MANAGING OF GOVERNMENT FINANCED TRANSPORT SERVICE: A CASE STUDY OF PLATEAU EXPRESS SERVICE LIMITED.

BY

MAI SALLAU IBN MUSA

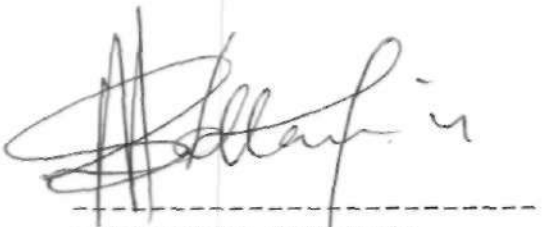
THESIS SUBMITTED TO THE POSTGF ADUATE SCHOOL, AHMADU BELLO UNIVERSITY, ZARIA, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTERS OF PUBLIC ADMINISTRATION.

DEPARTMENT OF PUBLIC ADMINISTRATION
FACULTY OF ADMINISTRATION
AHMADU BELLO UNIVERSITY
ZARIA - NIGERIA

OCTOBER 1999 %K>^£- '"

DECLARATION

I IBN MUSA, Maisallau, hereby declare that this thesis has not been accepted in substance for any other degree and is not being submitted concurrently for any other degree. I certify that the thesis is entirely the result of my own independent research. The various sources to which the author is indebted are clearly acknowledged in the reference. All errors are entire mine.



DIGITIZED

MAISALLAU IBN MUSA

28/4/79

DATE

CERTIFICATION

This thesis entitled, "**MANAGING OF GOVERNMENT FINANCED TRANSPORT SERVICE: A CASE STUDY OF PLATEAU EXPRESS SERVICE LIMITED**", meets the regulations governing the award of the degree of Masters of Public Administration of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

DR. KOLA OBAITAN
CHAIRMAN SUPERVISORY COMMITTEE

23/11/99
DATE

PROF. I. ABDULSALAMI
MEMBER SUPERVISORY COMMITTEE

23/11/99

23RD NOV., 1999
DATE

MR. YAKUBU SANKEY
HEAD OF DEPARTMENT

13/12/99
DATE

PROF. S. OJO
DEAN, POSTGRADUATE SCHOOL

04/04/03
DATE

DEDICATION

This thesis is dedicated to my parents, Alh. SARKI HUDU MUSA II, Haj. Fatimah (Bagama) and Haj. Bilkisu Sarki, who taught me the rudiments of life.

My beloved wife, Haj. Fatimah Kilishi and our two children Bilkisu Bnt Ibn Musa and Basir Bn Ibn Musa, through whom I found fulfillment as a husband ard a father.

ACKNOWLEDGEMENT

This thesis is the result of various influences who contributed in no small measure to its success. These I would like to acknowledge in appreciation.

First, I would like to glorify the almighty Allah, who gave me the health, resources and the wisdom to scale through all the huddles of life upto this stage.

I wish to extend my heat-felt gratitude to Dr. (Prince) Kola Obaitan my supervisor, from whose intellectual wealth I benefited immensely. I am appreciative of his suggestions and constructive criticisms which have in no small measure, improved the quality of this thesis.

A special thanks to Prof. I. Abdulsalam of Public Administration Department, Ahmadu Bello University, Zaria, Prof. A. A. Ogunsanya of University of Ilorin, who was on sabbatical with the Nigerian Institute of Transport Technology, Zaria. These two eminent scholars are the inspiration behind this research.

I am most grateful to late Ambassador Lamino Abubakar, my late grand-mothers, Haj. Kaltime, Haj. Zainab Gimbiya and Haj. Sa'adatu Darda'u Musa II, my grand parents Alh. Darda'u Musa

II (Makama Karamin Lafia), late Alh. Ali Mailafiya (Katukan Lafia), late Alh. Hudu Musa II (Madakin Lafia). These people had at one time or the other inspired me in making life a meaningful one. For those of them that are dead may Allah reward them with Aljana (Paradise).

I am also grateful to my sisters Haj. Ramatu Awwal Ibrahim, Principal G.G.S.S. Dutse Abuja and Hajiya Larai Lamino Abubakar, for all the support they do rendered to me in most of my needing times. I am much indepted to the former's husband, Alh. Awwal Ibrahim who is always ready to share with me all my joys and sorrows. May Allah always make it positive all our desires in life.

I enjoyed the companionship of my brothers and sisters among which are late Suleiman Hamza (R.I.P), Mallam Hudu Uba Musa II, Mallam Yahuza Musa II, Abdullahi Musa II, Abubakar hanya, Abubakar Maidaji, Alkali, Baban Lariya, Kande, Jummai, Tanko Hamza, and Usman Mohammed. All these and others not mentioned here have been the source of joy and hope in my life.

The efforts of these uncles of my is unforgettable; they include Alh. Sambo Ubangari, Mailafiya, Alh. Musa Liman Kwande (Baraden Lafia); Alh. Sidi Yallaboi, late Alh. Aliyu Darda'u, Mohammed Darda'u (Zeed), Musa Hudu T. Musa II, Alh. Darda'u

Ali Mailafiya, whose sincere advises inspired my achievement up to this stage of development.

Special thanks to my Land-Lord/Friend Alh. Manir Isah Rakah who introduced me to the Librarian of Nigerian Institute of Transport Technology, Zaria. I quite appreciate the co-operation of the institute Librarian, for providing me with much materials for my literature review.

Special thanks also goes to the General Manager PESL, Mr. Jatau Aaron, the Administrative Manager, Mr. Peter Gonji Manager Planning and Monitoring Department, Mr. John Namdit, Mr. Lar Ilias of Monitoring Department, PESL and all other senior officers who gave their time in providing me most of the information that enriched this research. I sincerely appreciate the co-operation of all the staff of PESL at the period of my research.

I have benefitted from the friendship of late Isyaka Tijjani (R.I.P), Mallam M. A. Mainoma of Accounting Department, A.B.U., Zaria, Mohammed Fulani (Bass), Yahaya Musa, Mohammed Gawo, Musa Dauda, Alkali Ramalan, Mallam Aminu Tanimu, Alh. Abdullahi Liman Nuhu, Mallam Ibrahim Shehu, Faculty of Law, A.B.U., Zaria, Ahmad Mohammed (Bro), Dauda Bage, Mallam Abubakar Sadiq Isa (H.O.D BAM) Kaduna State Poly, Zaria, and Mohammed Salisu.

I am indebted to all my classmates in the MPA class of 1996/97, and my office colleagues. My relationship with late Alh. Mohammed Ahmed Adoke (a classmate, and a friend) is unforgettable. May his soul rest in peace. Amen

Finally, I gratefully acknowledge the work of Abbas Musa and Yohanna Damina who typed this thesis.

Above all, I once more thank the almighty Allah for making this work a success.

IBN MUSA, M.S.

OCTOBER, 1999.

ABSTRACT

This study assessed how the managemert aspect of Plateau Express Service Limited affects its performance. To facilitate this assessment, a combination of primary and secondary data were employed. The primary data was obtained through the administration of questionnaires, and oral interview, while the secondary data was ootained from related literature and official documents of the corporation.

Results of the study indicate that tie phenomenon of high labour turn-over, inadequate funding, too much political interference evident in the corporation affect its performance. However the result indicates that there is in place proper coordination of operation hence the hypothesis linking the effect of poor co-ordinatior of operation in PESL and its performance proves negative.

To make up for the lapses in personnel management of PESL, this study has recommended that the high labour turn-over syndrome should be arrested by charging personnel only on cogent reasons and making the appointment of the chief executive non political. On the *problem of* inadequate funding, the study recommended that PESL should seek for either bank loans or enter into partnership or both. In addition, the corporation is advised to further strengthened its control mechanism to avert the situation of diversion of

funds for the enhancement of its economic base. Government is enjoined to grant the management of PESL partial operational autonomy, in both its personnel and financial management.

Finally, further research is necessary into some areas to further ascertain how the performance of PESL can be improve. The areas identified in this study are, the relationship between federal urban mass transit agency and state transport corporations; the link between training of staff and the performance of the corporation; and ths relationship between transport agencies and commercial banks interms of agencies accessibility to loans.

It is believed that this stu3y should have been worthwhile, if its objective is seen tD have been achieved.

TABLE OF CONTENTS

	PAGE:
Title Page	i
Declaration	ii
Certification	iii
Dedication	iv
Acknowledgement	v
Abstract	ix
Table of Contents	xi
List of Tables	xiv
List of Figures	xvi
List of Appendices	xvii
CHAPTER ONE	
1.1 Statement of the Problem	1
1.2 Objectives of the Study	9
1.3 Significance of the Study	9
1.4 Scope and Limitation of the Study	11
1.5 Hypotheses	12
1.6 Methodology	13
Endnotes	16
CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK	
2.1 Introduction	17
2.1.1 Personnel Function	17
2.1.2 Organisation of Operation in Government Transport Agencies	21
2.1.3 Financial Management in Government	

KASHIM IBRAHIM LIBRARY

Transport Corporation 25

2.2 Theoretical Framework 36

2.2.1 The General System Theory 36

2.2.2 Katz and Kahn System Approach to Organizations 38

2.2.3 Relevance of the General system Theory and the Katz and Kahn System Approach to the Study 39

Endnotes 44

CHAPTER THREE

3.1 Introduction 45

3.2 Organisation and Services 47

3.3 Fleet Operations 51

3.4 Booking and Allocation of Buses 51

3.5 Crew Scheduling 52

3.6 Fare Collection System and Monitoring 52

3.7 Fleet Maintenance 53

3.8 Routes Operational 54

3.9 Financial Management 55

Endnotes 58

CHAPTER FOUR

4.1 Introduction 59

4.2 Structure of the Chapter 60

4.3 Test of Hypothesis One 60

4.4 Test of Hypothesis Two 67

4.5 Test of Hypothesis Three 77

4.6 Test of Hypothesis Four 84

Endnotes 92

CHAPTER FIVE

5.0 Summary, Conclusion and Recommendations 93

5.1 Summary 93

5.2 Conclusions 97

5.3 Recommendations 100

5.4 Area for Further Research 102

Bibliography 104

LIST OF TABLES

		PAGE
3.1	Types of Vehicle in Fleet	51
3.2	Routes Operated by PESL	52
4.1	Rate of Labour Turn-Over	62
4.2	Length of Service	63
4.3	Reasons for Staff Exit	64
4.4	Effects of labour Turn-Over	65
4.5	Highest Scores of Hypothesis One	66
4.6	Response on Whether all Money Realized from Operation Goes to the Corporation Accounts	68
4.7	Opinion on the whereabouts Unaccounted Money	70
4.8	Effects of Diversion of Internally Generated Revenue	72
4.9	Opinion on Whether Government Alone can Sufficiently Provide Funds for PESL	73
4.10	Alternative Sources of Funds	74
4.11	Highest Scores of Hypothesis Two	76
4.12	Criteria Used in Allocating Vehicles	78
4.13	Opinion on Whether Vehicles are Allocated on Political Grounds	79
4.14	Criteria of Fixing of Fare-Rates	80
4.15	Opinion on Whether Competency is the only Criterium for the Placement of Drivers/Conductors to Buses	81
4.16	Highest Score Responses	83
4.17	Government Interference on Employment	85

4.18 Opinion on Funding by Government 86

4.19 Opinion on Government Interference in the Administration of PESL 87

4.20 Degree of Government Interference in Affairs of PESL 89

4.21 Effects of Government Interference on Performance 90

4.22 Highest Scored Responses of Hypothesis Four 91

LIST OF FIGURES

FIGURES		PAGE
2.1	Basic Model of An Open System	37
2.2	Basic Cycle of Organisational System	38
2.3	Model of Government Financed Transport Corporations as a System	41
3.1	Organisation Chart of PESL	50

LIST OF APPENDICES

Appendix I: Questionnaire (Junior Staff)

Appendix II: Questionnaire (Senior Staff)

Appendix III: Formal Interview Format (Management Staff)

CHAPTER ONE

INTRODUCTION

1.1 Statement Of The Problem

The need for a mass transit system is associated with urbanization brought about by the 1967 state creation and the subsequent oil boom of the 1970's. Most of the state capitals witnessed a great influx of people from the rural areas, who went in search of jobs and to contribute towards the development of the states. Such relocation brought about a greater need for transportation as the various activities associated with such movements also increased. For example the immigrants into the capitals had to go about their normal businesses. Going to work, children going to school, businessmen and women travelling from one town to another e.t.c.[1]

Government attempted to solve the transportation problem so created by the construction of more roads and the establishment of state government transport services. For example we had the Bendel Line, Kaduna State Transport service (all operated by the then Bendel, Kwara and Kaduna State governments respectively); and the Lagos Transport service operated by Lagos State Government. The provision of these facilities involved huge capital expenditure, which between 1970 and 1980 attracted a budgetary allocation of 10 billion Naira representing 22 percent of Federal budget and another

₦10 billion between 1981 and 1985 representing another 15 per cent of the budget.[2]

Despite the colossal sums of money so expended, the transportation needs of people are far from being met. The performance of pre-1988 government transport corporation cuts a picture of gross mismanagement. Their financial performance was so poor that many of them were grounded by the early eighties.[3]

A situation where most of the government owned transport corporation collapsed before the end of 1987 with survivals found only in Lagos, Port-Harcourt, Kaduna and Benin city. The other defunct state-owned companies operating intra-city or intra-state and inter-state in Oyo, Kwara, former Benue and Plateau, Kano and Borno States, all collapsed in 1980. Factors responsible for the collapse of these erstwhile companies include's inefficient management, Fraud, lack of autonomy from the supervisory State Ministry, adverse competition from numerous small-scale private operators and heavy operational deficits.[4]

With the collapse of these government owned transport companies and coupled with the global economic recession there was mobility crisis within some majcr urban centres-in

Nigeria. That period witnessed continuous reduction in vehicle fleet in different parts of the country.

