Conflict Resolution in the Nigerian Airports Authority

by

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A P P R O V A L

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DEDICATED TO:

MY PARENTS WHO THOUGHT IT WISE TO SEND ME
TO SCHOOL IN THE FIRST PLACE

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A B S T R A C T

Because conflict is inevitable in organizations, one of the functions of organizations is to avoid it by specifying in advance the structure with which to operate - specifying the relationships between the people who will do the work. However, the very existence of formal organization almost insures that conflict will occur, This stems from competition for scarce resources, differences in personal values, line/staff disagreements, and lack of clearly defined responsibilities.

Conflict can also arise as a result of: leadership failure, human short comings such as cowardice stupidity, and greed; failure to control, plan and execute adequately; lack of participative management. Some of these are surely the causes of the conflict existing in the Nigerian Airports Authority today.

Organizations react mechanically to fight these failures by the emergence of informal systems

(informal organizations). In the case of the Nigerian Airports Authority, Operations Department on the one hand and the other Departments on the other, emerged as informal organizations.

Conflict connotes problem, and detecting the problem is as important as finding the answer - thus "Conflict Resolution in the Nigerian Airports Authority" is the theme of this research.

CHAPTER ONE

I N T R O D U C T I O N

1. STATEMENT OF THE PROBLEM

Human behaviour is a complex thing that social scientists have been trying over the years at least to understand, more so as it relates to a complex organization like the Nigerian Airports Authority.

Conflict is an aspect of such human behaviour involving at least two parties. Kenneth E Boulding has defined conflict as "a situation of competition in which the parties are aware of the incompatibility of potential future position that is incompatible with the wishes of the other". [1] Such a situation can arise as a result of some failures. Charles Perron has summarized the views of some researchers and theorists regarding such failures resulting into

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1. Kenneth C. Boulding (1962). Conflict and Defence: A General Theory. Harper and Row Publishers, New York. Page 5.

organizational conflicts as follows:

> "To Barnard, who seldom referred to it, conflict was possibly a melancholy failure of leadership. To Weber, who describes it impatiently and in some detail as it is found in government and political bureaucracies, it sometimes appear to be only a result of human short comings such as Cowardice, Stupidity, and greed. To the classical management theorists it is a failure of adequate control, planning and execution. For the human relations theorists it is variously a failure of leadership, lack of participative management, or something that is constructive in passing, because it shows up areas where more needs to be done.
>
> Elimination of conflict is always the goal even if it is seen as constructive in the short run. For March and Simon, as with the human relations theorists, it is primarily an interpersonal problem, even though the two men deal with intergroup conflict".[2]

The preceeding quotation highlights the nature of the problem as it exists in the Nigerian Airports Authority as of today.

Nigerian Airports Authority is an off shoot of the Federal Ministry of Civil Aviation created in 1976 primarily to build and maintain the nation's airports.

2. Charles Perrow, (1972) Complex Organization: A Critical Essay ScottFresman and Company; Illinois Page 154.

To the surprise of the Officers of the Operations Department, immediately after the expiration of the contract of the BAI experts, in December, 1981 most of the training programmes for the operation Officers were extended to Other Departments and people from such Departments can now aspire to be Airport Managers.

In short, there is constant conflict between the Department and others in the day-to-day activities of the Authority (N.A.A.) leading to apathy, high labour turnover, indicipline and lastly by no means the least disruption of smooth operation at the Airport.

2. AIM OF STUDY.

The study is aimed at determining:-

a. the causes and possible solution to the conflict between Operations Department and other Departments of the Nigerian Airports Authority;

b. the adequacy or relevancy of the functions of the Operations Department;

c. from which Department should the Airport Manager of each station come;

d. the training needs of the Operations Department, and the effects of the conflict to the Organization.

3. JUSTIFICATION OF STUDY

Understanding of human behaviour has lagged behind man's understanding of his physical environment for some reasons. The first is that it is usually difficult to analyse man's behaviour as compared to other things e.g physical items, like the behaviour of metal under beat. This is because man is a Complex Organism. The second reason is that people tend to feel that because of their experience they have learned about human nature and that they understand its complexities just like everybody else assumes.

This research will therefore provide a way of taking an objective look at some of the Nigerian Airports' problems and of developing policies and procedures that are based on fact obtained through

research rather than opinions that result from personal experiences.

Obviously there is inadequacy of present knowledge and skills in Airport Management and related areas concerned with human behaviour, this is no excuse for relying solely on Common-Sense and experience. Although complete answers do not exist to all Organizational Conflicts, such should not be a deterrent to efforts to work towards sound answers to such questions like; is there need for the existence of Operations Department?; who can be an Airport Manager?, who sh should benefit from operation Officers programmes?. These would be the bases for research in a government parastatal which hopefully will provide partial answers at least. The result of all these will in no small way help in minimizing the Conflict in the Nigerian Airports Authority with its attendant consequences. The net effect will be greater productivity.

Once the morale of the Officers are reactivated (as a result of the above) labour turn-over in the

Department will be minimized and the time and money spent on training operations Officer would yield benefits.

It will definitely add to knowledge, since this is the first time such a study is going to be undertaken for the Nigerian Airports Authority.

Finally, revenue loss to the organization due to non- co-operative attitude of Other Departments to Operations Department would be minimized if not completely eliminated.

4. SCOPE OF STUDY.

Conflict as it relates to organizations can be classified under three types. The first is the individual Conflict, Conflict in individual decision-making; the second is the Organizational Conflict: individual or group conflict within an organization; the third is the inter-Organizational Conflict: Conflict between Organizations or groups (March and Simon, 1958).

This study is concerned with the second type, that is, the Organizational Conflict: group Conflict within an Organization. But more specifically, it is limited to the conflict as it exist between the Operations Department and the rest of Other Departments combined in the Nigerian Airports Authority.

5. CONCEPTUAL FRAMEWORK

When I first told my colleauges that I was going to base my thesis on the conflict between Operations Department and the rest of the Departments within the organization their reactionswere that of surprise because, they believed that anything involving conflict must involve "violence" of which they have not seen yet in the relationship between the above-mentioned parties. Some of them were even arguing that what is happening is "Competition" rather than "Conflict". There is also the tendency to see conflict as something "destructive" always whereas, it could be "constructive" too.

Let us then first examine the true positions of all these concepts.

A. CONFLICT AND COMPETITION

The word conflict can be said to be a term of many uses. According to March and Simon, "Conflict occurs when an individual or group experiences a decision problem". [3] It means that the term is only applicable when an individual or group experiences difficulty in selecting an action alternative in any decision-making. This view does not seem to be applicable in all cases especially if there is no difficulty in selecting an action alternative. For example, if two people want to drive a car at the same time, according to March and Simon then, there would be no conflict since the two people do not have decision problem. Whereas in reality, such decision by the two people would bring about potential conflict because each of them is aware of the incompatibility and each wishes to occupy a position

3. March J.G. and Simon H. (1958) John Wiley and Sons, New York Page 112.

that is incompatible with the wishes of the other. (Boulding, 1962). So, March and Simon's use of conflict is mainly relevant to a situation where there is difficulty in selecting action alternative.

Kenneth Boulding's definition of conflict [4] is acceptable and will be used for this study. Awareness is the most important factor for any conflict to occur. This is exemplified in a situation of competition among men that would not involve conflict because there would be no awareness of the competition. Thus suppose there are two people vying for the same post, they could be in serious competition in the sense that when the post is given to one, the other would be jobless, but they might be totally unaware of each other's existence.

Even in cases where people are aware of potential conflict there may be no actual conflict if one of them has no interest in it. From the example given earlier of two people trying to drive a car at

4. See Kenneth Boulding's definition of Conflict under "Statement of the problem in this chapter.

the same time it is obviously impossible for the two of them to do that at the same time. There is thus a clear competition between them, and if by chance the two of them are aware of this, serious conflict results. If on the other hand neither of them wants to drive the car or even if only one of them has the interest, the conflict will not manifest itself. We can therefore say that awareness and incompatibility of wishes or desires are pre-requisite for conflict. (Boulding, 1962). However, it is the view of this researcher that someone could be aware and has incompatible wishes or desires, yet, there would be no conflict. This is true of cases where even though an individual has a desire to occupy certain post, the organization has excluded him from occupying such a post as a result of the criteria already laid down which he has not got. Under such situation, the individual is, aware of such post and has desires to occupy it, yet there would be no conflict.[5] One finds that even with such laid down criteria, the failure of leadership,

5. This is to say that there is no conflict between the individual and the organization, but obviously there is the individual Conflict in terms of decision-making as to whether to stay with the organization or not.

cowardice, greed, lack of participative management and so on (Perrow, 1972) can overrule the criteria thus bring about conflict. This is true of the Nigerian Airports Authority as will be seen later.

