transportation is established, in order to break the monopoly of the private transport company owners, make enough vehicles available to the teaming population; provide an efficient transport managements at an affordable cost to all classes of the Nigerians in terms of their social statuses. The researcher is interested in evaluating the extend at which this organization is being managed, at the same time assessed the extend

of the achievement. This assessment gives the background to make compares between the public enterprise and their privatization as being agitated by the government so, the outcome goes a long way in providing the tool for decision making about the privatization policy by the government.

The government cannot achieve these set objectives without investing on this transport company. So, the researcher feels it important to make same investigations on the money put so far and see how it is spent, then see the outcome through the achievement of these objectives, (In summary, to see the input output relationship.) For the fact that the research topic is in consonant with evaluation theories, the researcher decided to use some relevant evaluation theories that assisted in understanding what is in the work.

These included David Easton input-output system analysis model. The theory provided a clear system approach to evaluate how parts interact to make a whole and its further relationship with the environment. He in the theory tried to develop detail understanding of any programme by evaluating its aims and objectives, the mix of the resources employed and how operations of programmes suppose to accomplish goal, the external forces that influences the programmes and the way they produced higher objectives. In other words, the input of the system determined the output if the effort of the members and the contributions from the environment is positive then, there is assurance of fast and positive achievement of the set

objectives.

The Kaduna state governments actually put in money, equipments and effort to see to the smooth-running of this organization but investigation have revealed that the Kaduna State transport authority is still at the infant stage in terms of achievement of the set objectives. The research also revealed that the effort by the management, government and external forces did not changed the face of the organization in terms of performance, as a result the output is not encouraging.

The researcher took Kaduna State transport Authority (KSTA) as a case study because it serves as the mirror to assessing the mass transit programme introduced by the Federal and the State Governments to alleviate the problem of transportation being suffered by the economically disadvantaged population in Nigeria. So, the success or failure is the same with others in both state and federal.

Chapter one is the introductory part of the research. It highlighted on the statement of the problem, that, Kaduna State Transport Authority have been performing below the expected standard and because have been suffering a lot of depreciation in terms of performance. The factor responsible to this depreciation is however hypothesis and tested using percentages and chi-square (x2) as the quantitative methods.

The researcher also used the stratified random sample method because it gives the same opportunity to all the stages in the hierarchy. Questionnaire method is also used as the method of data collection, where the

questionnaire set in consonant with the hypothesis under testing.

Words like Transportation, modernization, plan, organization, investment, and strategy legislation constraints were also defined to make the work understandable to any reader.

In chapter two, the contributions of other writers in relevant areas have been summarized for proper understanding to any body that has interest in reading the work.

Three evaluation theories were also reviewed, such as Suchman evaluative research model, David Easton in-put - output system analysis, and Elton mayo Human relation modern management Technique model which further assisted in explaining the work for proper understanding to the readers.

Furthermore, the chapter three of the work contained the historical and the structural overview of the Kaduna State Transport Authority. (It revealed the historical development of the organization under research.)

This gives the true picture of how and when the Kaduna State Transport Authority (KSTA) was established, the size of the work force, management, the falling and the rising of the organization, since its inception to date. The chapter also revealed the available department's sub-sections and their functions.

The fourth chapter presented the data collected, organized, analyzed, using the percentages and chi-square (x2) as already mentioned earlier. In fact, the respondents indicated a high rate of responses to the questionnaire administered since the study recorded 88.2% return of

questionnaire (out of 45 questionnaire sent out, for the collection of the data, but the were not all returned, exactly forty returned. I believe that, the reason for the good return of this questionnaire is because of the method of the data collection employed.

The outcome revealed that, it is not only the management that is responsible for the falling of the Kaduna State Transport Authority, (KSTA) rather, the government too; due to the method of employment, which is politically and ethnically oriented. This employment policy has made the organization fully pregnant with unqualified working force. Secondly, the condition of service is poor compare to other parastatals in other States or Federal. These factors have made the workers to move from Kaduna State Transport Authority (KSTA) to other places with better conditions of service. This shows that, "The poor performance in Kaduna State Transport Authority is not a factor of the quality of the management." There are other factors that contributed to the poor performance such as the government and the society.

5.3 Conclusion

In conclusion, the Kaduna State Transport Authority was created by the Kaduna State government in 1974 under the supervision of Kaduna Bus Service (KBS) later; the Kaduna Bus Service became the Kaduna State Transport Authority in 1978 under edict 9. The main reason of its creation was to alleviate the growing transportation problems in Kaduna State and even the country as a whole especially to the less privileged. Yet this

dream still records poor performance due to certain factors such as unqualified employees, poor management, corruption and bad employment policy by the government. It has also been confirmed that the condition of service is also poor.