Commenting on this, the World Bank reports,

> Available national vehicles declined form 700,000 vehicles in 1983/84 to under 500 000 in 1987 and Projected, if the trend has continued, to decline to 350,000 in 1991 while national population was expected to increase from 80 million to 91 million over this period. The decline in commercial and public transport vehicles from 16,500 in 1982 to 1,500 in 1988 in Lagos State further demonstrated the alarming trend of the declining transport situation.[5]

This reduction has been a reflection of the economic recession and consequent reduction of imports which include restriction on all categories of imports including private vehicles and spare parts. The slump in the country's oil revenue since 1983 has resulted in the institution of series of economic adjustment programmes in Nigeria which involved strict control of foreign exchange spending and the introduction of structural Adjustment Programme (SAP). The SAP that evolves in Nigeria, involves, among other things, adjustment of the local currency (Naira) to international convertible currencies as well as the withdrawal of petroleum subsidy, the effect of which was the skyrocketed cost of vehicles parts and maintenance beyond the reach of individuals, most especially wage income earners.

Apart from the vehicle parts and maintenance cost, prices of vehicles had also skyrocketed. For example a Peugeot 504

Car Saloon which in 1983 was sold for less than ₦9,000.00 was by 1988 sold for over ₦10(,000.00, a 504 SR with air conditioner sold for a little over ₦10,000.00 was in 1988 sold for over ₦150,000.00, a 504 GL Car which sold for over ₦11,000.00 in 1983 was by 1988 sold for more than ₦200,000.00. These prices increase of Peugeot brands are just an example that extends to other brands of vehicles. When viewing the prices increase for the purchase of new vehicles by the end of 1988 against people's personal income especially, those in the public sector where the highest paid worker was then earning less than ₦30,000 per annum. This therefore shows that a serious mobility crisis had already engulfed Nigeria by 1988.

The picture of the urban transport crisis that emerged can be seen in the prevention of purchase of new vehicles and spare parts due to high increase in their prices. Many previous car owning families no longer had cars; public transport operators were saddled with rickety and ill-maintained vehicles due to exorbitant prices of spare parts and the inability to purchase new ones to expand their fleet of vehicles, and queues of passengers at major urban terminals and bus routes got longer and longer every day.[6]

By early 1988, the Federal government set-up a task force on the mass transit programme with the primary objectives of developing an optimum strategy for improving mass transit

infrastructure such as roads, rail lines and water ways; the articulation of an efficient arrangement for procurement and management of mass transport vehicles and equipment; and to review the existing studies and recommendations on the introduction of mass transit system in major urban centres in Nigeria.[7]

It was the outcome and recommendation of the task force that made the Federal Military government of general Ibrahim Badamasi Babangida to reintroduced urban Mass Transit Programme in 1988 with the hope of arresting the deteriorating situation of the quantity and quality of transport service in Nigeria, especially in the Urban centres.

For the Federal Urban Mass Transit Agency to achieve its policy goals and objectives, buses were initially provided as gifts to the states in 1988 to enable them take off and to ensure efficient mass transit service delivery in the urban centres of their States. The States were expected to manage the corporations in such a way that their continuity and sustainability were ensured. Government were supposed to assist the corporations in terms of funding and subsidies on cost of maintaining vehicles and the corporations are expected to make profit and at least the recovery of operating cost.[8]

Despite government efforts and commitments, the situation on the ground has shown that the transport service owned by government is still faced with problems. Scholars in the transport industry had identified the major factors responsible for the poor performance of the transport sector (in this country) as that of poor Management and lack of adequate maintenance of transport infrastructure for effective mass transit operations.

The issue of lack of adequate maintenance of transport infrastructure is presently receiving greater government attention through the Petroleum Trust Fund by their efforts in rehabilitating and constructing access Road in some of the urban centres, like Benin, Lagos, Kaduna, Kano, Jos and most urban centres in the country. But the problem still lingering on, is that of poor management which is a serious factor affecting the success and performance of the various state transport services (Plateau express Limited inclusive).

The phenomenon of Management is very central to the success or failure of any mass transit programme. Scholars have it that even if financial resources are available for the programme, without the requisite management, the programme will fail.

Most researchers believed that one of the major obstacles to good performance of government transport service is poor management. The question to ask here is, what is the nature of this poor management and how does it effects the performance of government transport companies. Ikya, in this regard says:

> There is to date a dearth of experienced management staff to run mass transit agencies. Although FUMTA has stood up to this by providing local and international training for management staff of mass transit agencies, such manpower development efforts have been wasted by state governments who rather than keep such staff on the job had redeployed them.The high rate of replacement of State Mass Transit chief Executive results in operational and management instability. Besides the objectives of the programme, it seems, are not appreciated by some state governments who interfere excessively in the operations and management of the system dictating low fare yet not subsidizing operational costs, dictating routes even when found unprofitable apart from observable, general misuse of the buses. While at a time some state governments saw their state mass transit agencies as a source of revenue to them, at another time, some government officials politicised the operations as a means of compensating their people through inappropriate Board appointments and through the secondment of inexperienced management staff to work in the State Mass Transit Agencies.[9]

Prof. A.A. Ogunsaya summarizes the Management crisis as thus:

> The management of the State Mass Transit Agencies to say the least has been very deplorable. Virtually all the State agencies are operating at a loss: The poor management derives from excessive intervention of State administrators, manifesting in:
>
> - the appointment of the Corporations Chief Executive whether qualified or not;
> - frequent change of Chief Executive;
> - dictation of routes and fare with out resort to economic or welfare principles:
> - use of buses without payment;
> - absence of clear cut policy on whether the service is economical or social;

- extensive use of non-business approach to a business venture;
- use of civil service administrative approach to a business venture;
- appointment of numerous and unqualified staff;
- poor financial management manifested in lack of probity and accountability;
- wanton misuse and destruction of government property.[10]

From the forgoing it is evident that government transport corporations are in serious management crisis and is affecting their performance. The questions that this research is attempting to provide answers to are:

- What is the nature of the management problem in Plateau Riders?
- To what extent has the management problem affects the performance of Plateau Express Limited?
- What possible solutions can this research proffer in solving the management problem?

1.2 Objectives:

The overall objectives of this study are:

a) To find out the effect of high labour turn-over on the performance of Plateau Express Service Limited.

b) To determine the various sources of incomes of the organization and to ascertain whether is sufficient for its smooth operation.

c) To ascertain how the various operations of the organization have been well organized and co-ordinated.

d) To determine the degree of political interference in the general administration of the organization.

e) To proffer pragmatic solutions to the identify problems facing the organization.

1.3 Significance Of The Study:

The significance of this study is two fold:

Firstly, though there are few researches done on the management issues of government owned transport corporation, however the researches are either specific to one aspect of management like personnel management, fleet management or property management or at best the mixture of either of the three. The other aspect of management like financial management has not received considerable attentions. Hence this study has been largely inspired by the desire to fill the in the gap in knowledge on the managements studies of government owned transport service. More over, since the success and continuity of government owned transport services depend largely on its management functions, the effort of this research to re kindle on the aspect of these management function, justify the energy and resources that goes into it.

It is the belief of this research that if the problem effecting the management of government owned transport service is discovered, and the way to tackle it is advanced, the essence of government participation in providing Mass Transport Service that can be affordable to all will be attained. With good and effective management, there will be expansion in the transport sector of the economy a desire government wants to achieve by introducing mass Transit Programme in 1988.

The expansion in the activities of government owned transport service will mean an improvement in the living standard of the citizenry. An expansion or increase in the number of cheaper transportation system will entail a reduction in prices and the availability of goods and services in our markets which in the long run will result to an economic of scale in the economy.

Secondly, the research apart from its adding to knowledge on the management of government transport service, it will also serve a purpose in the management of other public enterprises which are presently due to their ownership by government are ran at a loss. This research will expose the Managers and government alike on the causes of the failures of these enterprises and show the need for possible application

of the necessary management techniques that will enhance their productivity.

1.4 Scope And Limitation Of The Study:

The focus of this research will be limited to the management aspect of Plateau Express Ltd (a Plateau State owned Transport service).

The research will concentrate on only three aspect of management viz, personnel Management, organisation of operations and Financial management.

474813

Under personnel Management the search will be on how the personnel of Plateau Riders are selected Placed and developed. On the Organisation of operations, the focus will be on fleet management, choice or viability of routes been plied and fare charges.

Finally, under financial management of Plateau Riders, the nature of funding and the way financial records are kept and maintained will be in focus. In this regards, a look at all the relevant financial records of the corporation will be made to ascertain whether there is in place the use of any financial instrument like the profit and lost account or balance sheet that will ensure and indicate the direction or the health of the transport corporation.

The time frame for this study will be the period between 1990 to 1997 as 1990 marks the beginning or the birth of the mass transit programme in most of the states.

1.5 Hypotheses

This research/study intends to test the following hypotheses with the view to make generalization:

a) That high labour turn-over affects the performance of PESL.

b) That inadequate funding affects the performance of the corporation.

c) That the corporation is characterised by poor co-ordination of operation.

d) That too much political interference affects the performance of the corporation.

1.6 Methodology:

1.6.1 Sources Of Data:

Plateau Express is an off-spring of successive Nigerian governments' efforts in ensuring easy and cheaper transportation system for the mass population. To know something about this organisation, past records must be looked into. The documentary or historical method of research will therefore be used. The use of fact from official records, annual reports, laws, decrees and edicts, office files,

newspapers accounts, journals, conference papers and books will be used. These constitutes the secondary data.

The other method to be used is the survey which involves questionnaire and interviews.

The questionnaire method constitute another vital instrument of collecting data relating to the subject matter of this study. This method is also employed in this research so as to ensure the reliability of the information that will be gotten. It is said that, when a questionnaire method is used, the respondents will give a more objective response than when the interviewer is with them. Moreso, since they (respondents) are not hurried to answer the question but are allowed to fill the questionnaire at their own time, the best information will be obtained, as it is expected that alot of thinking, evaluation and re-evaluation of questions will be made before filling or selecting any option in the questionnaire form.

In using the questionnaire method, the close ended question patterns were applied. The use of only the closed ended question pattern in this study is informed by the precision in answers obtained from it, which can easily be used or quantify in analysis.

The oral interview method will be conducted with basically senior staff and management staff. This will be used as a tool to obtain further information to compliment data from questionnaires. Unstructured interview techniques will be used so as to enable the researcher gain clues on the feelings and opinions of the respondents about the problem of the study. These constitutes the primary data.

1.6.2 The Sample:

Plateau Express limited is said to have a staff strength of two hundred and forty before the creation of a new state (Nasarawa) out of the present Plateau state. With the new state the company lost some of their staff who are indigene of the new state. The staff strength is presently 183 which constitutes the population and also the sample for this study.

1.6.3 Administration of Questionnaire:

There are two forms of questionnaire administered on two categories of staff of Plateau Express Service Limited. (Senior/Junior staff).

1.6.4 Method Of Analysis:

In making analysis of the gathered data, the use of tabulations, across tabulation, simple statistical methods like measures of central tendencies, and any simple means of summarising data will be applied.

ENDNOTES

1. S. D. Umar, "Future finance and management of mass transit programme in Nigeria" Urban Mass Transit System in Nigeria 1989.
2. Ibid
3. Ibid
4. S. G. Ikya 1993, Urban Passenger Transportation in Nigeria P. 53.
5. World bank report 1990
6. Op-cit P.138-139
7. Op-cit
8. A. A. Ogunsanya, "Moving the urban masses" paper presented at the 1997 transport seminar series, Nigerian Institute of transport Technology Zaria.
9. S. G. Ikya P. 156 1997
10. A. A. Ogunsanya, "Monitoring and performance Evaluation of mass transit service" In Bolade T. Ed Ibadan University press.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction:

In every research work a review of available literature relating to the subject under research is relevant to know what is already on the ground about the research topic. This will assist us in knowing how we can make our personal contribution to knowledge or correct some of the errors in available literature.

For the purpose of this research the relevant literature relating to the personnel function, organization of operation and financial management of government financed transport corporation will be reviewed.

2.1.1 Personnel Function:

The personnel function in any organization has to do with the procurement, development, compensation, integration, separation, and maintenance, in addition to the normal administrative functions of planning, organising, directing and controlling of both human and material resources to attain individual, organizational and societal objectives[1].

Ikya, describes the state of Personnel function in a government transport corporation as that which various state government handles the way they like without necessary taking

into cognisance of the corporation objectives, despite still the dearth of experience management staff to run such corporations. That even where Federal Urban Mass Transport Authority (FUMTA) provided either local or International Training for the management staff, such manpower development efforts are wasted by the State governments who frequently redeploy them to other Ministries rather than keeping them on the job. He believes that appointment of board members and management staff of State Transit Agencies are politicised by some government officials, a practice that results in operational and management instability[2].

He further potray's the state of Personnel management in transport business and sees the need for proper training of transport personnel. He asserts that:

> "the best of well conceived business in the hands of a bad manager is as good as no business..... well trained staff in the transport sector in Nigeria are at the best scanty. Because of the urgency in solving the urban mobility problem of the country, I have always believed that managers of mass transit agencies should be properly trained".[3]

Ogunsanya sees the personnel function of a government transportation as that in which appointments of the Corporation chief executives are done without caring whether they are qualified or not; frequent changes of Chief executives; and the appointment of numerous and unqualified staff.[4]

Ikya and Ogunsanya had the same view on the personnel function of government transport corporations in Nigeria. They believe that the personnel of government transport corporations are mostly not qualified to run a transport business, and that in some cases even if the staff are trained or equipped with Transport management knowledge, they are mostly redeployed.