Kenneth Boulding has emphasized awareness as a pre-requisite for conflict but, is this always true? We often hear of 'football Competition' and not 'Football Conflict' even though the two parties are aware of the incompatibility of potential future positions that is incompatible with the wishes of the other. The researcher believes that there are certain elements that are inherent in the two terminologies (Conflict and Competition) that could be of use in clarifying these concepts. These words are "envy" and jealusy". The two words have been used inter-changeably to mean "ill-will". In both actually, something is at stake and that is value, and a third party is preventing one from attaining or keeping.it. Envy results where the matter is that of attaining whereas jealousy result if it is a matter of

of keeping. Usually, jealousy involves a rightful claim to possession but envy refer to desirability of what is denied it but, not to the right of any claim. The main distinction between them is that whereas an envious individual has nothing to do with the possessor of good denied him the jealous individual believes that the possessor has denied him the right of possession (Simmel, 1955). This infact means that "envy" is interested in the "goal" whereas "jealousy" is interested in the "opponent". In this sense therefore, envy is healthier than jealousy. This is because the matter that involves envy aims at the goal without thinking of his opponent as a threat. This explains why "Football match" is often referred to as "football competition" because: (i) both parties aim at the goal only without turning against his opponent (ii) each of the parties deserve to win but not a claim to win yet. But usually at the end of the match, the defeated party often results to violence. This shows that "envy" which characterized the period before the match has turned into "jealousy" because

at the end of the match, the defeated party now sees the opponent as preventing them from possession of "victory" because the possession is in the opponents' hands if not they would have been the victor. So, the match that proceeded as if there existed no threat but only the aims, ended otherwise. Simmel beautifully explained what is competition in the following words "Here the struggle consists only in the fact that each competitor by himself aims at the goal, without using his strength on the adversary. This strange kind of fight is exemplified by the runner who only by his fastness, by the businessman who only be the price of his goods.....aims to reach his goal .... and yet from a superficial standpoint, it proceeds as if there existed no adversary but only the aims..... Each party fights its adversary without turning against him, without touching him so to speak".[6]

The reverse can be said to constitute conflict.

From the preceeding discussions therefore, it

6. Simmel G. (1955) Conflict and the Web of group affliations. The free press New York, Page 58.

can be deduced that competition has some roots in " "envy" and conilict has some roots in "jealousy". This is not to say however that conflict is the opposite of competition, but rather, they are brothers. Competition is broader than conflict since all cases of conflict involve competition, but not all cases of competition involve conflict (Boulding, 1962).

P. CAUSES OF CONFLICT

There are many causes of conflict as shown by various authors. While Sammel Deep in his book, "Human Relations in Management"[7] identified four of them namely (a) Competition for scarce resource, (b) Line/Staff disagreements (c) differences in personal values (d) a lack of clearly defined responsibilities. ~~Sammuel~~ Simmel[8] identified four too,

7. Sammuel Deep (1978) Human Relations in Management Page 144.

8. ~~Sammuel~~ Simmel, (1955) Conflict of the Web of group Affliations. The Freepress New York, Page 13.

namely, hate, envy, need and desire, March and Simon as already stated in their book "Organizations" believed that "difficulty in selecting an action alternative"[9] is responsible for Conflict. Kenneth E. Boulding on his part identified awareness to the incompatibility of potential future position as cause of Conflict.[10] None of them however could identify "greed" as a cause of conflict. This is a very important factor because, in Nigeria today, greed is the cause of almost all our problems - everybody simply has strong desire for more. Greed causes conflict for the fact that because of the desire for more, jealousy is born resulting ultimately in conflict. This occurs because the greedy individual often reasons that he has a rightful possession for what he believes would satisfy his greed. This factor is demonstrated by what is currently going on at the

9. March J.G and Simon (1958) Organization John Wiley, Inc. New York Page 112.

10. Kenneth E. Boulding (1962) Conflict and Defence A General Theory. Harper and Row Publishers. New York, Page 5.

Nigerian Airports Authority that prompted the researcher to embark on the project. Most of those interviewed from the Operations Department believed that greed on the part of members of Engineering Directorate is responsible for the Conflict. They argued that because there is austerity in the Organization, the perquisites that used to accrue to the engineers (they award contracts) are no longer there, they heightened the sentiments that anybody could be an Airport Manager and not necessarily somebody from Operations Department. This is because they believe that the Airport Managers can award contracts and can even "mismanage" any vote meant for their airports to enrich themselves. And when viewed critically, why should an engineer trained in a specified field strongly have the desire to become an Airport Manager (which is an administrative job) instead of making career out of his profession?

C. VIOLENCE

Violence as indicated earlier, to many people

is something that should be accompained with great force: always resulting into damage or destruction. This is not necessarily so. What about the situation of 'Peace", does it mean there is no element of violence? There is, only that it is "low" as compared to "high" in Conflict situation. For example, it does not mean that two groups living in peace with each other has no "violence" in them. What about inter family misunder standing between the two groups?. Here, the only thing is that the amount of violence involved is low. Violence as used in conflict measures the amount of open hostility that each group develops toward each other. The level of violence in a conflict is a measure of the extent to which members of conflicting groups have come to hate each other as individuals (Caplow Theodore 1964). What people often referred to as violence is in essence what Caplow referred to as 'Attrition'. Attrition according to Caplow is the cost of a conflict to the actors measured by the price of the damage they inflict on each other. This may be

measured in terms of lives, goods or prestige or any other scarce and value of resource, and this depends upon the type of conflict. Attrition is a measure of output, not input (Theodore, 1964).

To show that violence need not necessarily be high all the time Caplow constructed a relationship between the variables of conflict showing what form of relationship results if "violence" is either "high" or "low".

TYPOLOGY OF ANTAGONISTIC RELATIONSHIPS BETWEEN GROUPS OR ORGANIZATION 11

	Insulation	Violence	Attrition
Conflict	high	high	high
Accommodation	high	high	low
Competition	high	low	high
Disorder	low	high	high
Exploitation	low	low	high
Prejudice	low	high	low
Co-existence	high	low	low
Peace	low	low	low

11. Theodore Caplow (1964) Principles of Organization Harcourt Braces and World, Inc Columbia U.S.A. Table 9 - 1 Page 329.

However, I was expecting to see 'low' under "attrition" but, instead Caplow showed it to be 'high' If we are to take "Attrition" to be a measure by the price of damage they inflict on each other interms of lives goods and prestige (see Caplow, Page 328) emphasis is on "goal" instead of on the "opponent", I would not then expect the damage on either the properties, lives or prestive to be high. This is because as earlier stated in competition, "each party fights its adversary without turning against him, without touching him so to speak".[12]

Not only the variables (insulation, violence attrition) of conflict can be classified as "high" or "low" but also conflict itself can be classified as being "high", "moderate" and "low" too. This deprends on the number of people that is 'aware of the incompatibility of potential future position that is incompatible with the wishes of the other.' It means that if 50% of the sample are in favour of a particular type of measure and 50% are against the conflict can be classified as "high" (meaning that conflict is strongest under such situation) while if say 75% and above are in favour and 25% and below are against the conflict can be classified as "low" and where you have 60% in favour and 40% and there about against it can be classified as "moderate". So throughout this analysis which ever percentage is high it would be held as either the cause or not, depending on the percentage.

12. Simmel G. (1955) Conflict of The Web of Group Affliations", The Free Press, New York Page 58.

d. CONSTRUCTIVE AND DESTRUCTIVE CONFLICT

Most authors on "Conflict" do not highlight these two concepts (Constructive and Destructive Conflict). However, Samuel Deep (1978) did bring out the differences. He has this to say on Constructive Conflict. "It sptlights p problems that require attention and it invigorates people to strive for permanent solutions....