Those accumulated problems have given birth to indiscriminate stealing of spare parts, rampant breaking down of vehicles, as a result, of constant-laying off and replacement with new employees. It is a well-known fact that, no meaningful development can be achieved in this cloudy atmosphere. Understanding that these problems are not only caused by the government alone but management too; the government owns it a duty to screen whoever that is to be employed to make sure that the right persons are employed in the right positions at the right time.

5.4 Recommendations

From the outcome of the investigations made, the following recommendations have been made by the researcher.

1) For effective transport services, the government should grant full autonomy to these parastatals especially transport organizations such as Kaduna State Transport Authority (KSTA) because of the role they play in assisting the rural and less privileged in terms of transportation. Rules guiding the running of the organizations should be designed under the strict supervision of the management, just as the private companies (organization); this will pave way for a higher performance in the sector.

2) The method of employment should be reviewed to stop the employment of unqualified persons through the method of who you know not what you know. This will pave way for a class of personnel that will move the organization forward towards achieving the set goals.

3) The management should give priority to employment of technical Officers and Engineers so as to take care of these broken down vehicles instead of contracting them out for repairs.

4) The condition of service should be improved which will reduce the problem of stealing the spare parts that the Management encounters every day, and other corrupt practices such as embezzlement of money.

5) There should be constant inventory taking to make sure that, the equipments supplied by the government are not carried away by the employees.

6) The accounts should always be audited to stop the problem of diverting the money for different use than solving the problems of the organization.

7) Employment should only be in the fields that are lacking not to create redundancy in same areas that are not in need. Qualify drivers should be employed to ensure proper respect for timing in terms of departure and arrival.

8) In-service Training should be made compulsory to all employees that

will assist in building the manpower in the areas that are lacking.

SOME SELECTED BIBLIOGRAPHY

AHMADU M.S Performance Of Public Transportation In Nigeria.

BELLO, S. Unpublished Lecture Notes On Statistics For MPA Class 2002/2003 Session.

FRANK CASS 1972 History Of Public Administration From The Earliest Times To Eleventh Century (Vol. 1) London

FRESH A.R. (1969) Transport Investment and Economic Development in Developing Countries.

FROMM G. (1965) Transport Investment and Economic Development Washington

GUION R.M. (1978) Personnel Psychology

HACKET P. (1978) Science In Personnel Management John Murray Publishers Ltd London

HORNESBY (1988) Oxford Advanced Learners YOL R.C (1978) Management Of Personnel Rawat Publication, London

Dictionary Of Current English (Pages 132-544)

HOYLE B.S (1973) Transport and Development, Macmillan Press Limited (Page 5)

KLINGER D.E. (1980) Public Personnel Management, Context and Strategies Prentice Hall London

LITTENER S. (1978) The Analysis of Organization, John Willy and Sons New York.

MIFFIN CO. BUSTON (1964) Administration Of Developing Countries. The Theory Of Prismatic Society, Hongton

NAMDI A. (1991) Research Methodology In The Behavioural Science Longman Nig. Plc.

NGU S.M. (1978) Personnel Management In Nigeria Principles and Practice Gaskiya Printing Corporation, Zaria.

NGU S.M. (1994) Management Principles And Workers Motivation In Nigeria

NGU S.M. (2005) Research Methodology Made Simple For Social and

Behavioural Sciences. Gaskiya Printing Press Zaria.

NWACHUKWU C.C. (1988) Management Theory And Practice in Nigeria.

ONAKOIMAIYA S.O. AND EKANEM (1977) "Nigeria Transport" An Overview In Transportation In The National Development. Printed By Nigerian Institute of Social and Economic Development Page 1-18

PRYSE B.E. (1985) The Perfect Secretary.

SCHUMER L.A. (1973) Principles Of Transport Law. Allan Ltd, London Pgs (18-19)

SCHUMER L.A. (1974) Elements Of Transport Butterworth's Sydney (pg 2)

TYAGI A.R. (1975) Public Administration, Principles and Practice. Afirmara and Sons Adhi

UDOH ADEJOIntroduction To Research Methodology.

USMAN Y.B. ETAL (1985) The Nigerian Economic Crisis, Causes And Solutions. Gaskiya Printing Press Zaria.

USMAN Y.B. et al (1989) Urban Mass. Transit Operation Management Performance Appraisal Of Agencies (Page 22)