Thought their positions on the personnel management of government financed Transport Corporations may be true, but for the fact that, they did not back it with facts and figures, it will be taken as a speculation until proved with facts and figures from researches.

A. J. Yahaya sees the training institution as factor of sectoral development, he saw the training needs of personnel in a transport system as a complex one which should involve the participation of experts from various disciplines.

> "the training of personnel who will provide and manage a transport system is also complex, it requires not only the skill of the Engineer in the design, construction and maintenance of the fixed plant (road net work) or the Engineer in the design production and maintenance of the mobile plants (the vehicle) but also the town planner and the geographer in the location of activities, the economist in operational analysis costing and pricing evaluation and assessment of the worth of the movement, the sociologist in relation to the effects of transport to people's way of life and work; the mathematician in operaticnal research and system modelling and the statistician in analysing its many uncertainties".[5]

He concludes that the training programme in a specialised institution to carter for the transport sector need, should be well structured and flexible in order to bring together all candidates with experience in one or more disciplines and equip them with the basic tools of transport which will enable them function as transport specialists or professionals to solve the multi-complex problems of transport in the various sectors of the economy.

The International Aviation Training Agencies (I A T A) in stressing the importance of staff training for aviation industry observes that.

> "Among the factors which contribute, most significantly to the efficiency, profitable operation and safety within the airline industry is the competence of the personnel who operate and maintain the aircraft, equipment, facilities and the wide range of service provided to the passengers and air freight users".[6]

Though the above is talking about the aviation industry it has found meaning in the mass transit personnel operations. It agrees with A.J. Yahaya's work on the training needs of personnel within the transport system. The I.A.T.A. position, apart from its recognization of involvement of various discipline in the management of an aviation industry, it sees the need for such a mix for the success and smooth, operation of the industry.

While the positions seems ideal for the successful operation of any transport business but the implementation will be to expensive for the government to cope with. However, it can be attend to in future especially with the federal Urban mass transits authority's effort of providing local and international training for the managements staff of state transport agencies.

The forgoing literature shows the state of personnel function in a transport industry and the kind of training that is expected to be impacted into the personnel of transport industry.

2.1.2 Organisation Of Operation In Government Transport Agencies:

Ogunsanya, highlights some salient issues concerning operations in mass transit organisation. He stressed the importance of monitoring and performance evaluation of bus operations. He believes, the exercise would allow adequate understanding of the demand for the system such that existing limited resources can be used for optimum results; it would allow for acquisition of huge data to forecast for future planning and it would provide objective justification for government assistance interms of funds or road maintenance [7].

He sees operations as the main concern of the management of the transport system, the factors of which include the management of vehicles and routes. These, when effectively handled according to him will ensure hitch-free and economic running of the buses, thus creating a good atmosphere for reliability and safety.

He identify's three elements of mass transit that require monitoring viz:- vehicles performance, route performance and operation performance. Theoretical concepts and procedure of monitoring and performance evaluation were highlighted. He gave the advantages a transport industry would derived by the monitoring and performance evaluation concepts.

Elements that constitute bus performance indicators were specified. A simulation model of a mass transit system monitoring and performance evaluation procedure as well as a route performance screening procedure were addressed.

Iles, analysed the management of bus operation with regard to passenger traffic. He listed the pre-requisites of operational performance of bus traffic as good management and monitoring. He sees

> "good management of bus traffic as primarily concern with the deployment of vehicles to provide public services in accordance with the policy of the undertaken and relevant regulations".[8]

That Management policy on bus operation will determine whether services rendered are to maximise profits by operating on lucrative routes only or provide some urprofitable services for social reasons.

On monitoring, he observes that in developing countries where the rate of changes can be high, constant monitoring of route, performance and demand patten is essential for the agency to respond accordingly. That if the route performance and demand pattern is low, the agency should reduce the number of buses that plied the route and vise versa

According to him areas to be monitored include passenger and operational performance and implementation of change.

He says that the important financial aspect of bus operation is the viability of each route which is said to be attainable through different methods. That routes cost can be calculated either on Kilometer basis, vehicles basis or fixed costs.

He concluded by saying that for any transport company to be profitable the contributions from all routes must exceed total overhead costs.

What can be deduced from this work is that a measure of the probability or viability of operations of a transport company should not be based on the number of buses deployed per route, but on the level of contribution to the overhead of the corporation by the various routes no matter the fleet size.

Ogunsaya and Iles's analysis of measures of good operational performance of bus services seems to be more inclined towards a purely profit making transport corporation. Their analysis did not consider the social reasons for setting up state transport corporation as they are expected to operate on all routes within their domain to transport people at affordable rates. If the agencies are to operate on only profitable route, larger part of the state may not be reached there by defeating the aims of establishing the corporations. Though we observed the weakness in these writers analysis, we have to admit that most transport agencies scheduled their vehicles only to profitable route.

KASHIM IBRAHIM LIBRARY

2.1.3 Financial Management In Government Transport Corporation

Bradley, Defines financial management as "the area of business administration devoted to enabling the spending unit to achieve its, goals. It is applicable to such spending unit as governments, universities, churches, labour unions and

business firms. He limits his discussion to only profit seeking firms and saw the activities of financial management in two folds, Viz the area of management of assets for growth and survival, and the area of selecting the sources of funds to finance assets, both those at hand and new ones to be acquired.[9]

On the area of managing assets for growth and survival, He listed the activities in this domain as including the determination of:- The optimum size of the firm; the composition of the assets, the best places for the firm to allocate its scarce resources; the line of business in which the firm will engage; the most efficient use of current and fixed assets after they are acquired; whether to purchase asset A or B.; and criteria for measuring managements success in handling the company's affairs.

In the case of selecting the sources of funds to finance assets, he listed the activities as including the determination of; whether to issue common stock preferred stock, or bonds; the amount to be paid in dividends; whether to lease or buy assets; the optimum amount of trade credit and bank loans; how much control to give outsiders; and the best terms to offer in a merger.

From the work of Bradley, we can deduce that financial management is the managing of assets which are replicated in the day today activities of the company, the use of various financial management techniques of balance sheet, profit and loss account to determine the direction of the company and the aspect of sourcing of funds.

Though the work is limited to only profit seeking firms and more attuned to the western capitalist nation but it also finds meaning in the present dispensation of privatization and commercialisation of public enterprises, and more so with the activities of most state transport corporation which are operated with the intent of profit making, than rendering of social services.

Opara discusses the content of financial management in a transport business. He summarizes the aspect of financial management in transport business as a budgetary control activity, that begins with the planning stage. He also stressed that planning should be taken seriously by bus operators as the success of any business begins with the planning stage. That Operators should decide where the company should be in the next three to five years or more and the strategy required to get there. That the first year of any transit bus business should be expressed in its budgets.[10]

He identified three kinds of budget available to transit bus operators, viz: the operating budget which is expressed in sales of fare tickets, general cost of operation and profit, the capital expenditure budget which shows the capital required for the particular period in question and the cash budget which is mainly concern with the flow of cash in and out of business.

Apart from the three types of budgets available to the operators, he acknowledges that there is the master budget which comprises all the budget which is expressed in the form of profit and loss statement and balance sheet.

On ways to measure performance of bus operation, he says that in a normal circumstance actual performance standard of business operators should be measured against planned performances through the budget. Interms of deviation from performance he advises that bus operators must take immediate action as variation between budgets and actual performance figures signaled alarm to something crucial.

Buckley in his analysis of route revenue and costs, states that for any business to prosper, there must be a defined system of financial control and that management must have adequate information on which to base their decisions. He discussed the basis of financial control and problems of

accurate budgeting in the bus industry. He gave as example the issue of fares fixing which are normally subjected to government control without necessary having any formula or criteria as a guide.[11]

He further stresses that effective financial control in a transport industry is a tool that enables the firm to plan utilization of vehicles so as to maximize the contribution to the fixed costs and to obtain short run profit maximization.

He observed that the economics of developing countries are usually characterised by two features which have a major bearing on financial control, viz: an above average rate of inflation and a depreciating currency. The impact of these features according to him have significant impact on the transport industry due to its capital intensive nature.

Hay like Buckley, observes that fares in developing countries are normally controlled by government. On variations interms of valuation of rates, Hay says it is due to the variation in the cost of performing various services. He discussed cost of services as the actual expenses, both direct and indirect, including a reasonable margin of profit.[12] On which criteria to be used in establishing transportation rates, he observed that there are divergent views by scholars in the transport industry. While to some, valuation of rate

should be based on the basis of initial cost and to others it should be based on reproduction cost. Another criterion is the credit basis, whereby a transporter would be allowed sufficient returns so that it would pay dividends, thus maintaining its credit and ability to attract capital in the money market.

Hay, listed other options to be considered and concluded that whatever criteria used, the most important issue is that rates must reflect costs and should not be kept below the level of costs without incurring disaster.

The salient point contained in this work is that cost of services should be seen as a basic element in bus operations and the foundations of any fare structure.

On funding, Ikya, says that for any public transport system to be efficient and successful, it must be adequately funded.

Though he acknowledges and appreciates the aspects of subsidies and continued government support on public transportation in Nigeria, he also believed that government can not provide all for urban mass transit programmes, thus he saw the need for alternative sources of funding as necessary tool for success.[13]

He extensively emphasized the following programme as a means of alternative funding, thus Cost recovery, such that both states and Federal Urban Mass Transit Authority (FUMTA) are able to recover the cost of investment on vehicle provided; participatory approach, such that all the tiers of government in addition to various individuals participate fully in urban mass transit delivery; and establishment of relationship with External bodies, such that they can get grants, loans or even partnership.

On cost recovery measures, in his closing remarks and resolutions of the 5th meeting of FUMTA with state agencies, he gave some conditions as necessary provision for assisting the various agencies.[14] These conditions includes that, audited report of the agencies must be made to FUMTA which should show the operational and performance records of the agency concerned; State agencies should realistically pursue cost recovery measures; and they should ensure that staff and traffic ratio is reasonable; fares charged are realistic and annual over head and maintenance costs are within acceptable limits.

In pursuance of proper financial control mechanism for the Urban Mass Transit Agencies at the 10th meeting of FUMTA and State Transport agencies, Ikya announces the evolvement of a new accounting system. With the new accounting system each

bus given by the agency to the states shall be taken as a unit of account.[15]

The purpose the new accounting system will serve are enumerated as to enable the management to know the performance of each bus; to make reference to the bus unit when repaying the Federal Urban Mass Transit Agency; and to determine whether payment has been completed or not on the bus at any given time.

On the whole, the works of Ikya on funding elaborated the likely problems the states transport corporations will face if the urban mass transit is funded by government through subsidies and grants. He thus, proposed for alternative funding which emphasizes internal sources through proper channeling of the transport agency's day to day operations and a conscious use of financial record keeping and the use of financial statement.

Irukwu, 1991 tries to show how a good risk management program can help in funding a transport business. He started with the premise that in a free market economy, the only business that will survive and prosper are those that are productive, profitable and efficiently managed. Efficient management is seen by the author to include the efficient

management of risks a business enterprise is exposed to in the course of its operations.

He defines risk management as the management procedure devised in order to minimize the adverse effects of possible financial loss through three procedures.[16] These include: identifying well in advance, all the potential sources of loss; measuring the financial consequences of a loss occurring; and using various control measures to minimize or reduce actual losses or their financial consequences.

The writer sees the funding of a transport business by banks and other financial institutions on the ground of prudent management which can be attained through the installation of an effective risks management system - as he suggested.

Irukwu observed that the acute competition for funds made the banks and other financial institutions to be very cautious and conservative in their lending policies. And since by its nature transport business is full of risks and uncertainties, their chances of getting banks assistance interms of loans is very low. He suggested among others, the setting up of specialized transport banks; the establishment of captive insurance companies (though he observed that this area should be addressed with caution); and investing or buying of shares

in some banks, insurance companies and other financial institutions with a view to influencing the investment policies of such companies in their favour.

He concludes by suggesting that transport agencies should as a matter of corporate policy adopt more efficient risks management policies and program in their operation so as to reduce their human and materials losses to enhance productivity and easy assess to funding.

The work of Irukwu on risks management could generally be applied to transport businesses, and his suggestions on how to fund state urban mass transit agencies are long over-due for adoption. One of such suggestion that stands the test of time is that the Federal government should set-up specialised transport banks. This, if implemented, would reduce the over reliance of state transport agencies on government funding.

Adegbeyemi et al. see funding as a major issue in the establishment and running of transport parastatal enterprises. They attributed the problems faced by the transport sector of the economy in sourcing its financial requirements to a number of factors.[17]

The factors include the following: historical predominance of a single source, the government; the

Omnipresence of public sector organizations in the provision of transport services, leading to the dominance of the perception that such services are social services (public good) the cost of which do not have to be fully recovered from users, arising from the above two factors, a lower than necessary level of cost recovery by the sector, resulting to low level of internally generated funds; provision of user changes without adequate design to ensure their set objectives; preference of the financial system for short term lending and their perception of the transport sector as a high risk for lending to the quantum of funds available on normal interest rates; and bad financial management practices by private sector operators resulting in their lack of provision for investment in their business.

474813

To solve these problems they advance the following strategies as possible ways of addressing the issue: more efficient use of resources through better specification of objectives, more efficient financial management, closer monitoring and sense of accountability;
mobilizing additional revenue essentially through a better user changes like Toll charges import charges on new vehicles, vehicle sales charges, fuel tax, vehicle registration and renewal fees; better institutional arrangement aimed at reducing governments direct financial burden; and eliminating commercially unviable operations unless the government directs

other wise in which case the government should compensate the enterprises.