A related benefit of Conflict is that it creates an awareness of problems forces clarification of their nature and directs the efforts of the organization toward finding solutions".[13]

On Destructive conflict, he said that,

"Conflict often make difficult the achievement of organizational goals... Conflict creates stress in people...The principal destructive force of conflict in organization results from a distortion of goals... Conflict at any level in the organization is more certain to be destructive when the parties in conflict see that the resolution is likely to be 'win - lose' rather than 'win - win'".[14]

However, the way he presented his arguments seem to suggest that the two are in different

13. Samuel Deep (1978) Human Relations in Management Glencoe Publishing Co. Inc. California Pages 207 and 208

14. Ibid, pages 209, 210, and 211. A 'win-lose' resolution is one in which any change from the current disagreement can come about only by one side wining and the other side losing - that is, one sides ga depends on the other side's loss. Whereas, 'win win resolutions are those in which the needs of both sides are met.

compartments. I cannot see how you can have ' 'constructive conflict' without' Destructive Conflict' too or vice-versa. The only thing is that, the presence of one can be greater than the other. If he is saying that which ever is greater we can refer to that conflict by the name. For example, if the elements of Constructive Conflict is more than the destructive elements, we can refer to such conflicts as "Constructive Conflict" and if reverse is the case, it can be referred to as "Destructive Conflict". It is only then that is understable. The next question then is, can we have a situation where there is 50% Constructive elements and 50% Destructive elements in the Conflict at the same time? The researcher has never seen that, but if there is, the researcher proposes that such will be tending towards "Competition" rather than "Conflict", because at that level the competition tends to be healthier.

E. CONFLICT RESOLUTION

Whether among individuals, groups, or organizations, Conflict is an inevitable part of them. The first man

on earth, Adam, was reported in the scriptures to have disobeyed God (a form of conflict because his wishes were incompatible with that of God) and he was thrown out of paradise (The Holy Bible and the Holy Quran). F.H. Knight was reported to have said that what people really want in the world is trouble, and if they do not have enough of it, they will create it artificially and he cited the institution of sport as an example (Theodore 1964). In organizations one of its functions is to avoid conflict by specifying in advance the relationships between the people who will do the work. But the very existence of a formal organization almost insures that conflict will occur. These "built-in" Conflicts come about from the Competition for scarce resources, line/staff disagreements, differences in personal values, and lack of clearly defined responsibilities (Deep, 1978). All these pointed, to the simple fact that instead of trying to avoid conflicts, energies should be focused on ways of resovling them.

Many researchers and authors alike have identified various ways of resolving conflicts. Among them are avoidance, conquest and procedural resolution.

Avoidance the authors all agreed that it is a method whereby the parties are moved apart from each other to a point where due to lack of contact the conflict ceases or refraining from action that might force a confrontation on the problems. This is an unsatisfactory approach. Most problems do not disappear because they are ignored. It is a way of "solving problem by avoiding it", which merely postpones the conflict.

Conquest on its part is an extreme form of avoidance, It is the case where one of the parties is removed completely or removed from the scene (usually by the most powerful). This is similar to forcing method as advocated by Samuel Deep[15] whereby

15. Samuel Deep (1978) Human Relations in Management, Glencoe publishing Co. Inc. California Page 216 Simmel G (1955) referred to it as "victory", see page 113 of Conflict and The Wels of Group Affliations, by Simmel.

a solution to conflict is imposed by the individual or individuals within the organization who have the authority to enforce decisions. This could be the boss. However, I do not agree with his other method of forcing by the neutral umpire or arbitrator, as he calls them. An arbitrator can not be said to be forcing a solution, since before an arbitration can take place, the two parties must agree that the third party should be the umpire. In that case, any decision of the arbitrator cannot be seen as force but rather by compromise as will be shown later.

Forcing as a method, I believe is a short-run measure since what it does is not to treat the cause of the Conflict but, postponing it.

Procedural resolution on its part has three components namely Reconciliation, Compromise and Award. (Boulding, 1962). This method (procedural resolution) is often resorted to when both parties can neither conquer nor avoid each other.

Reconciliation is the situation whereby the views of the parties have changed that they now have common preference in their area of dispute, whereas compromise is a solution through give-and-take. The party is ready to move abit from his original stand to somewhere in between. This method is also referred to as Bargaining.[16] The short coming of this method is that it does not treat the issues even though they are discussed in the open but, to prevent them from causing further problems. Usually, the parties are not completely satisfied. Finally, Award is a form of settlement whereby both parties have agreed to accept the verdict of a third part-- usually an arbitrator.

Confrontation as propounded by Samuel Deep (1978) is not effective for solving the Conflict

16. See (a) March J.G. and Simon H, (1958) Organizations John Wiley and Sons Inc. New York (b) Samuel Deep (1978) Human Relations in Management Glencoe Publishing Co. Inc. California, Page 217.

between groups or organizations. It is most effective when used in interpresonal Conflict. This is the method where differences are aired and examined through face-to-face confrontation between the conflicting parties. I agree with Samuel Deep that it is the most important means for achieving a permanent solution to Conflict, because this time, the cause of the Conflict is attacked directly instead of "solving problem by avoiding it."

6. ASSUMPTIONS

It is assumed that the organization structure of all the airports in the country are the same, and all the airports in the country are being managed by the Nigerian Airports Authority.

7. HYPOTHESIS

That unequal opportunities, Co-ordination of activities at the Airport, the need for the existence of Operations Department, the level of education and area of specialization of Airport Managers are the causes of the Conflict between Operations Department

and Other Departments of the Nigerian Airports Authority.

8. METHODOLOGY

The research covered the entire population (all members of staff of the Nigerian Airports Authority throughout the country. However, since it was not possible to visit all the thirteen airports, seven airports namely Lagos, Kano Port-Harcourt, Jos, Enugu, Ilorin and Yola that when combined is representative of the entire population was chosen. The sample was homogenous and hence stratified sample was used and this was also becuase the researcher has prior knowledge of the population. The sample frame was first divided into natural strata (class, sex and education). Each of the stratum was further broken down into sub-categories, thus the class stratum has three sub-categories namely, Senior Staff, intermediate staff and Junior Staff. Sex Stratum into two - namely female and male categories and finally, Education stratum into three - namely University education,

Secondary education and primary education. Taking 25 as the minimum sample size (as a rough rule of thumb), the researcher arrived at the total sample size by multiplying 25 by each of the sub-categories, viz 25 X 3 X 2 X 3 (sub categories of class stratum, sex stratum and education stratum respectively) giving a total sample size of 450. Within each stratum, a random sample of the required size was chosen. This method ensured that each portion of the population was adequately represented and that there was sufficient information about the section.

In collecting data, the researcher used questionnaire that were personal and mailed. Personal in the sense that in some cases, the researcher delivered the questionnaire personally whereas in others, they were mailed.

The questionnaire was of two main classes viz: (a) Open end type in which the respondent supply the answer (b) the one that the respondent select responses from among multiple choice answers.

Anonymity was guaranteed to the correspondent.

The method of follow-up procedure was used [17] with the belief at the back of my mind of yielding encouraging result (responses) but did not. These procedures were:- (a) about two to three weeks after sending out the questionnaire, a second letter was mailed to non-respondents calling their attention to it. (b) a second questionnaire with a new covering letter indicating the possibilities that the original questionnaire might have been misplaced.

(c) travelling down to Lagos, Kaduna, Jos and Port-Harcourt from Kano by air to enquire personally from some of the correspondents,

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17. Not encouraging because out of the 450 questionnaires sent out only 77 returned the completed questionnaires. The questionnaires were sent out in June, 1983 and the researcher did not start the analysis until October, 1983.

    This would not however affect the result because the population is homogenous. This is to say that the people in each of the thirteen airports are alike in every respect. They are guided by the same rules and regulations. In fact the views of the people of one airport can represent the views of the other airports.

The researcher acted as a participant observer (that is, acted as a member of a group) and in others as a non-participant observer. The researcher acted as a participant observer in operations duties as an Operations Officer.

Interview was conducted on some Officers and even the junior staff. The following were borne in mind in order to have good interview with the interviewees:- (a) had a plan about the data to be collected and the personality to be interviewed. (b) creation of a friendly atmosphere (c) make a written record of the interview as soon as possible.

A lot of Documents were researched into. Some of these were unpublished reports and a host of others were reports of commssioned enquires.

The various data were assembled carefully and logically. And in the analysis of data, tables and percentages were used.

9. SOURCES OF DATA

Half of the data required were from primary sources such as: (a) questionnaire:- to members of staff of

Operations Department and Other Departments, Directors of each of the three Directorates viz. Engineering, Operations, Administration.

(b) Interview:- the Managing Director, Airport Managers, Officers of the Nigerian Airports Authority, Chief of facilities of Kano Airport.

(c) Observertion:- both as participant and non-participant Observer.

The secondary data came from records, such as minute of meetings, daily logings, hand-outs from courses, periodicals, reports of commissions - both published and unpublished ones, newspapers.

10. DEFINITION OF TERMS

1. Competition:- exists when any potential positions of two behaviour units [18] are mutually incompatible (Boulding 1962).

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18. A behaviour unit could be a person, a family, a species of animals or artifacts, a social organizations such as a firm, a nation, a trade union or a church. (Boulding, 1962).

2. Airport:- is an area on land or water (including any buildings, installations and equipment) intended to be used wholly or in part for the arrival, departure and movement of aircraft.

3. Authority here means the Nigerian Airports Authority established under the provisions of Decree No. 45 of 1976.

4. NAA stands for the Nigerian Airports Authority.

5. ICAO means International Civil Aviation Organization. This is a body charged with the administration of principles agreed upon by the 52 allied and neutral nations that met in Chicago in November, 1944. (The principles include: privileges and restrictions of all Contracting States; provided for the adoption of international standards and recommended practices regulating air navigation; and recommended the installation of navigation facilities by member states and suggested the facilitation of air transport by the reduction of customs and immigration formalities. The convention

also accepted the principle that every nation has complete and exclusive sovereignty over the airspace above its territory and agreed that no scheduled international air service could operate over or into the territory of a contracting state without its previous consent (Wiley, 1981).

6. Social relations: involves the direction of influence between persons; the degree of cooperation. It also entails people's sentiments to one another, such as feelings of attraction, respect and hostility.

11. CHAPTERIZATION OF THE RESEARCH

In Chapter one, a general insight into the problem. the purpose of study, justification of study, ~~literature review~~ conceptual framework and hypothesis are highlighted. Chapter two deals with the evolution, organization structure as well as the training programmes of the Nigerian Airports Authority. The purpose is to see: (i) the trend of events and why the organization is set up. (ii) whether the conflict emanates from the structure and also whether greed or jealousy is arising as a result of the training programmes. Maybe, some of the

Departments are more favoured than others. In Chapter three, preliminary investigation of the causes of the conflict is treated with the view to seeing whether, what is obtained will tally with what has been scientifically proved through the use of questionnaires, observation and analysis of data. It is with the hope that the remote causes of the conflict will be touched and even some examples cited. This Chapter also includes a subsection dealing with the functions, qualifications and benefits of the Airport Manager. This is the major bone of contention (everybody wants to be an Airport Manager). It will probably give us an insight into why everybody wants to be an Airport Manager. Chapter four deals with the actual findings and analysis of data to prove or disprove the hypothesis set up. This will enable us arrive at a conclusion devoid of opinions and experiences. Lastly Chapter five summarises all that have been done, with its conclusions, recommendations for the improvement of the organization (N.A.A.) and future research areas.

CHAPTER TWO

THE EMERGENCE, ORGANIZATIONAL STRUCTURE AND THE TRAINING PROGRAMMES OF THE NIGERIAN AIRPORTS AUTHORITY

1925 marked the beginning of aviation industry in Nigeria when the Imperial Airways was engaged in surveys from the Guinea Coast eastwards across the desert to Khartoum on the Nile. In 1935 however, airfields were finally completed at Lagos, Kano and Maiduguri as a result of the initial surveys.

The Imperial Airways introduced in 1936 a service between Nigeria and the Sudan. A twin-engined de Havilland HD 86[1] was the first aircraft on this service to land at Kano.

The next two years saw the improvement on the familiar "West Coast Route" which covers Lagos - Accra - Takoradi - Freetown and Barthust (now Banjul).

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1. NAA (1981) Nigerian Airports Authority 1982 Diary Times Press Limited (Not Paged.) Lagos.

of the Imperial Airw its once weekly service

Until 1940 that saw the decline of the services from United Kingdom to West-Africa via Khartoum was the only one known.

Next was the Royal Airforce Transport Command which was operating a twice weekly" "bush" service from Accra to Lagos, PortHarcourt, Enugu, Jos and Kano, returning direct to Accra via Kaduna and Lagos., This was before the end of the Second World War. This service ceased when the Transport Command was withdrawn in 1946. The bush Service was however re-opened under the name, "Nigerian Air Service" by the Nigerian Government using the D.C. 3s on Charter from the British Overseas Airways Corporation (B.O.A.C.) Accra - Lagos - Benin - Port-Harcourt - Enugu - Jos - Kano - Kaduna - Lagos - Accra was plied thrice weekly by the chartered aircraft while the ground servicing of the aircraft was undertaken by the BOAC.

British Overseas Airways Corporation (BOAC) started flight Operations into Nigeria at the end of the Second World war with small slow-flying aircraft

such as Argonaut, Tudor, DC 3, Dove, Skymaster, York and Strato Cruiser, Britannia and Comet were later used towards 1948.[2] Due to these operations to Nigeria by the BOAC, there was the need for a local African feeder Services which was subsequently named the West African Airways Corporation (WAAC). The sphere of operations for the new Corporation was Nigeria, Ghana (then Gold Coast), Sierra Leone, and the Gambia using Dove aircraft. The Control and Administration of Civil Aviation rest squarely in the Directorate of Public works of these countries, using applied United Kingdom Colonial Air Navigation Order as their legislative Authority. (Doko's Report, 1981).

There was the need for the establishment of the base for a Nigerian Civil Aviation Administration, as a result of air activities in Nigeria and Consequently squardron leader H.C. Brilliant, was appointed controller of Civil Aviation. Also three other British officials were assigned to set up an

2. Federal Government of Nigeria (1981) Report of the fact-finding Panel into the activities of the Civil Aviation Department of the Ministry of Civil Aviation, Government Press Page 16. L a g o s .

organization to facilitate the control and administration of Civil Aviation throughout West Africa. Air Navigation aids were provided by the Department of Post and Telegraphs. This was in addition to the existing Second World War installations. There was a change at the helm of affairs of the Civil aviation administration as Coleman was appointed in 1950 to succeed Squardron Leader Brilliant.

All along, there was a gradual increase in the level of air transportation that involved such Airlines as BOAC, Alitalia, Airfrance, Sabena, KLM. These Airlines were using aircraft such as Comet and Electra. By 1960 Kano and Lagos Airports had major international air terminals and this led to the need for a national organization for the purpose of control and administration of Civil Aviation. Later, Nigeria was faced with the problem of manpower to maintain the level of control and administration of its aviation as some of the British staff including the Director of Civil Aviation withdrew their services.

Nigeria was rescured from this handicap by the British Government which offered the services of the International Aeradio Limited (IAL)[3] to aid her in operations and the management of its young aviation industry. As expected this gesture was quickly accepted by the Nigerian Government and soon the IAL arrived with specialists to provide services in air traffic control, telecommunicat ons operations and maintenance services. Training of Nigerians in the field of Air Traffic Control, Operations and Maintenance of communication between the Government and IAL began and only few Nigerians (five of them) who had returned from Air Traffic control course in 1956 were available to work side by side with the IAL experts to operate the facilities at Kano, and Lagos Airports and later to include, Kaduna, Enugu, and PortHarcourt Airports. At this point, the Department of Civil Aviation remained a seperate Organization until it was integrated with the Federal Ministry of Transport in 1965

3. International Aeradio Limited (IAL) was a private Company of retiring Royal Airforce Officers at the end of the World War II and it was recognised by the British Government.

The first Nigerian to be appointed Deputy Director of Civil Aviation was Mr. V. A. Roberts, who retired from R.A.F. This was a major development. When Mr. Weatherell, the Director of Civil Aviation was to return to U.K., Mr. Roberts was re-designated as the controller of Ground Services.