The above strategies advanced by the writers (Adegbeyemi et al.) seem useful in solving the problems faced by the transport sector. But one of the suggested sources is not obtainable by both the states and federal mass transit Authorities. Mobilizing revenue through user charges like Toll charges, import charges on new vehicles, sales charges, fuel tax, vehicle registration and renewal fees are all activities carried out by different agencies and ministries in Nigeria. Thus proceeds from those activities cannot therefore be easily accessible to the transport sector.

An additional way of solving the problem will be suggested, which is that the various state transport agencies should try to source foreign aids and possible partnership with some foreign ventures on their own.

2.2 Theoretical Framework:

A good research work is said to be that which is based on a theory or bodies of theories. The theory that is relevant to this study, is the general system theory of management and the Katz and Kahn system approach to organizations.

2.2.1. **The General System Theory:**

The system approach is seen by scholars to be the more comprehensive approach to the study of management in organizations. The approach views organization as a system with an interrelated set of activities for conversion of inputs into outputs.

The general system theory study the key elements of organization interms of their interaction with one another and with their external environment; It seeks to explain or predict organization in a multi dimensional way by studying *people, structure, technology and environment at one and the same time.*[19]

The system theory sees organization as open systems that has three major characteristic: they receive inputs or energy from their environment; they convert these input into outputs; and they discharge their outputs into their environment

A basic model of an open system can be show diagrammatically as below:



Fig 2.1: Basic Model Of an Open System. (as in P.69. Cole 1991).

The theorist sees the inputs as including people, materials, information and finance; the conversion process is said to take the form of production, marketing activities planning, organizing, control mechanism, research and development etc. And the out puts includes products, services ideas, waste etc.

Apart from the view that organizations are open systems, there are other criteria that formed part of the basic premise of the system theory.[19] These include: most systems can be subdivided into sub system, thus in an organization there may be production sub system, marketing sub systems, and accounting sub systems; and that social systems are basically self regulating, the system is said to regulate itself with the means of the feed back of information and results gain from the process of converting inputs into out puts.

The basic cycle of the organizational system is shown below:

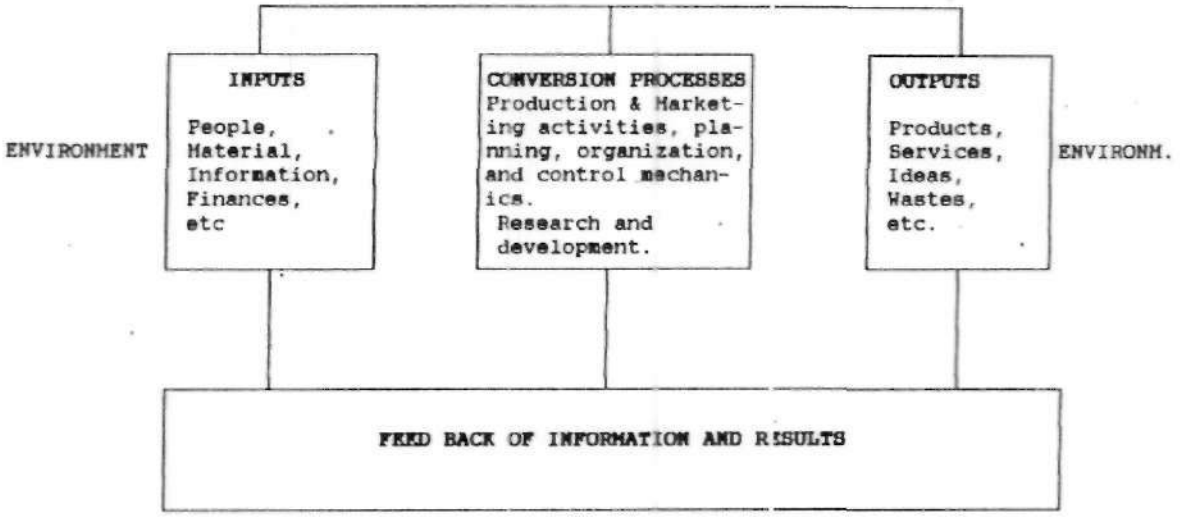


Fig 2.2: Basic cycle of organizational system (as in P.73 Cole 1991).

2.2.2 Katz and Kahn system approach to organization:

Katz and Kahn proposed an essentially systems view of organization.[20] They identify five sub systems at work in organizations which they state as follows:

1. Production or technical subsystem which are concerned with the accomplishment of the basic tasks of the organization (production of goods, provision of service etc).
2. Supportive sub systems which are said to be the systems that procure inputs and dispose of the outputs. They also maintain the relationship between the organization as a whole and the external environment.
3. Maintenance sub system, concerned with the relative stability or predictability of the organization. They

provide from the roles, the rules and the rewards applicable to those who work in the organization.

4. Adaptive sub systems this sub systems are concern with what the organization might become. They deal with issues of change in the environment eg research and development product research and long range planing.
5. Management sub systems which comprises the controlling and coordination activities of the total systems. They deal with the coordination of the sub structures, the resolution of conflict and the coordination of external requirements with the organizations resources.

Being scholars of the system theory, Katz and Kahn approach to organizations see these subsystems as interrelated and they work hand in hand towards the attainment of the organizational objectives.

2.2.3 Relevance of the General System Theory and the Katz and Kahn system Approach to the Study:

The relevance of the general system theory to this study lies on its holistic view of orgnisations and the interrelatedness of the various sub systems that makes up the organizations. Their understanding that all organizations operate as systems converting their inputs into outputs, and an information network which acts as a regulatory mechanism

reflects the workings in government financed transport corporation.

With the general system theory approach, the Plateau Express Limited is operating as a system with Inputs (personnel, vehicles, funds, workshops, etc) that are converted into Outputs (services of conveying the mass populations) and the system gets self regulated through the feedbacks of its activities in the form of profit or loss and effectiveness of the Corporation in transporting the mass population.

The basic cycle of the General system theory as applied to the government financed transport Corporations is represented in the diagram below.

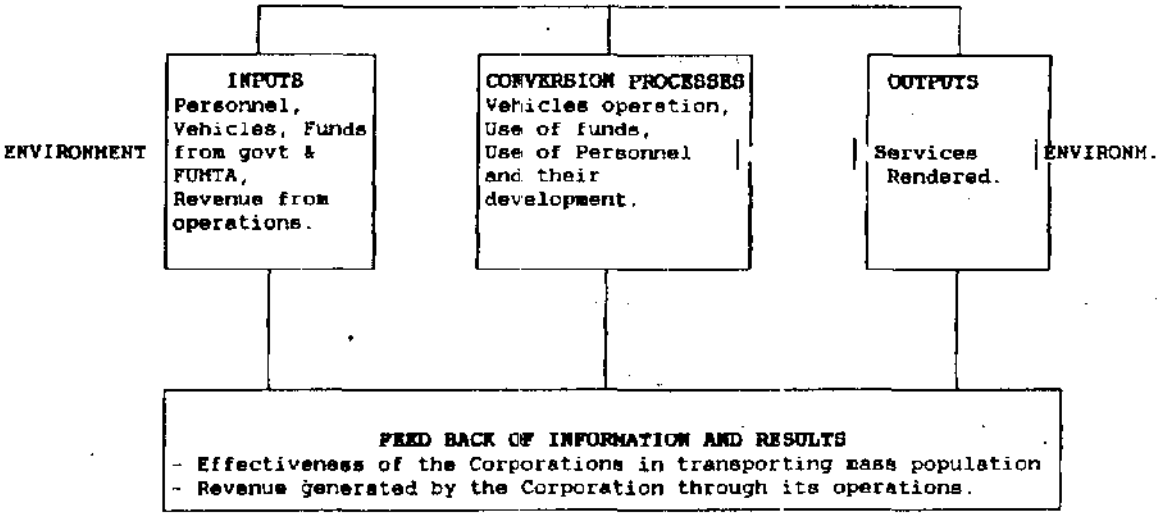


Fig. 2.3 Model of government financed Transport Corporations as a System.

The general systems pattern of seeking to explain and predict organization in a multi-dimensional way has given this research a focus to seek the explanation of poor performance of government financed transport service from a multi-dimensional angles. Thus, this research efforts of looking at the relationship between the personnel, financial functions, coordination of operation and the inherent political interference has found ground.

The relevance of the Katz and Kahn approach lies on its reflection of the roles of the six departments of Plateau Express Service Limited. In applying the Katz and Kahn approach to Plateau Express Limited, the Corporation as a system is made-up six departments and the management. The corporation as a system has the planning/monitoring, finance and supply, operations, Administration, Audit, Workshop departments and the Management.

Using their "five identified subsystems" at work in organizations, in Plateau Express Limited, the production or technical subsystem is represented by the operation department, the supportive subsystem is represented by the management, comprising of the representative of the state government, board members, General manager, the Secretary and Heads of departments; the Maintenance subsystem is represented by the Administration, finance and supply and the workshop

departments; the planning/monitoring department covers the role of the adoptive subsystem; and the Managerial subsystem is represented by the Management.

However, having realise that some actors perform in both the supportive and the managerial subsystems, the merger of the two subsystem into one is hereby suggested. Thus only four subsystems at work in government financed transport corporations is acknowledged.

From the foregone, it can be inferred that the organizational structure and the operations of the Plateau Express Limited is fashioned in line with the General System view and the Katz and Kahn approach of organizations. It is in recognition of this fact, that the approaches were found to be relevant to this study.

ENDS NOTES

1. S.M. Introduction to Personnel Management in Nigeria, 1990 pg.6.

2. S.G. Ikya "My thoughts on Urban Mass Transit in Nigeria" 1996 pg. 156.

3. Ibid p. 150.

4. A.A. Ogunsanya "Monitoring and performance evaluation of mass transit service" In Urban mass transit, Bolade T. (ed. Ibadan University Press.

5. A.J. Yahaya 1991, "The effect of specialized Training institution as a factor of Sectoral Development". Paper presented in a seminar organised by the Nigerian Institute of Transport Technology at Abuja, 1991

6. IATA Agency Training Programme Agenda, item 4.

7. Opcit.

8. R. Iles "Management of Bus operaticns with regard to passenger traffic" in Developing World Land Transport, U.K., Governor Press International, 1987.

9. J.P Bradly Administrative financial Management. The Dryden Press Limited, Hinsdale, Illinois, 1978.

10. C.I. Opara "Transit buses Investment criteria and financial Management"

11. R.M. Buckley "Financial control and management systems for Road passenger transport" Developing World Land Transport, U.K., Governor Press International, 1987.

12. W.W. Hay "Cost of Service" in Introduction to Transportation Technology. John Wiley and Sons Inc. U.S.A. 1977.

13. Opcit, R151-152.

14. Ibid, p.26.

15. Ibid, p57-58.

16. J.O. Irukwu"Risk management in Transportation : Case for the sourcing of funding". Paper presented at a seminar on Management and Funding of transport Agencies organised by the Nigerian Institute of Transport Technology at Abuja, 1991

17. O. Adegbeyemi et al. "Management and Funding of transport Agencies: A Nigerian Experience" Paper presented at a seminar organised by the Nigerian Institute of Transport Technology at Abuja, 1991.

18.G.A. Coke Management Theory and Practice, Third Edition, London, 1991.

19. Ibid.

20. Ibid.

CHAPTER THREE

ORGANIZATION AND OPERATIONS OF THE PLATEAU STATE TRANSPORT CORPORATION

3.1 Introduction:

Plateau express limited came into existence with the launching of the Federal urban mass transit program (FUMTA) in 1988 (now Federal urban mass transit agency, FUMTA). The program was officially launched in the state on the 14th of April 1988 with the basic aim of improving the urban mass transit system so as to reduce the hardship experienced by commuters.[1]

However, the Plateau Express Service Limited started her operations on the 3rd of August 1988, with 20 buses, 10 forty passenger seater capacity (MB0365) and 10 fourteen passenger seat peugeot mini buses.[2]

It is necessary to mention here that Plateau Express Service Limited was not the first to be established by the various past governments of the state. In 1972 the government of Benue plateau state set up a transport corporation known as the Benue Plateau Bus service (BPB5) with a fairly large fleet of vehicles. Its operations kept dwindling, the result of which was the low coverage of much routes that were initially covered. In 1976 with the creation of New states,

and the consequence of dividing Benue Plateau state into two, the operational problem was further compounded.[3]

The division of the state saw the emergence of Plateau Transport Corporation (PTC) set up by the plateau state government. The corporation was operational up to 1984 when it finally folded up. Between 1984 to 1988, there was serious transportation problem in the state and the country as a whole; the introduction of the federal mass transit program in 1988 was equally followed by the establishment by Plateau state government of a new transport agency-Plateau Express Service Limited.[4]

Since its inception it had been and solely a hundred percent share of the Plateau state government. However, with the creation of Nasarawa state out of Plateau in 1996, the assets of the company were shared between the two states. Presently the company is only running land transportation and is yet to expand its services to the other areas and their accessories, that is defined by her act of memorandum.

The company was established through a memorandum of association under the companies decree of 1968, of the federal republic of Nigeria.

The objectives of the company as contained in its memorandum of association are as follows:

i. To alleviate the mobility problems of the travelling masses,

ii To boast socio-economic life of the people of plateau state and the country at large by providing adequate means of transportation.

iii To transport people at affordable fare and at reasonable comfort and

iv To generate enough revenue for itself sustenance.[5]

The company was to be limited by shares and the registered office is to be situated in Nigeria. The objects for which the company was established was to carry out the business of carriers by means of transport being it land, sea, inland water ways and air passengers, livestock, other animals and goods.