There was a major air - disaster in 1956 involving a pan-American Airlines Boeing 707 and a United Airline DC 8 which resulted in the loss of 128 passengers. It happened over the Grand-Canyon in Colarado of United States of America. Becuase of the outcry from the Public, Federal Aviation Administration was created in The United States to give what is popularly known in aviation industry as "positive Control" along air routes. This concept was accepted by ICAO[4] and attained World wide recognition. As a result of wide increase of aviation activities within the Africa - Indian Ocean Aeronantical Region, ICAO recommended in 1965 a limited positive control in Nigeria through the establishment of air routes connecting Kano and Lagos, on the one hand and Kano and Douala in the

4. See meaning of ICAO under "Definition of Terms" in Chapter 1.

the Republic of Cameroon on the other. These routes were further extended across other neighbouring countries to form longhaul international routes linking North Africa with the West and the West with the East and South of Africa. Up to this stage, alot of improvements have set in. Modern jets like DC 8, VC, 10 and Boeing 707 were introduced with several additional routes being created all of which are marked by different navigational aids. Nigeria at this time had established an airline of its own - the Nigeria Airways limited which was carved out of the former WAAC. It came into existence on 1 May, 1959 with DC 3 aircraft. These were later replaced with F 27, F 28, Boeing 707, 727, 737 and DC 10 and of recent Boeing 747.

We can say today that aviation activities have undergone huge expansion in Nigeria. This is demonstrated by the fact that over one and half [5]

5. Federal Republic of Nigeria, Report of the fact-finding panel into the activities of the Civil Aviation Department of the Ministry of Civil Aviations, 1981, Page 17.

million fare - passengers are flown into and out of Nigeria and between cities in Nigeria. There are about 400[6] aircraft that have been registered in Nigeria of which sixty percent are for Commercial operations. There are others owned by several Government and these are operated by the Airforce. Movement of aircraft in and out of Mohammed Murtala Airport has been put at about 100 daily while that of Kano is put at 80. This obviously is an indication that Nigeria airspace is becoming more-crowded and as such there is need for an efficient organization to ensure safety, speedy and efficient air transportation system.

However, in the early 1970s, there was a remarkable socio-economic development that followed the oil boom. There was an upsurge in the mobility of people and goods within and outside the country. More and more people started to travel by air, and as a result, the existing infrastructure and other basic airport facilities started to take more passengers

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6. Ibid, Page 17.

and cargo than they were meant to take. Thus, there arose the need for the construction of more airports and the expansion of existing facilities. This is essential so that the nation can cope and provide for the increase in the pace of development in all areas of the nation's economy.

The then Federal Military Government embarked on a massive Aero drome Development project as was stated in the Third National Development Plan (1975 - 80).[7] There was the provision for the construction of modern airports at sixteen major cities in the country. Each of the airports was envisaged to handle medium haul jets hence the runways were to be ten and twelve thousand feet long with flexible pavement. Along with these runways were to be modest aprons each of which was to accomodate about four medium - size aircraft such as the Boeing 737. It was also in the plan that all major cities in the country would be connected by such aircraft in the future, such that each of the airports would be in a position to handle about one thousand passengers daily. For this reason, each of

7. Federal Republic of Nigeria, Third National Development Plan (1975-80) Government Press, Page 220. Lagos.

the airports would have an appropriate building to handle the proejcted volume of traffic. About 800[8] million Naira was ear-marked for this purpose then.

Then, there was the idea to establish a distinct, and formidable body for an effective implementation of this project which would develop, maintain and operate our airports in accordance with trends and in an efficient manner required by international standards.

This body the Government Conceived should be different in structure and management from the Federal Ministry of Civil Aviation which then was in charge of all the activities going on at the airport. The body was subsequently named the Nigerian Airports Authority and was vested with statutory powers and functions as are contained in Decree NO. 45 of 1976[9]. The new Authority, however, did not become effective until its 10 man Board of Directors was inaugurated on 11 July, 1978.[10]

8. Ibid.

9. Nigerian Airports Authority, (1978), The Act. NO. 45 of 1976 Establishing Nigerian Airports Authority, Section 1 (1), Page 1.

10. New Nigerian, Page 13 column 1 paragraph 3, July 25, 1983.

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8. Ibid.

9. Nigerian Airports Authority, (1978), The Act. NO. 45 of 1976 Establishing Nigerian Airports Authority, Section 1 (1), Page 1.

10. New Nigerian, Page 13 column 1 paragraph 3, July 25, 1983.

The Authority has been shouldering the onerous responsibility of managing and developing the Nation's airports. The principal functions of the Authority as stated under section 3 (1) of the Decree NO. 45 of 1976 are: "(a) to develop and maintain at airports all necessary services and facilities for the safe operation of aircraft excluding navigational aids, telecommunications facilities and airtraffic control services. (b) to provide accomodation and other facilities for the effective handling of passengers and freight; (c) to develop and provide facilities for surface transport within airports; (d) to carry out at airports (either by itself or by an agent or in partnership with any other person) such economic activities as are relevant to air transport; and (e) generally to create conditions for the development in the most economic and efficient manner of air transport and the services connected with it".[11]

ORGANIZATIONAL STRUCTURE

Nigerian Airports Authority is an organization,

11. Nigerian Airports Authority, (1978) The Act NO. 45 of 1976 Establishing: Nigerian Airports Authority, Section 3 (1) Page 2.

and organization can be defined as a corporate entity normally with defined membership. It can be likened to a corporate giant and this is man's attempt at creating a super man with super brain, energy, capacity to perform superlative functions,[12] which will go beyond human span of life - beyond one man life span. To achieve the above purpose, the whole business of the organization is structured into a hierarchy of functions and persons. By structure here it means that there is a set of superior subordinate relationship and that the component units stand in some relation to one and another and as the common saying goes, "the whole is greater than the sum of its parts" and this suggests that, "the relations between units add new elements to the situation."[13]

12. Functions beyond any man's capacity like the functions assigned to NASA (see footnote 11) which no single individual can perform except when in group.

13. Blau P.M. and Scott W.R., (1963), Formal Organization A Comparative Approach Routledge and Kegan Paul, London Page 3.

It is through this structure that the grading and allocation of functions is defined. This implies that the chain of command is specified, every employee knows where he comes in, who is above and who is below him in the order of things and to whom everybody is responsible .

The purpose of this therefore is to show the organizational chart of the Nigerian Airports Authority and the functions of its component parts (Directorates). Let us now look at the structure and organization of the Authority.

STRUCTURE AND ORGANIZATION

The Authority is governed by a seven-man Board of Directors, including the chairman and the Managing Director. The function of the Board is to direct the Authority as well as formulates all its policies, the execution of which is vested in the Management. Next in the organizational hierarchy is the Management which is headed by the Managing Director, with Heads of the various departments as members.

Directorate is the next administration unit under

which are several departments. The Nigerian Airports Authority thus has three Directorates namely, Administration and Finance, Operations, and Engineering each of which is headed by a director. The Directorate of Administration and Finance is responsible as the name implies for both the policies on properties, stores, public relations, training and Finance and Commercial transactions of the Authority. It is comprised of such Departments as Accounts, Personnel, Commercial, Stores, Transport and Guards Training and Purchasing.

The Operations Directorate is responsible for all matters of operations at the Airports including emergency and safety procedures, management of airport facilities and the provision of facilities to enhance safety and manoeuvring of an aircraft. The Directorate is made up of operations,[14] Security and Fire Departments. Finally, the Engineering Directorate is responsible for policy and supervision

14. Operations Department is sometimes referred to as Department of Airport Operations. This Department Controls the 13 Airports of the Country.

of construction and extension of aerodromes and their installations. This Directorate which is made up of Civil, Building, Electrical, Mechanical, Planning and organization is also responsible for periodic inspection and maintenance of aerodromes facilities.

There are four departments apart from the secretary to N.A.A. which are placed under the office of the Managing Director for greater administrative convenience. Even though in theory the Central management of the Authority controls the administration of the 13 existing airports of the country each headed by an Airport Manager, the actual responsibility of overseeing the day-to-day running of the Airports is vested on operation Department which appoints the Airport Managers. (see figures 1 and 2).

CURRENT ORGANIZATION - N.A.A.