3.2 Organization And Services:

In Nigeria, two organizational structures have featured prominently in the operations of the public transport systems - viz: the basic functional structure and the multi divisional structure.[6] The PESL use the basic functional structure. All departments are adequately staffed with a few hands still required in some departments. Activities are assigned to

departments which best ensures the attainment of the company's objectives.

3.2.1 How Organization of PESL works:

The PESL has six departments: finance, administration, maintenance, operations, Audit and planning and monitoring.

The company's staff strength depends on the number of operational vehicles. The expected average number of personnel to a vehicle is 4.1 i.e four staff to one bus at maximum as recommend by FUMTA.[7] However in 1995 the staff strength was 178, having an average of about 5 staff to a bus. This was so because of the breakdown of some functional vehicles. Presently (1998) the staff strength stood at 183.

This number is made up of 32 in administration, 31 in maintenance, 11 in planning and monitoring, 5 in Audit and 87 in operations, and finance and supply 17.

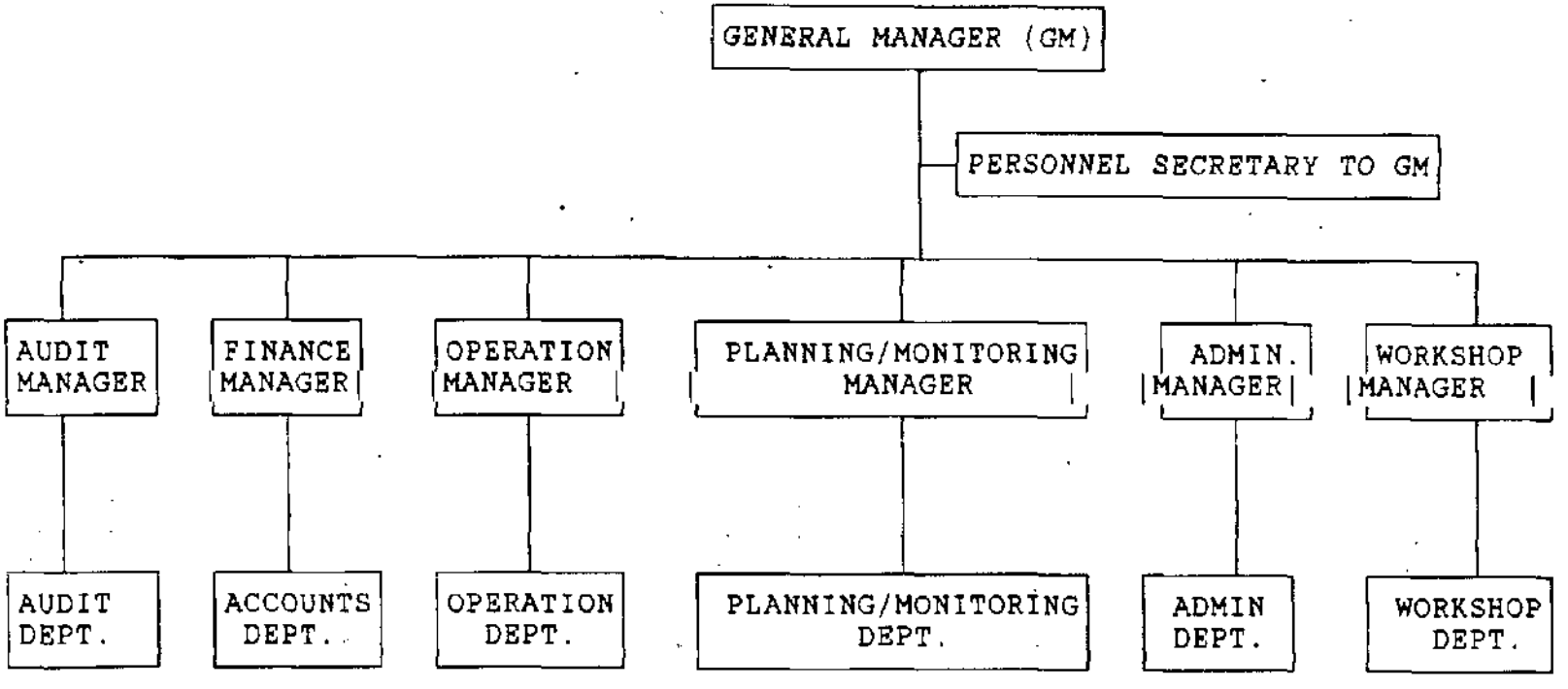
The PESL is presently under the office of the state sole administrator through the secretary to the state government. There is a general manager who is directly in charge of the day to day running of the company. He is assisted by managers in the various departments as mentioned above. Information flows from the general manager down to the departmental managers and down to the ladder through supervisors. Feed

back of information also flows from the down, upwards to the general manager. There is also lateral relationship between departmental managers.[8]

All departmental managers are responsible for effective control of their departments with the General manager overseeing them. Daily reports or various aspects of operation are made and sent to the general manager for his information and action.

Below is the organizational chart of Plateau Express Service Limited.

Fig 3.1: Organization chart of PESL



Source: P.M. Dept PESL, 1998.

3.3.1 Fleet Operations:

The Plateau express services limited has a fleet capacity of 43 vehicles. The fleet is made up of three varieties of buses namely the peugeot J5's (2 models 17 and 19 sitters), Mercedes L608 DC commonly called parkers), and the Mercedes 0365's. The fleet is at present highly dominated by the parkers which seem to be more reliable in operations than the others. Table 3.1 shows the types of vehicles in the fleet.

TABLE 3.1: Types Of Vehicle In The Fleet:

S/NO	MODEL	NUMBER IN USED	NUMBER NOT IN USED
1.	1414	4	6
2.	911	2	1
3.	809	2	-
4.	608d	9	5
5.	NISSAN	4	1
6.	PEUGEOT	2	-
7.	0365	3	4
TOTAL		26	17

Source: Plateau express limited engineering department year - 1997.

3.3.2 Booking and Allocation of Buses:

Booking for travel are made a day in advance and seats reserved accordingly. However passengers who did not book in advance can be accepted provided the booking are not filled up.

Allocation of buses is the responsibility of the operations department. The operation manager liases with the workshop manager to know the vehicles that are in good

condition; after which he earmarks, the best ones for long distance routes and those that are fairly serviceable to short distance routes.

3.3.3 Crew Scheduling:

The PESL operates both inter state and intrastate routes, because of that drivers scheduling is done by roster to include stand by drivers. The scheduling takes into account the regulation governing the number of hours a driver must operate.

Conductors scheduling is also done by roster. Their working hours are also taken into consideration one man operated buses are not in use in the organization, so it becomes very vital that conductors are properly scheduled.

3.3.4 Fare collection system and monitoring:

Collection of fares from passengers is done through the issuance of tickets from booklets. Fares are collected at the booking offices or depots and out passengers picked on the way are given tickets from the conductor who is always given a booklet for that purpose.

To check pilfering of funds generated, public transport organizations device means of closed monitoring system. The PESL's way of checking is through their road inspectors from

the planning and monitoring departments using liability vehicles. Apart from the aspect of checks against financial misdeeds the road inspectors attend to passengers problems/complaints, communicate breakdowns and accidents to headquarters or the nearest depot.

3.3.5. **Fleet Maintenance:**

The PESL has a central workshop where all maintenance is carried out. The company has no service stations or depots outside Jos. However, the company relies on the good working relationship that existed between all the government mass transit agencies should in case there is any breakdown of vehicle outside the state.

In compliance to the regulations, that all commercial vehicles should be examined after every after six months to ascertain there road worthy by the vehicle inspection officer, the PESL has been complying. Thus the certificate issued by the V.I.O's points to the good aspect of maintenance culture of the company.

3.3.6 **Routes Operational:**

The company offers three basic route services which are:

i. Intra-city Services: This is popularly known as the Tin-City bus services (TCBS) which takes care of commuters movement within Jos metropolis and its environs.

ii. Intra-State: This covers all the Local government headquarters, except some few ones like Langtang south, Bokkos and Quan-Pan.

iii. Inter-State services: Offered services to other States of the federation covering about 10 states as terminal points.

ii and iii above are usually referred to as Plateau Riders. Table 3.2 below show routes operated.

Table 3.2: Route Operated By PESLT:

INTRA-CITY ROUTES	INTRA-STATE ROUTES	INTER-STATE ROUTES
Bukuru-Vom Jos-Bukuru Unijos Loop Tudun Wada road Jos-Ryfield	Jos-Shendam Jos-Wase Jos-Langtang Jos-Dengi Jos-Pankshin	Jos-Lagos Jos-Benin Jos-Uyo Jos-Enugu Jos-Sokoto Jos-Maiduguri Jos-Yola Jos-Abuja Jos-Lafia

Source: PESL Operation Department, September, 1998.

3.4 Financial Management:

3.4.1 Costing:

The company incurs costs in the provision of its services on all routes. Various items used in the provision of service are casted. Vehicles allocated to routes are given fuel from the terminal by the use of form approved by the management. The fuel issued is casted and entered in the

route running cost form. Where a route exceeds the use of a full tank of fuel from the terminal, calculations are made as to how much more fuel will be required to complete the trip and situation money will be given to the driver who makes his returns (by receipts) at the end of the trip.

3.4.2. **Fare Fixing:**

Transport fares perform two primary economic functions, one to the user and the other to the transporter. There are various implications on fares. Where fares are considered too high by the user, the rate of movement will be reduced, and where they are too low and cannot compensate the carrier for the services rendered, the operator may face the problem of winding up.[9] The PESL has a fare structure which adapt and reduce the existing fares charged by private operators.

3.4.3 **Funding:**

The funding of the company has been strictly done by the government through the following sources:

i. Federal Urban Mass Transit (FUMTA);
ii. Subvention from the state government, and
iii. Revenue generated by the company through its various operations.[10]

FUMTA at the take off period provided buses and do equipped the company with spare parts on loan periodically. These loans are paid with interest, the conditionalities of which varies depending on the market situations.

The state provides both capital and recurrent subvention and sometimes donates to the company vehicles to boast its fleet. However, the portion provided by PESTL includes only vehicle purchase in the open market, excluding all loans repayment to FUMTA.

End Notes

1. G.I.Lar, 1996 — The role of financial institutions in mass transit programmes in Nigerian. A case study of Plateau express services limited and United Bank for Africa.
2. Ibid
3. Y.P Jack , 1991 — Contribution margins of Transport Routes. A case study of plateau express services limited.
4. Ibid
5. Opcit
6. A. E. Ilodibe 1987 — "Planning of fleet operation of bus services" in Urban mass Transit. Ibadan University press.
7. Opcit, 1996
8. Opcit 1991
9. S.A. Olanrewagu, 1990, — "Financing, costing and fare fixing of operations" unpublished paper presented at the Urban mass transit operation management course in Lagos, Nigeria
10. Opcit, 1996

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.1 Introduction:

The success or failure of a public enterprise depends on the effectiveness or efficiency of management. Any meaningful discussion of a public enterprise therefore should take into consideration, the nature of personnel, finance, coordination of operation and so on. A study of an organization which intends to look into these variables will find the evidence of members of such organization useful. In this regard this researcher solicited the co-operation of members of staff (Junior and Senior) in responding to a package of relevant questions.

Information obtained from oral interview on some management staff and official document are also used in the research.

Out of the 183 questionnaire distributed to the staff of Plateau Express Service Limited, 165 representing 90.16 percent were returned of which 135 were from Junior staff and 30 from senior officers. It is necessary to know that all the senior officers returned their questionnaires filled. This 100 percent return of questionnaires by the senior officers and the little alteration suffered in the return of the questionnaires by Junior staff was due to co-operation the

researcher received from some senior officers who saw the need for this kind of research on the organization. The quality of responses was high because, upto 90 percent of the corporation staff are at least secondary school leavers; and the involvement of the willing senior in the exercise to the extent that gathering of accurate information became more important that getting the job done quickly.

4.2 Structure Of The Chapter:

Four hypotheses were tested in this study and each is allocated a section in this chapter as thus:

4.3 Test of hypothesis one.
4.4 Test of hypothesis two.
4.5 Test of hypothesis three.
4.6 Test of hypothesis four.

4.3 Test Of Hypothesis One:

This study started with the hypothesis that high rate of labour turn-over affects the performance of Plateau Express Service Limited.

To test this hypothesis the respondents were asked questions relating to the nature of labour turn-over; the length of service of the respondents; reasons for excite or

separation of most employees; and the effect of the labour turn-over on the performance of the corporation.

4.3.1 Nature Of Labour Turn-over:

The respondents were asked to indicate the nature of labour turn-over. The results are presented in table 4.1 below. The table shows that 131 respondents or 79.39 percent agreed that the labour turn-over is high. And 34 or 20.61 percent believes that the labour turn-over is low.

Similarly from records of employment at the Administration Department, it is revealed that the total number of workers employed into the corporation from 1988 to June 1997 is 2335. And with the present staff strength of 183, it means that in nine years, the corporation lost about 2152 workers. Out of the 2152 workers to the corporation lost, only 57 were deployed to Nasarawa state (a new state created out of Plateau state). This trend points to the fact that there is high labour turn-over in Plateau Express Service Limited.

TABLE 4.1: Rate Of Labour Turn-Over

N = 165

RATE	NUMBER	PERCENTAGE (%)
High Low	131 34	79.39 20.61
T O T A L	165	100

Source: Survey by the Researcher.

From table 4.1, it can be seen from the opinion of the respondents that there is high labour turn-over in Plateau Express Service Limited.

4.3.2 Workers Length Of Service:

To further know the extent of labour turn over, staff of Plateau Express Service Limited were asked to indicate how long they served with the corporation, and the result is presented in table 4.2 below. The table shows that 90 or 54.55 percent of respondents served for less than one year; followed by 45 or 27.27 percent serving between one year to five years. Thirty respondents or 18.13 percent have been serving for five to ten years.