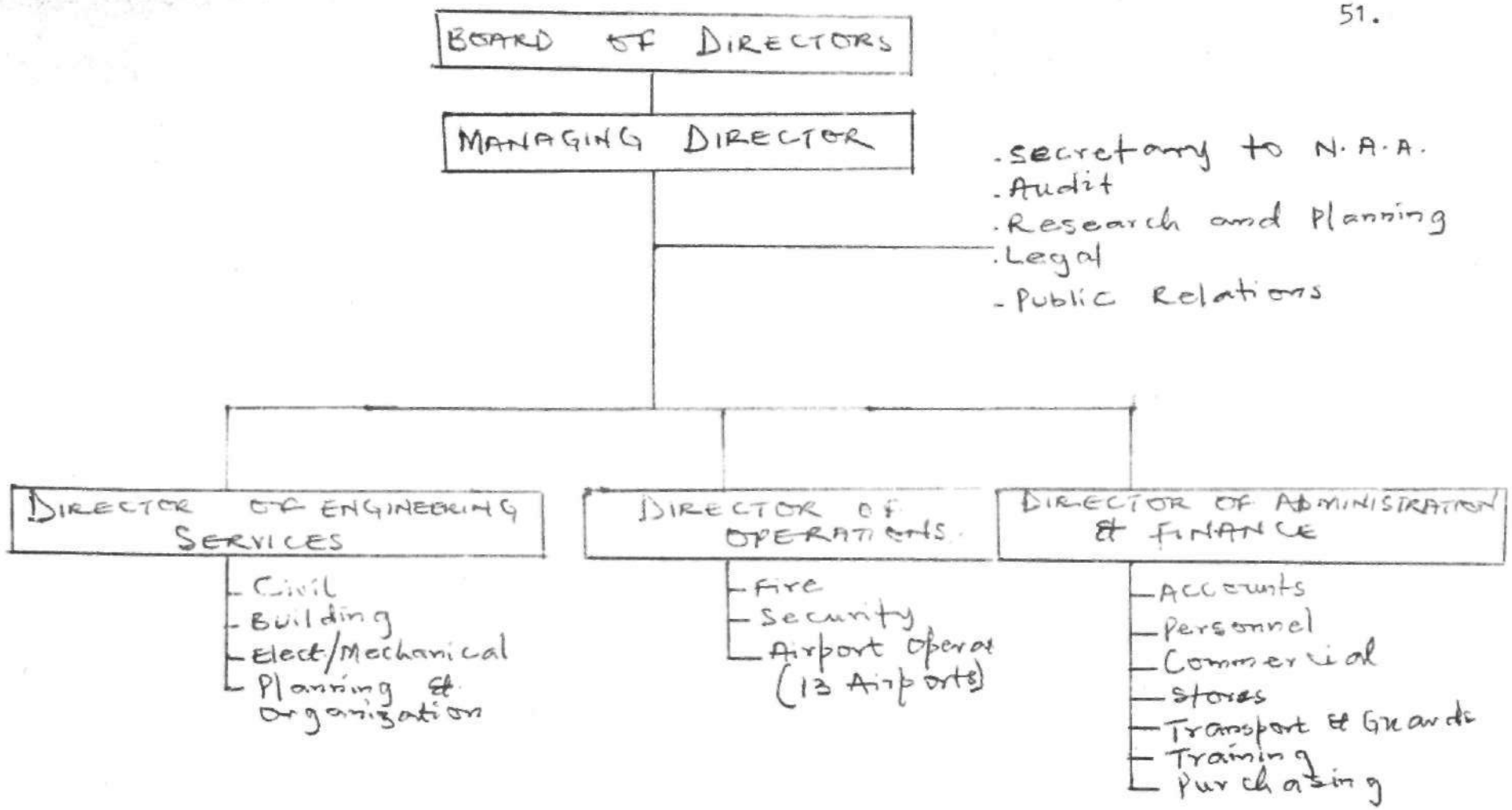


Figure 1 : Current Organization of N.A.A.
Source : Benjo Consultants Ltd, "N.A.A. job evaluation", Consultancy Division August, 19(Appendix VIII)

THE NIGERIAN AIRPORTS AUTHORITY MANAGEMENT STRUCTURE

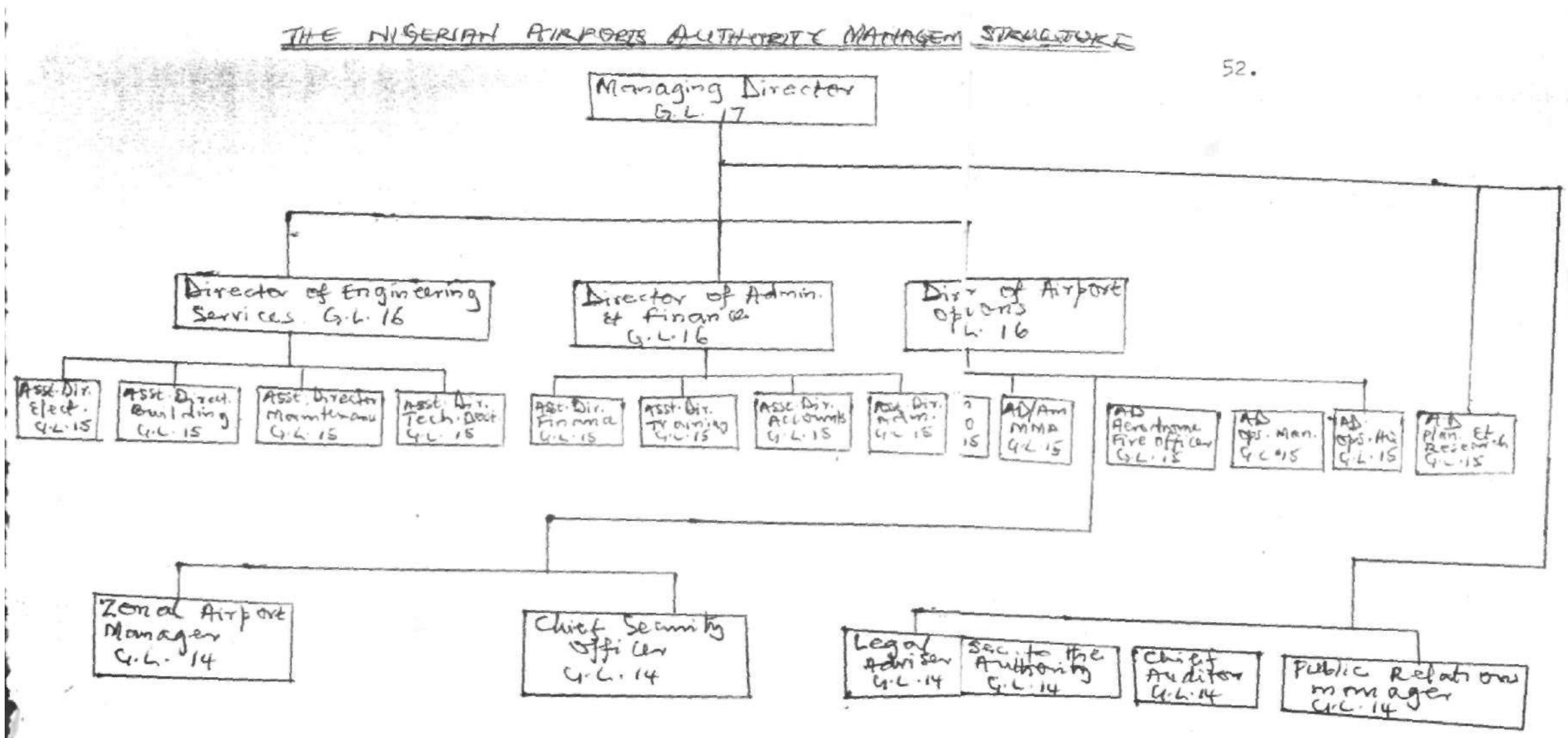


Figure 2.: The Nigerian Airports Authority management structure.
Source: Designed by the author from findings about the NAA.

14. FUNCTIONS OF OPERATIONS DEPARTMENT

The main functions of Operations Department rest squarely on four main sub-units of the Department namely, the Duty office often referred to as the Airport Duty Office, Terminal Building Office, Apron Services Office and Apron Control Office.

The Airport Duty Office [15] co-ordinates all airport activities. The Officer here is usually referred to as the Airport Duty Officer. He represents the management after closing hours and this is usually after 3.30 p.m every day and the whole of Saturdays, Sundays and during the holidays when the Airport Manager is not available. This is a responsible post which includes taking decisions which atimes are difficult ones for the airside especially under emergency situation. Such decisions include the closing of the airport or part of it during any accident. The office also includes applying good judgement in coordinating resolution of conflicts or problems between Officers of the Nigerian Airports

15. In all the Nation's Airports, this function is usually merged with that of the Terminal Building Office,

Authority; or between member(s) of other organizations working at the airport and staff of the Nigerian Airports Authority and between users of the Airport in general.

The Terminal Building office combines two services in one, namely Terminal Services and what might be referred to as Public Service. Generally then, the office evaluates terminal and public services provided at the airport and seeing that there are improvements in these services. Finally he designs programe to improve relations of the airport with the public and with neighbouring communities.

Specifically then, under Terminal services the following are the duties of the Department: (1) Ensuring that standards are complied with the services rendered to the public in respect with; (a) general hygiene condition in the terminal areas; (b) passenger services provided by staff; (c) airport users rest and convenience facilities such as lounges, telephones and medical services where available. (d) Public address and information system (e) passenger flow through the terminal building.

(2) Directing staff who provide services such as baggage handling, information, handling services to passengers passing through the terminals operated by the airport.

(3) Reviewing of project plans and specifications for new, additional or replacement construction and improvement.

(4) Inspection and evaluation of terminal service to observe conformance with established standards on the following: (a) evaluating services provided by tenants and recommend necessary changes to tenants. (b) evaluate terminal building services to be carried out by contract and recommend methods for maintainning standards.

(5) Liaise with tenants and government agencies operating at the airport to co-ordinate airport and tenant responsibilities in terminal service programs.

(6) Ridding the terminal building of touts.

Under the public services, the following are the responsibilities of the Department (i) Ensure that parking facilities are provided and standards are set

for the orderly flow of traffic in and out of the parking slot.

(ii) Airport taxis and other transport requirements are available.

(iii) Ensure that adequate arrangements are made for the processing of any V.I.P. arriving or departing the airport. Such arrangements include (a) obtaining from the House Manageress the position of the 'Protocol V.I.P. lounge' (b) making sure that gates are properly manned and other services as may be required.

(iv) Research into programmes designed to improve community and public relations for communities around the airport. This is in the form of (a) schedule and direct airport tours, (b) liaise with staff units, having community and public relations responsibilities. (c) reviewing and recommending proposals for community and public relations programe directly related to the airport. (d) forward complaints on public service matters and initiate necessary response when appropriate.

The Apron Services office on its part is responsible for keeping aircraft operating areas in safe and effective operating condition and also co-ordinating airport emergency action. These

functions include: (a) giving guidelines on the procedures and standards to be maintained to ensure efficient and safe conditions in aircraft operating areas. (b) Overseeing the operation of contractors at the airside. (c) Conduct periodic inspections of aircraft operating areas to observe that standards and procedures are complied with. (d) Recommend to the Airport Manager for general aviation at the airport and after such has been approved, he should provide such services. (e) Mark the unserviceable areas with the appropriate markers. (f) Participate in the development of and make recommendations for capital projects for improvement of aircraft operating services. (g) Supervise the operation of all aircraft and vehicles at the airside including:

(i) making adequate arrangement for the transportation of sick-people or disabled people on board to the hospital on his arrival.

(ii) ensuring that there is no smoking around an aircraft when fuelling and that adequate fire-cover is provided for fuelling aircraft by the Fire Department. (h) Conduct inspection of the

airport fence to make sure that stray animals do not gain access to the airside.

Finally, the Apron Control office[16] exists primarily to allocate parking bays to incoming aircraft. Apron Control provides the necessary supervision of all movements on the Apron areas to enable smooth and safe daily operations to occur. It keeps appropriate records of aircraft movements for revenue and statistical purposes. Finally, it is the focal point for the initiation of emergency procedure involving the airport authority.

RELATIONSHIP BETWEEN OPERATIONS DEPARTMENT AND OTHER DEPARTMENTS [17]

Operations Department come in contract with other Departments in about three principal ways:

16. On small airports, it is unlikely that a formal Apron control section will exist. In such airports, the function will be served by a marshaller who combines these with his other duties. Presently, the office exists only at Muhammed Murtala Airport, Lagos and Mallam Aminu Kano International Airport, Kano.

17. Relationship here is not strictly as in Formal relationship i.e Line, Staff and functional relationship but relationship in terms of how Operations Department come in contact with other Departments in the day-to-day activities of the Nigerian Airports Authority.

(i) as a co-ordinator which means the balancing, timing and integrating the activities of such Departments as Fire, Commmercial, Store, Transport and Guard. This means that the Department ensures that the right personnel and equipment are at the right places and at the right time so that there is smooth operations interms of passengers and goods flow with minimum delay.

(ii) On advisory Capacity. Here operations Department offers advice and suggestions on the activities of the other Departments as it relates to (a) Operations Department in some cases (e.g. Trainning and Personnel Departments). For example, Operations Department recommends to the Training Department on the training needs of the Department, and also suggests to the Personnel Department the type of personnel to be recruited for a particular job in Operations Department. (b) the Department concerned itself. An example of this case is giving suggestions to security Department on how she should direct

traffic flow at the airport. (c) The Department and the public. A good example here is suggesting to the Commercial Department on what type of measures to take in checking her clerical staff from defrauding the Department and the organization at large. This type of advisory services is organization wide, that is, it is offered to all the Departments of the organization in one way or another.

(iii) As a liaison Department. Here the Department serves as a linkage between: (a) two or more departments. An example here is the sub-unit of the Department Apron Control which has so many communication equipments of various frequencies which other Departments do not have. A case here is a situation where one department has a two-way transmitter say 121.1, whereas the other has a different set of say 118.1. The operations Officer in the Apron control office can go-in between for the two Departments since he has all the transmitters at his disposal. This is usually done to hasten action especially in time of emergency. (b) a department and the public.

The public most of the time come to the Operations Airport Duty office to seek for some information which in most cases concerns another Department of the Nigerian Airports Authority. A typical case here is the one of Advertising Agents seeking information on how to advertise at the Airport. Such people are usually directed to the Public Relations Department since the Department is directly involved in such matters.

In most cases however, Operations Department come in contact with other Departments in one or two ways (see figure 3).

TRAINING PROGRAMMES OF THE NIGERIAN AIRPORTS AUTHORITY 18

Staff training is vital to the manpower development of any organization. This statement is

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18. There is no comprehensive training programmes for the Authority since it is reviewed annually to reflect the changing needs and circumstances hence this is drawn from that of January to December 1983 Training Programme.

    Also, the Training needs of those on levels 07 and above is considered in this write-up since the bulk of the conflict in NAA is from this class (senior staff).

RELATIONSHIP BETWEEN OPERATIONS DEPARTMENT AND OTHER DEPARTMENTS.