TABLE 4.2: Length Of Service:

N = 165

LENGTH OF SERVICE	NUMBER	PERCENTAGE (%)
Less than 1 Year	90	54.55
1 - 5 Years	45	27.27
5 - 10 Years	30	18.18
T O T A L	165	100

Source: Survey by the Researcher.

From table 4.2, it can be seen that more than half of the work force of Plateau Express Service Limited are those that join the service less than one year ago. And only 18.188 percent served between five to ten years.

This indicates that majority of the corporation staff are new which signifies that some old hands of the corporation are lay-off.

4.3.3 Reasons For Exit Of Staff From The Corporation:

To inquire about the reasons for the corporations labour turn-over the respondents were asked to indicate which particular factor is responsible for the exist of most staff from the corporation. Table 4.3 shows that 132 or 80 percent agreed that dismissal as a factor is responsible for the high labour turn-over. And 23 or 13.94 percent are with the opinion that redeployment to other ministries caused for the the high labour turn-over; while 10 or 6.0 percent indicates

retirement as a factor for the labour turn-over and non indicated death as a factor. It is necessary to note that out of the 23 that indicated their reason to be "redeployment" to other ministries, 20 of them are from the senior officers and of this, those that indicated "dismissal" as a factor, only 10 are senior officer while the rest are junior officers. This signifies that each group had indicated the factor that most affects them.

TABLE 4.3: Reasons For Staff Exit:

N = 165

REASONS	NUMBER	PERCENTAGE (%)
Redeployment	23	13.94
Retirement	10	6.06
Dismissal	132	80
Death	-	-
T O T A L	165	100

Source: Survey by the Researcher.

From the table above it is evident that the causes of high turn-over in Plateau Express Service Limited is attributed to dismissal.

4.3.4 Effects Of High Labour Turn-Over On The Corporation:

To have clues to the effect of the high labour turn-over, the respondents were asked to indicate whether they agreed that frequent change of personnel affects the performance of the corporation. The result presented in table 4.4 shows that

102 respondents representing 61.82 percent agreed that frequent changes of personnel affects performance while 63 or 38.18 percent did not agree

TABLE 4.4: Effects Of Labour Turn-Over:

N = 165

EFFECTS	NUMBER	PERCENTAGE (%)
Yes No	102 63	61.82 38.18
T O T A L	165	100

Source: Survey by the Researcher.

From the table above, we can conclude that the high labour turn-over has a significant effect on the performance of the establishment.

The conclusion on the first hypothesis is that all variables have been proved right. The above relevant data on the first hypothesis show that with the first variable, about 79.39 percent agreed that there is high labour turn-over; about 54.55 percent of the labour force are serving the corporation for less than one year now, that is in relation to the second variable. From the third variable the data reveals that 80 percent indicates that majority of the lay-offs are dismissed and that data relating to the effects of the labour turn-over indicates that 61.82 percent of the respondents agreed that the high labour turn-over affects the performance

of the corporation. These highest score is hereby represented in table 4.5 below:

TABLE 4.5: Highest Scores On Hypothesis One:

QUESTION NO	RESPONSES %
6.	77.39% agreed that there is high labour turn-over.
2.	54.55% of labour force are serving the corporation for less than one year as of 1997.
5.	80% of the respondents indicates that majority of the lay-off are dismissed from the service.
7.	61.82% of the respondents agreed that high labour over affects the performance of the corporation.

Source: Survey by the Researcher.

The mean average response is

X	P
6.	79.39
2.	54.55
5.	60
7.	61.82
	275.76

$$X = 275.76/4 = 68.94\%$$

An average of 68.94 percent of the responses agreed to the first hypothesis. On this basis the first hypothesis is accepted.

4.4 Test Of Hypothesis Two:

The second hypothesis of this study is on funding and it states that Inadequate funding affects the performance of the Corporation.

Fund is said to be the life wire of every business be it public or private. In most Nigerian Public Enterprises, the sole government funding constitutes constraints for their smooth operation. Ikya is of the opinion that government alone cannot fund transport agencies, thus he saw the need for alternative funding.

"While appreciating this and emphasizing the need for the continued support of government in Urban Mass Transit delivery in Nigeria, it is also my philosophy that government cannot provide all the needs for Urban Transit and that there is a need for alternative sources of funding."[1]

To test this hypothesis, respondents were asked series of questions relating to the source of funding available to the corporation. The researcher sought to know the nature of both the internal and external sources of fund to ascertain whether available funds are enough for the smooth running of the corporation.

4.4.1 Money Realized from Corporation:

The respondents were asked to indicate whether they agreed that all the money realized from operation goes to the company's account. The response as represented in table 4.6 below shows that 105 or 63.64% did not agree; while 36 or 21.81 percent agreed and 24 or 14.55 percent indicated they did not know.

TABLE 4.6: Response On Whether All Money Realized From Operation Goes To The Corporation's Account:

N = 165

RESPONSE	NO	PERCENTAGE
Agreed	36	21.81
Not agreed	105	63.64
Don't Know	24	14.55
TOTAL	165	100

Source - Researchers Survey.

474813

From the table above, it can be concluded that more than half of the respondents are with the opinion that some part of the money realized from operation goes to the company's account, while some parts are diverted. This, therefore, established the fact that there is diversion of the internally generated revenue to the pockets of some individuals.

4.4.2 Personalities Involved In The Diversion of Internally Generated Revenue:

To know where the diverted internally generated revenue goes to, the junior staff of corporation were asked to indicate personalities involved. The result of the survey as shown in table 4.7 shows that 62 or 45.75% respondents indicated that the diverted money goes to the pockets of drivers and conductor. Thirty or 22 percent believed it goes to the supervisors/management staff, 31 or 22.96% were with the opinion that those amount is shared between the two groups and 12 or 8.89% indicated non of the above.

TABLE 4.7: Opinion On The Whereabouts Of Accounted Money:

N= 135

PERSONALITIES	DRIVERS/CONDUCTORS	SUPERVISORS/ MANAGEMENT	ALL OF THE ABOVE	NONE OF THE ABOVE	DON'T KNOW	TOTAL
No. of Respondents	62	30	21	12	10	165
Percentage	45.93	22.23	12.73	7.27	6.06	100

Source - Researchers Survey.

From the table above, it can be seen that majority of the respondents believed that the unaccounted money realized from operation goes to the drivers and conductors. And looking critically at the general response, we can conclude that about 123 out of 135 respondents representing 91.11% agreed that some part of the internally generated revenue does not enter into the company's account, but to the pockets of some individuals. This, therefore, points to the fact that the expected internally generated revenue will not be met and the implication will be insufficient funding of its operations.

4.4.3 Effect Of Diversion of Internally Generated Revenue:

On inquiring whether the diverted internally raised revenue has effect on the funding of the corporation, majority of the respondents indicated that it has an adverse effect. The result of the survey is shown in Table 4.8.

TABLE 4.8: Effects of Diversion of Internally Generated Revenue:

N = 135.

Effects of Internally Generated Revenue	No	Percentage
Adversely	75	55.55
Fairly	36	26.67
Not Adversely	24	17.78
TOTAL	135	100

Source - Researchers Survey.

From table 4.8 we can say that the diversion of internally generated revenue has an adverse effect on the funding of the corporation.

4.4.4 Funding of the Corporation By Government:

The respondents were asked to indicate whether government alone can provide all funds needed for smooth operation of the corporation. The responses as represented in Table 4.9 Below shows that 93 or 56.36 percent of the respondent did not agree that government alone can provide enough funds for the smooth operation of the Corporation. Fourteen or 8.48 percent agreed, while 31 or 18.79 percent indicate they did not know. This result is shown in table 4.9 below:

TABLE 4.9: Opinion On Whether Government Alone Can Sufficiently Provide Funds For PESL.

N = 165.

Response	No	Percentage
Strongly agreed	27	16.36
Agreed	14	8.48
Not agreed	93	56.36
Don't know	31	18.26
TOTAL	165	100

Source - Researchers Survey.

From the table above we can conclude that government alone cannot fund the activities of the corporation, since more than half of the respondents attested to that.
Also from oral interview conducted with the management staff, it was confirmed that governments funding and money realised from operation can not take cure of the corporations projected activities. In the course of our interview with one of the management staff our attention was drawn to the parking space where there were more than twenty vehicles lying without repairs. We were told that the vehicles were not repaired because of lack of funds.

4.4.5 Complimentary Sources of Funds for the Corporation:

The respondents were asked to indicate other complimentary sources of funds for the company.

In table 4.10 below we can infer that thirty or 18.8 percent indicated their interest for partnership with private individuals or organisations; 65 or 39.39% approved bank loans, 29 or 17.58 percent for foreign partnership, and 31, or 18.79 percent approved for all the alternative, and 10 or 6.06 indicated for none of the alternative.

TABLE 4.10: Complimentary Source of Funds:

N = 165

Source	No	Percentage
Partnership with Private Individuals	30	18.18
Bank Loans	65	39.39
Foreign Partnership	29	17.58
All of the Above	31	18.79
None of the Above	10	6.06
TOTAL	165	100

Source: Researchers Survey.

From the table above we can see that majority of the respondents were of the opinion that the most suitable complimentary source of fund for the corporation should be through bank loans. Though majority of respondents preferred bank loans as the most suitable complimentary source of funds. But the difference between the number of those who prefer Bank loans and those who felt that all the complimentary should be sorted for, is not very wide. In this situation, therefore, we can conclude that there is insufficiency of government

funding of the corporation such that its employees are ready to welcome the idea of seeking funds from which ever source that can be available.

On the whole, our assessment of funding of PESL has revealed that the corporation is insufficiently funded to perform in full capacity; it was shown also that the corporation can not operate in full capacity without getting bank loans as complementary source or going into joint partnership with private individual or organisations. This is evidence with the highest scores obtained from the foregone data.

The highest scores obtain from the variables used for measuring the second hypothesis are represented in table 4.11

TABLE 4.11: Highest Scores in Hypothesis Two:

QUESTION NO.	RESPONSES %
1.	63.6 percent of the respondents did not agreed all money realised from operation goes to the company's account.
2.	45.93 percent of the responses indicates that the unaccounted money realised from operation goes to drivers and conductors pockets.
3.	55.56 percent respondents indicates that the diversion of internally generated adversely affects the corporation.
4/2(b).	56.36 percent of the respondents did not agree that government alone can fund the corporation.
5/3(b).	39.39 percent of the respondents are of the opinion that bank loan is the most suitable alternative source of funding.

Source: Survey by the Researcher.

The mean average response is

X	P
1.	63.64
2.	45.93
3.	55.56
4/2(b)	56.36
5/3(b)	39.39
	260.88

$$X = 260.88/5 = 52.18\%$$

An average of 52.18 percent of the responses agreed to the second hypothesis. On this basis the second hypothesis is also accepted.

4.5 Test Of Hypothesis Three:

This hypothesis states that: the corporation (PESL) is characterized by poor coordination of operation.

Proper coordination of activities in an organization is said to be the key to its success. R. Martin described the concept of "system" as having two assumptions:- That a system can be understood and should be designed to accomplish its purposes; and that a system emphasizes the relationship between the parts.[7] Owing to the first assumption, therefore, the state transport corporation as a systems can succeed, if it operations are properly coordinated/designed in such a way as to accomplish the objectives of establishing them.

The respondents were asked questions relating to how buses are allocated to routes, fares are fixed, maintenance of vehicles are carried out,function of vehicles and how drivers and conductors are allocated to buses.

4.5.1 Allocation Of Vehicles To Routes:

Here the respondents were asked to indicate the criteria used in allocating vehicles to routes. The responses shows that 10 or 6.06 percent respondents indicated that vehicles are allocated to routes on the basis of the number of passengers. 45 Or 27.28 percent indicated money realized from operation from such routes. Eighty Six or 52.12 percent

believed that all of the mentioned criteria are used and 17 or 10.30 percent believed also that there are no criteria used. The responses are represented in table 4.12 below.

TABLE 4.12: Criteria Used In Allocating Vehicles:

N = 165

CRITERIA	NO. OF RESPONDENTS	PERCENTAGE.
Number of passengers	10	6.06
Money realized from operation on such routes	45	27.28
All of the above	85	52.12
No criteria	17	10.30
Don't Know	7	4.24
TOTAL	165	100

Source: Researchers Survey.

From table 4.12 above it is evident that vehicles of plateau Express service limited are allocated to routes on some considerable criteria. The 85 or 52.12% response shows that all the criteria mentioned in the question are taken into consideration when allocating vehicles to routes.

When the respondents were asked to indicate whether vehicles are allocated to routes on political consideration; majority of the respondents agreed that vehicles are allocated without political motives.

The responses as represented in table 4.13 below shows that 35 or 21.23% agreed that vehicles are allocated on political grounds, while 119 or 72.12% disagree and 11 or 6.67% don't know.

TABLE 4.13: Opinion on whether vehicles are allocated on political Grounds

N = 165

Opinion	No	Percentage
Agree	35	21.23%
Disagree	119	72.12
Don't know	11	6.67
TOTAL	165	100

Source Researchers Survey.

The results in table 4.13 shows that vehicles are not allocated to routes on political reasons.

4.5.2 Fixing Of Fare Rates:

The respondents were asked to indicate how fare rates are fixed in the company. The response show that ninety eight or 59.3% indicated that fares are fixed based on the prevailing market situation, twenty or 12.12 percent are of the opinion that the rates are fixed on the dictates of the government and 47 or 28.46 percent indicated that they don't know the criteria used.

Table 4.14 below shows the Pattern of the various response.

TABLE 4.14: Criteria Of Fixing Of Fare Rates:

N = 165.

Opinion	No .	Percentage
Based on the prevailing market situation	98	59.39
Direct of the govt.	20	12.12
Don't Know	47	28.48
TOTAL	165	100

Source: Researchers Survey.

From table 4.14 above, it can be deduced that the fare rate is fixed in accordance with the prevailing market situation. This is an indication that fare rates are not haphazardly fixed by the government, but by economic consideration.

4.5.3. Placement Of Driver And Conductors To Buses:

The respondents, who are all junior staff of the corporation were asked to indicate whether they agreed that the allocation of drivers and conductors to buses is done without any reason(s) other than competency. From the responses represented in table 4.15, 96 or 63.74% of the respondents indicated "Yes', while 49 or 28.89% says "No".

TABLE 4.15: Opinion on Whether Competency is the only criterium for the placement of drivers and conductors to Buses:

N= 135

Opinion	No	Percentage
Yes No	86 49	63.70 36.30
TOTAL	135	100

Source- Researchers survey

From table 4.15, it is clear that drivers and conductors are placed on the basis of their merits or competency.

From the interview conducted on how the vehicles are fuel for their trips, it was revealed that the corporation has a fuel pump in the headquarters office where every vehicle takes fuel before they departing on journey. The drivers are also allowed to buy fuel while on transit and to bring receipt when they are back

Also from interview conducted, it was revealed that the corporation has a well equipped modern workshop for the repairs and maintenances of their vehicles. While on transit vehicle are repaired or serviced at workshop of sister states transport corporations.

To facilitate close monitoring of operation, the corporation has routes inspecting teams that ply various routes plied by the vehicles of the corporation. The

inspectors are to ensure that there are no irregularities while on transit and to report any accident that occurred on transit.

From the data presented on how the operation of Plateau Express Service Limited is coordinated. We can infer that all the variable except one have shown that the operation is properly coordinated. The highest scored responses represented in table 4.16 below attest to that:

4.16: Highest Scored Responses:

QUESTION NO	RESPONSES %
1.	52.12 percent respondents believed that all criteria mentioned in the questionnaire are taken into consideration when allocating vehicles to routes.
2.	72.12 percent of the respondents disagreed that vehicles are allocated on political grounds.
4.	59.39 percent of the respondents are of the opinion that fixing of fare-rates is done based on the prevailing market situation.
3.	63.70 percent of the respondents agreed that competency is the criteria used in placing drivers and conductors to buses.

Source: Survey by the Researcher.

The mean average response is

X	P
1.	52.12
2.	72.12
4.	59.39
3.	63.70
	247.33

$\bar{X}$ = 247.33/4 = 61.83.

An average of 61.83 percent non conformity with the hypothesis indicates the rejection of the hypothesis, we therefore reject the third hypothesis.

4.6. **Test of Hypothesis Four:**

Hypothesis four states that too much political interference affects the performance of PESL.

To test this hypothesis, three key areas were examined to see the level of government interference and how it impedes the smooth operation of plateau. Express service limited. These areas are employment, finance and administration.

4.6.1 **Employment:**

The respondents were asked to indicate whether government does interfere in the employment of staff of the corporation.

The result of the response shows that one hundred and twenty two or 73.94 percent of respondents agreed that there

is government interference on the employment while 43 or 26 percent did not agreed. The tabulation of the responses is shown in the table below

TABLE 4.17: Government Interference on Employment:

N= 165

Response	No	Percentage
Yes No	122 43	73.94 26.06
TOTAL	165	100

Source- Researchers Survey

From table 4.17 above it is evident that government does interfere in the employment of Staff in Plateau Express Service Limited.

From interview conducted with the administrative manager it was further revealed that due to government interference in employment especially of the Chief executive and some management staff, the employment into the corporation is based more on politiçal considerations than on merit.

Also from the interview it was gathered that certain government employment policies don't go well with the needs and aspirations of Plateau Express service limited. A management staff attested that " it is the government decision that determines when and the number of workers to employ,

retrench and when not to employ. The above facts show that government does interfere in the employment of staff in (PESL).

4.6.2 Finance:

The respondents were asked whether government does provide the necessary funds when needed. The response as represented in table 4.18 shows that 45 or 27.27 % indicated 'Yes' while 120 or 72.73% says No.

TABLE 4.18: Opinion on Funding By Government:

N= 165

Response	No	Percentage
Yes No	45 120	27.27 72.74
TOTAL	165	100

Source- Researchers Survey.

From the table above it is indicated that government don't always provide fund when needed.

Information from the interview conducted with Planning and Monitoring Manager, revealed that Plateau Express Service Limited relies on its internally generated revenue and that government at various times does run to the corporation for fund to facilitate the execution of some of their programs and activities.

Majority of the management staff attributed the corporations inability to repair some of their broken down vehicles to either delay in disbursement of funds or non provision of fund from the government for such purposes.

4.6.3 **Administration:**

The respondents were asked to indicate whether govt interfere in the administrative decisions and policies of the corporation. Of the 165 respondents 116 or 70.30% says 'Yes' while 49 or 27.70% indicated No. The responses are represented in table 4.19 below.

TABLE 4.19: Opinion on Governments Interference in the Administration of PESL:

N= 165

Response	No	Percentage
Yes No	116 49	70.30 29.70
TOTAL	165	100

Source Researchers Survey.

From table 4.19 we can conclude that Government does interfere in the decision and policies of PESL

When the respondents were asked to indicate the degree of government interference in the affairs of PESL, their responses as represented in table 4.20 shows that eighty five

or 51.30 percent of staff of PESL claimed that there is a high level of government interference in the areas of employment of workers in the corporation, while 12 or 7.27 percent are of the view, that there is little government interference in the areas of employment of workers.

Also 56.36% indicated that these is a high level of govt. interference in the financial operation of PESL, while 6 or 3.64% are of the view that there is little government interference in financial aspect of corporation.

On the third variable only 14 or 8.48% agreed that there is little Government interference while 112 and 67.88% of the respondents claimed that there is high level of Government interference.

TABLE 4.20: Degree of Government interference in the affairs of PESL (i.e the three variables above):

N= 165

Area of Interference	Very High		High		Little		None	
	No	Per	No	Per	No	Per	No	Per
Employment	85	51.52	68	41.21	12	7.27	-	-
Finance	93	56.36	66	40	6	3.64	-	-
Administration	39	23.64	112	67.88	12	8.48	-	-

Source: Researchers Survey.

From the table above It is evident that there is a high level of Government interference in operation of PESL.

To establish the link between government interference and performance of PESL, the staff were asked to indicate how government interference affects the performance of the corporation. Their responses as represented in table 4.20 shows that 131 or 79.39% of the respondent claimed that the interference affects the performance of PESL adversely while 34 or 20.61% are of the view that the effect is not adverse.

TABLE 4.21: Effects of Government Interference performance:

N= 165

Response	NO	Percentage
Adversely Fair Not Adversely	101 30 34	61.22 18.18 20.60
TOTAL	165	100

Source: Researcher Survey.

From the table above, it can be concluded that Government interference affects the performance of the corporation adversely.

The conclusion reached from the data obtained and analysed under this hypothesis proves its acceptability. The data obtained from the first variable shows that 73.94% of the respondents agreed that there is Government interference on

employment of staff. With the second variable, 72.73% of the respondents claimed that Government doe not always provide fund to the corporation at the time needed, On the third variable 70.30% of the respondents are of the view that Government does interfere in the decision and policy making (administration) of the corporation, and the data on the effects of Government interference indicate that 79.39% of the respondents are of the opinion that the interference adversely affects the performance of Plateau Express services limited. These highest scored responses are represented in table 4.22 below:

TABLE 4.22: Highest Scored Responses of Hypothesis Four:

QUESTION NO	RESPONSES %
1.	73.94 percent of the respondents agreed that there is government interference on employment.
2.	72.73 percent of the respondents claim that government does not always provide funds to the corporation at the time needed.
3.	70.30 percent of respondents are of the view that government does interferes in the administrative decision and policy making of the corporation.
5.	79.39 percent of respondents are of the opinion that government interference adversely affects the performance of PESL.

Source: Survey by the Researcher.

The mean average response is

X	P
1.	73.94
2.	72.73
3.	70.30
5.	79.39
	296.36

X = 2996.36/4= 74.09.

An average of 74.09 percent of responses support the hypothesis. This therefore means that hypothesis four is accepted.

ENDNOTES

1. S.G. Ikya, Op Cit.
2. G.A. Coke, Op Cit.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary:

This study focused on how Plateau Express Service Limited is managed from its inception in 1998 to 1997 by examining how the management aspect of the corporation affects its performance.

Four hypotheses were tested in this study namely:

a) That high labour turn-over affects the performance of Plateau Express Service Limited.

b) That inadequate funding affects the performance of the corporation.

c) That Plateau Express Service Limited is characterized by poor co-ordination of operation.

d) That too much political interference affects the performance of Plateau Express Service Limited.

The research methodology employed involves the use of questionnaires which was complimented by the use of interviews and official documents. In analysing the data the use of

simple tables, cross tabulations and percentages of responses were employed.

The second chapter reviews literature on the management of public enterprise with emphasis on the management of government owned transport corporation. The areas of management review are those of personnel, finance and organization of operation. Under personnel function, it was observed by scholars that the personnel of government owned transport corporation are handled or treated without taking into cognisance the corporation's objective; the appointments of the chief executives of the corporation is done without caring whether they are qualified or not and that they are frequently changed without regards to the training needs of personnel. And that scholars are of the view that, it requires the participation of experts from various disciplines.

On the organization of operations, the importance of monitoring and performance evaluation of bus operation is stressed. Areas that require monitoring are highlighted in the literature review include vehicles performance, route performance and operation performance.

The content of financial management was also reviewed in chapter two. Works reviewed touched mainly on the meaning of

financial management in general and as it relates to transportation, various control - mechanism for financial probity and accountability; and funding of government transport corporation.

Chapter two also provided the theoretical framework which guided the study. The theoretical framework adopted is the system theory. Systems theory viewed the management of government transport corporation as a system with interdependent parts, comprising inputs, which are personnel, vehicles, finance, workshop, etc. that are converted into outputs (services of conveying the mass population).

And in lined with the system theory, government transport agencies as a self regulating system, could only regulate itself through the feedbacks in the form of profit or loss acquired and their effectiveness in transporting the mass population.

Chapter three treats the establishment and organizational structure of Plateau Express Service Limited. It was indicated that the corporation was established on the 14th April, 1988 in accordance with federal government desire to provide transportation to the mass population at affordable rate. The corporation has the following objectives as started in its memorandum of association. The alleviation of mobility

problems of the travelling masses; the boasting of socio-economic life of Plateau state and the country at large by providing adequate means of transport; to transport people at affordable fare and at reasonable comfort; and to generate enough revenue for its sustenance.

Plateau Express Service Limited uses the basic functional structure as regards its organizational structures. The corporation has six departments, Finance, Administration, Maintenance, Operations, Planning and Monitoring and Audit. The corporation is presently under the office of the state Sole Administrator through the Secretary to the Military Government. There is a general manager who is directly in charge of the day to day running of the various departments of the company. Information flows from the general manager down to the departmental managers and down the ladder to supervisors. The feedback of which flows from down, upwards to the general manager.

Other areas covered in chapter three include the corporations fleet operations, booking and allocation of buses, crew scheduling, fare collection system and monitoring fleet maintenance, routes coverage and financial management, costing, fare fixing and funding.

Chapter four assesses and analyses how Plateau Express Service Limited is managed in relation to its performance by testing the four hypotheses of this study. The result of the test indicates the acceptance of hypothesis one, two and four while hypothesis three is rejected.

5.2 Conclusions:

From the study, it was found out that the high labour turn-over in Plateau Express Service Limited affects its performance. The study reveals that 61.82 percent of respondents agreed that high labour turn-over affects the performance of the corporation while only 38.16 percent did not agreed. On funding of the corporation, it is proved by majority of the respondents that the corporation is not adequately funded due to either mono-source of funding by government or diversion of money realised from operation or the inability of management to raised funds from other sources. With these odds on the funding aspect of Plateau Express Service Limited, it is therefore established that the performance of corporation is affected adversely to the extent that upto now it can not cover all areas stipulated in its memorandum of association. In view of the effect of the problem of inadequate funding evidence in the corporation, it is suggested by majority of respondents that if the corporation can secure either bank loans or enter into joint partnership with private individuals or organization the

better would be the financial base of Plateau Express Service Limited.

With regards to how the operation of Plateau Express Service Limited is co-ordinated, the study reveals that to a great extent the corporation is co-ordinating its operations appropriately towards attaining the organizational goals.

Results of the three variables (criteria used in allocating vehicles to routes; fixing of fare rates; criteria used in placement of drivers) examined to measure how the operation of Plateau Express Service Limited is co-ordinated, revealed that 52.12 percent of the respondents claimed that vehicles are allocated to routes based on the number of passengers and money realised from operation on such routes; 59.39 percent indicated that fare rates are fixed based on the prevailing market situation and 63.70 percent are of the view that drivers and conductors are placed only on competency. It was also revealed from the oral interview conducted that the corporation has a fuel pump for fueling of trips and also a provision for buying of fuel by drivers on transit is in place. The corporation has an equipped workshop for repairs and maintenance of their vehicles.

It is worth mentioning at this juncture that though the operation of PESL is properly co-ordinated yet the general

performance of corporation can not be said to be impressive; this can be attributed to problems affecting other aspects of the corporation. The result of the test of this hypothesis has therefore proved the basic premise of the general system theory; which states that a system is made up of interrelated parts and that what affects any of the parts would have an impact on the general system.

In examining the effect of government - interference in the affairs of Plateau Express Service Limited, three variables namely; employment, Finance and Administration were used as a yard stick for measuring the degree of government interference. The study revealed that 51.52 percent of the respondents claimed that there is a very high degree of government interference in the area of employment of staff of Plateau Express Service Limited, 56.36 percent also held the view that there is a very high level of government interference in the financial operation of PESL. On the third variable, that is administration, 67.88 percent of the respondents agreed that there is a high degree of government interference. The result on the effects of such government interference on the performance of the corporation shows that 79.39 percent of the respondents claimed that government interference affects the performance of PESL adversely, while only 20.61 percent held the view that the effect is not adverse.

The summary of all the investigations indicated that three out of the four hypothesis postulated have been accepted, while one is rejected. The research findings taken together, provided significant insight into the relationship between how PESL is managed and its performance.

5.3 Recommendation:

An organization characterized by high labour turn over would not be expected to perform appropriately. A situation where personnel of PESL are frequently changed would pose serious constrains on the performance of the corporation, most especially where senior officers are usually deployed to ministries not mindful of the skills and knowledge they acquired in the course of their career.

It is suggested that unless on either grounds of incompetency, retirement or gross act of indiscipline, the changing of personnel should not be entertained. Also, the appointment of chief executives of state transport corporation should not be political, so that they would not leave office with the government that appoints them. Positions should be attained to by promotion, as it will encourage the personnel to aspire for them.

Another serious threat to the realization of the corporation objectives is that of inadequate funding. To

compliment the mono-source of government funding of the corporation, it is recommended that the corporation should seek for either bank loans or enter into partnership with private individuals or organization (foreign or local) or both. Of equal importance is the further strengthening of the control mechanism to avert the situation of diversion of the generated revenue from operation. A serious punitive measure should be employed for all those caught in the diversion act. The state and the board members of the corporation should intensify efforts at getting foreign aids to compliment the subsidies expected from government.

On the frequent interference in the operation of PESL by government, we would like to suggest that government should grant partial operational autonomy to the management, over recruitment, disciplinary matters of staff and government should only intervene in situations of abuse of power by management. In relation to the interference by government on financial operations of corporation, we will also like to suggest that the company should also be granted partial autonomy to operate as a proper enterprise whereby their funds should be a revolving one. This, we suppose will solve the problems of waiting for government subvention before the corporation can act on any of its problems.

5.4 Areas For Further Research:

In the course of this research certain gabs became open in some areas that call for further investigation.

There is the need to find out how the relationship between the Federal Urban Mass Transit Authority (FUMTA) and the state transport agencies affects the performance of state transport agencies.

The need also arises for further study on the relationship between the training of staff and the performance of state transport agencies.

A study on why most commercial banks are not always keen at given loans to transport agencies would be of great help to the agencies and government. The research may reveal to government - the fears of these banks and the result may call for the establishment of transport banks by government.

Finally, as suggested in this study, that entering into joint partnership between the state transport agencies and private individuals or organizations would help strengthen the financial base of the corporation. It would also be worth while, therefore to investigate thoroughly the possible success or the likely danger that can come up when such partnership is entertained.

BIBLIOGRAPHY

1. Bolade, T. (ed): Urban Mass Transit, Ibadan University Press, 1993.

2. Bradly, J.P.: Administrative Financial Management. The Dryden Press Limited, Hinsdale Illinois, 1978.

3. Buckley, R.M.: Developing World Land Transport. U.K. Government Press International, 1987.

4. Coke, G.A.: Management Theory and Practice- Third Edition, London, 1991.

5. Hillway, T.: Introduction to Research Boston Hougton Miffing Company, 1964.

6. Ikya, S.G.: Urban Passenger Transportation in Nigeria. Rex Charles Publication, 1993.

7. Ikya, S.G.: My Thoughts on Urban Mass Transit In Nigeria. Rex Charles Publication, 1996.

8. Jack, Y.P.: Contribution Margins of Transport Routes. A case Study of Plateau Express Service Limited. An Unpublished Post Graduate Project Submitted to Nigerian Institute of Transport Technology, Zaria for the Award of Post Graduate Diploma 19911.

9. Lar, G.I.: The Role of Financial Institutions in Mass Transit Programmes in Nigeria. A Case Study of Plateau Express Service Limited and United Bank for Africa. An Unpublished B.Sc. Project Submitted to School of Management, University of Jos, 1991.

10. Marian, R.K.: Staff Training and Development in Nigerian College of Aviation Technology (NCAT), Zaria, 1965 - 1990. A Study in Personnel Management. Unpublished Thesis Submitted to the Post Graduate School, Ahmadu Bello University, Zaria in Partial Fulfillment for Award of Masters in Public Administration, 1991.

11. Ngu, S.M.: Introduction to personnel Management in Nigeria. 1990 (unpublished).

APPENDIX I

QUESTIONNAIRE ADMINISTERED ON JUNIOR STAFF OF PLATEAU EXPRESS SERVICE LIMITED

This questionnaire is design to gain information on the way Plateau express Limited is managed. This exercise is purely for academic purpose, thus any answer given here will be treated as highly confidential.

Please tick [ ] the appropriate answers; and fill.....as it apply's to you.

SECTION A. BIODATA:

174813

1. Sex (a) Male [ ] (b) Female [ ]
2. Tribe:.....
3. Marital status (a) married [ ] (b) single [ ]
4. Which department do you work with?

   (a). Administration [ ] (b) finance and supply [ ]

   (c) work shop [ ] (d) operation [ ] (e) planning and monitoring [ ] (f) Audit [ ].
5. What is your highest qualification.

   a. Primary school leaver

   b. WASC/GCE/O`level

   c. HSC/GCE A.Level [ ]

   d. OND

   e. University degree [ ]

   f. Others (please specify).....

SECTION B - LABOUR TURN-OVER

1. How are you recruited into the service of Plateau express limited?

   a. Direct employment [ ]

   b Secondment [ ]

2. How long have you being servicing with this company?

   a. less than 1 years [ ]

   b. 1 to 5 years [ ]

   c. 5 - 10 years [ ]

3. How many staff are recruited with you into the service at the same period/

.....

4. And how many are still in the service of the company?

5. What are the reasons for the exit of most of those that are no longer in the services of the company.

   a. re-deployment to other ministries [ ]

   b. retirement [ ]

   c. dismissal [ ]

   d. death [ ]

6. What is the nature of the labour turn-over in PESL.

   a. High

   b. low

7. Do you agree that frequent change of personnel affects performance? A. Yes [ ] B. No. [ ]

SECTION C: FUNDING

1. Do you agree that all the money realised from operations are taken to the company accounts?

a. agreed [ ]

b. Not agree [ ]

c. I don't know [ ]

2. If don't agree, where do you think the remaining part of the money goes to?

a. Driver/conductors [ ]

b. Supervisors/Management staff [ ]

c All of the above [ ]

d. I don't know [ ]

3. How do you see the effects of the diversion of this internally generated revenue on the corporation?

a. Adversely [ ]

b. Fairly [ ]

c. Not adversely [ ]

4. Do you agree that government alone can provide enough funds for this company's operations?

a. strongly agree [ ]

b. agree [ ]

c. not agree [ ]

d. I don't know [ ]

4. Which among these complimentary source(s) of funds do you think the company should have sought for?

a. Partnerships with private individuals or organisation [ ]

b. Bank loans [ ]

c. Foreign Partnerships [ ]

d. All of the above [ ]

5. Will you advise the company to go for bank loan as an alternative source of finance?

a. Yes [ ] b. No [ ]

SECTION D: COORDINATION OF OPERATIONS

1. How are the company's vehicles allocated to routes?

a. Number of passengers [ ]

b. Money realized from operations of such routes [ ]

c. On the basis of satisfying each local government in the state. [ ]

d. All of the above [ ]

e. I don't know [ ]

2. Did you agree that buses are allocated to routes without any political motives?

a. strongly agree [ ]

b. agree [ ]

c. not agree [ ]

d. I don't know [ ]

3. Do you agree that the allocation of conductors and drivers to buses are done without any reason than competency?

a. Yes [ ] b. No [ ]

4. How are fare rates fixed by the company?

a. based on the prevailing market situation [ ]

b. As government of the day orders [ ]

c. I don't know [ ]

5. Do you agree fare rates are reasonable enough for continuous operation of the company?

a. Strongly agree [ ]

b. Agree [ ]

c. Not agree [ ]

SECTION E GOVERNMENT INTERFERENCE

1. Does government interferes with the employment of staff of this corporation? Yes [ ] No [ ]

2. Does the government of the state provides necessary funds when needed? Yes [ ] No [ ]

3. Does government interferes in the administrative decision and policies of the corporation? Yes [ ] No [ ]

4. Please do indicate the degree of government interference in the following areas?

Area of Interference	Very High	High	Little	None
Employment				
Finance				
Administration				

5. How does government interference in these areas affects the performance of the corporation?

a. Adversely [ ]
b. Fairly [ ]
c. Not Adversely [ ]

APPENDIX II

QUESTIONNAIRE ADMINISTERED ON SENIOR STAFF OF PLATEAU EXPRESS SERVICE LIMITED

This questionnaire is design to gain information on the way Plateau express Limited is managed. This exercise is purely for academic purpose, thus any answer given here will be treated as highly confidential.

Please tick [ ] the appropriate answers; and fill.....as it apply's to you.

SECTION A. BIODATA:

1. Sex (a) Male [ ] (b) Female [ ]
2. Tribe:.....
3. Marital status (a) married [ ] (b) single [ ]
4. Which department do you work with?

   (a). Administration [ ] (b) finance and supply [ ]

   (c) work shop [ ] (d) operation [ ] (e) planning and monitoring [ ] (f) Audit [ ].
5. What is your highest qualification.
   a. Primary school leaver
   b. Wasc/GCE/O`level
   c. HSC/GCE A.Level [ ]
   d. OND
   e. HND/University Degree [ ]
   f. Any other qualification (specify).....

SECTION B - LABOUR TURN-OVER

1. How are you recruited into the service of Plateau express limited?

   a. Direct employment [ ]

   b Secondment [ ]

2. How long have you being servicing with this company?

   a. less than 1 years [ ]

   b. 1 to 5 years [ ]

   c. 5 - 10 years [ ]

3. How many staff are recruited with you into the service at the same period/

.....

4. And how many are still in the service of the company?

5. What are the reasons for the exit of most of those that are no longer in the services of the company.

   a. re-deployment to other ministries [ ]

   b. retirement [ ]

   c. dismissal [ ]

   d. death [ ]

6. What is the nature of the labour turn-over in PESL.

   a. High

   b. low

7. Do you agree that frequent change of personnel affects performance? A. Yes [ ] B. No. [ ]

operations of such routes [ ]

c. On the basis of satisfying each local government in the state. [ ]

d. All of the above [ ]

e. I don't know [ ]

2. Did you agree that buses are allocated to routes without any political motives?

a. strongly agree [ ]

b. agree [ ]

c. not agree [ ]

d. I don't know [ ]

3. Do you agree that the allocation of conductors and drivers to buses are done without any reason than competency?

a. Yes [ ] b. No [ ]

4. How are fare rates fixed by the company?

a. based on the prevailing market situation [ ]

b. As government of the day orders [ ]

c. I don't know [ ]

5. Do you agree fare rates are reasonable enough for continuous operation of the company?

a. Strongly agree [ ]

b. Agree [ ]

c. Not agree [ ]

SECTION C: FUNDING

1. Do you agree that all the money realised from operations are taken to the company accounts?

a. agreed [ ]

b. Not agree [ ]

c. I don't know [ ]

2. Do you agree that government alone can provide enough funds for this company's operations?

a. strongly agree [ ]

b. agree [ ]

c. not agree [ ]

d. I don't know [ ]

3. Which among these complimentary source(s) of funds do you think the company should have sought for?

a. Partnerships with private individuals or organisation [ ]

b. Bank loans [ ]

c. Foreign Partnerships [ ]

d. All of the above [ ]

474813

4. Will you advise the company to go for bank loan as an alternative source of finance?

a. Yes [ ] b. No [ ]

SECTION D: COORDINATION OF OPERATIONS

1. How are the company's vehicles allocated to routes?

a. Number of passengers [ ]

b.. Money realized from

SECTION E GOVERNMENT INTERFERENCE

1. Does government interferes with the employment of staff of this corporation? Yes [ ] No [ ]
2. Does the government of the state provides necessary funds when needed? Yes [ ] No [ ]
3. Does government interferes in the administrative decision and policies of the corporation? Yes [ ] No [ ]
4. Please do indicate the degree of government interference in the following areas?

Area of Interference	Very High	High	Little	None
Employment				
Finance				
Administration				

5. How does government interference in these areas affects the performance of the corporation?

a. Adversely [ ]

b. Fairly [ ]

c. Not Adversely [ ]

APPENDIX III

INTERVIEW SCHEDULE

ORAL INTERVIEW ADMINISTERED ON MANAGEMENT STAFF OF PLATEAU EXPRESS SERVICE LIMITED.

1. What are the company's sources of personnel?
2. What employment policy guides enrolment into the company?
3. What are the sources of funds for the company?
4. In your opinion is government funding of this corporation sufficient. If Yes give reasons.

   If No does the insufficiency pose any bottleneck to the smooth operation of the corporation?
5. In your view, what should have been the best alternative sources of funding the company?
6. How are fares fixed or determined?
7. Who determines the fares, or is there any guiding principle?
8. What means are employed by the company to ensure probity and accountability?
9. How are the vehicles of this corporation fuel for trips, most especially with the present perennial fuel scarcity?
10. Who dictates the routes to be plied by the agency? Are there any criteria followed?
11. Is the best use of the fleet size being made/if not why?
12. Is the company's workshop equipped enough to take care of the servicing and repairs needs of the available vehicles?

    If not suggest ways of improving the workshop.