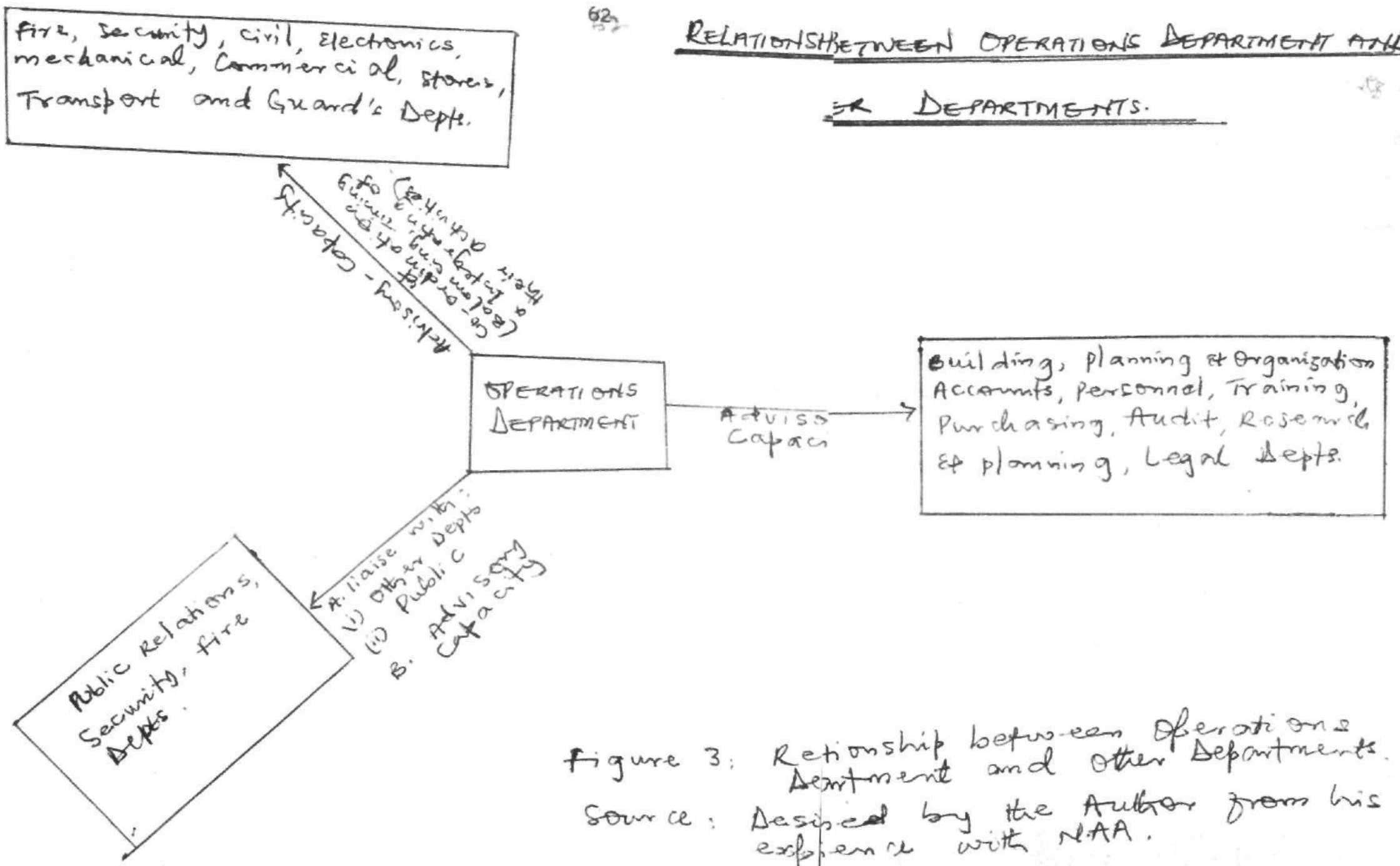


Figure 3: Relationship between Operations Department and other Departments.

Source: Designed by the Author from his experience with NAA.

backed by the policy statement as stated on page 5 of the "Nigerian Airports Authority Training programme, January to December 1983"

> thus 1.1 Nigerian Airports Authority recognises that training has an important contribution to make in the achievement of its corporate objectives and in assisting the collective and individual development of its staff through whose combined efforts these objectives are acheived.
>
> 1.2 Nigerian Airports Authority will make available adequate resources to ensure that any training designed to further the outlined in 1.1 above is carried out.
>
> 1.3 The training policy covers all staff employed by the Nigerian Airports Authority."

The training programme is designed mainly to cater for new entrants (Induction courses) on-the job-training for all new entrants and finally, skill and, technique training for Engineers and allied traders.

On the whole members of all the Directorates

attended three courses together namely: (i) "the Airport Management Workshop," which is designed for senior Management staff only, (ii) The "Middle Management Course" (iii) "the Airport Managers' Seminar." These were designed among other things to: expose management staff to modern management techniques in the aviation industry; introduce participants to new dimensions in their work; acquaint Airport Managers and other liaison Officers. with the following course contents; Airports project Appraisal, Management of funds, Communications, Commercial aspects of an airport, Aviation security, Decision making process, ICAO Regulations and Performance Appraisal. Members of Operations Directorate on the other hand attended Six courses, out of which three were for the Officers of Operations Department, namely: (i) "Operations Officers" Basic Aviation course (Zaria)" (ii) Airport Management and Operation (Dublin Course)" (iii) "Operations Officers induction Course." while the other three were for the members of Security Department namely: (i) "Aviation Security Supervisory Course" (ii) "Aviation Security Advanced Course," (iii) "Aviation Security Advanced

course"

Finally, members of Engineering Directorate attended seven courses, namely:

(i) Project Planning Management Course.

(ii) Technical Training for Electrical Engineers (Higher Tension Cable jointing)

(iii) Basic Electronics Course

(iv) Plant Maintenance Course

(v) Building and Civil Engineering: Decorative and Wood Finishing.

(vi) Management of Transport (fleet and Pool).

(vii) Management of Public Building.

CHAPTER THREE

INVESTIGATING THE CAUSES OF THE CONFLICT

It is generally believed that in every formal organization, there arise informal organizations. This happens where the constituents groups of the organization like all groups, develop their own practices, values, norms and social relations.[1] The cause of these informal systems are within the formal organization itself and this is brought about by the very nature (formality) of its arrangements. Usually, in formal organizations, rules and regulations are of high scope which covers a wide range of situations that may occur. However, recommendations of the rules is one aspect and the application of these general rules to particular cases often poses problem of judgement and as a result. informal practices tend to emerge that provide solutions for these problems. Scott anf Blau have advanced more explanations to what

1. See meaning of social relations under "Definition of Terms in Chapter 1.

can lead to the formation of informal groups which in directly are the causes of the conflict[2] in an organization. Thus: "finally complex net work of social relations and informal status structures emerge, within groups and between them, which are influenced by many factors besides the organizational chart, for example by the background characteristics of various persons, their abilities, their willingness to help others, and their conformity to group norms. But to say that these informal structures are not completely determined by the formal institution is not to say that they are entirely independent of it. For informal organizations develop in response to the opportunities created and the problems posed by their environments, and the formal organization constitutes the immediate environment of the groups within it". (Blau and Scott, 1963 page 6).

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2. Formal and informal organizations are competing in which the two parties are aware of the incompatibility of potential future positions and in which each party wishes to occupy a position that is compatible with wishes of the other.

Here, the two informal groups involved in the conflict are members of the Operations Department on one hand and the members of Other Department[3] on the other.

Let us now look at the view points of the informal groups within the Nigerian Airports Authority in order to ascertain the causes of the conflict.

1. OPERATIONS OFFICERS' VIEW POINT

There are several reasons which have been put forward by the operations Officers as responsible for the conflict. The first identified by them is that there is no clearly laid down rules for one of the major units of the department and that is, the Duty office. Whereas the Operations Officer on duty, normally the Duty Officer understands his role as that of a co-ordinator of all the activities at the Airport, members of Other Departments do not see him

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3. Other Departments include the following: Fire, Security, Accounts, Personnel, Commercial, Stores, Transport and Guards, Training, Purchasing, Civil, Building, Electrical Mechanical, Planning and Organization, Audit, Research and Planning, Legal and Public Relations.

in that light. They see him as somebody infringing on their areas of jurisdiction. For instance, the duty Officer has to make sure that operation is going smoothly around the terminal building by seeing that equipments are at the right places at the right times. On his inspection he may find out that a certain area has no light, it is his responsibility to inform the area concerned - the electrical department to make sure that the fault is rectified as soon as possible. Members of the Electrical department have seen this as (i) Operations people are ordering them here and there as if they are under them and their juniors. ~~(ii)~~ (ii) dabbling into area which Operations Officers do not know much about. (iii) duplication of effort since they claim that their own people also go on the same inspection. With all these they react to any request from Operations Officers in a hostile way and atimes as if the two departments are not from the same organization. The same thing goes for other departments, hence the Operations Officers are of the view that Management should specify their roles clearly.

Arising from above is the fact that in most of the Airports, there is no backing of any of the Duty

Officer's actions by the Management. It is claimed that most of their juniors from other departments do neglect or even disregard orders from Operations Offices.[4] When such are reported to the Management nothing usually comes out of it. The Officer is thus humilated indirectly by the non-action of the Management.

Jealousy and inferiority complex has been identified too as one of the causes of the conflict. About 90% of the Officers in Operations Department are graduates, that is, they have at least first degree in their various fields of specialization, whereas most of the Officers in other departments have first school leaving certificates or West African School Certificate. As a result of the disparity in their levels of education Officers from Other Departments view Operations Officers as arrogant colleagues who believe that they are superior no matter their level in the hierarchical arrangements of the organization. Usually, the way people from

4. This arises because of the nature of work of an Operations Officer, being that of a co-ordinator.

other departments respect their superiors is quite different from the way Operations Officers do towards Officers from other departments. In the real sense, they do accord superior Officers from other departments their due respect but, because of inferiority complex Officers from other departments feel that the respect should have been more.

Jealousy, and, Consequently conflict, also arises from the fact that Officers from other departments belief that Operations Officers attend more courses than they do. The one mainly envied is the 'Dublin Course'. This course is designed to acquaint Operations Officers with what operates outside Nigerian and hence the course is undertaken in Dublin, Ireland. For the fact that the number of Operations Officers that attend this course is usually large in number (between 10 - 15), and also that the frequency of the course is higher than their equivalent course, they believe that Operations Officers (Department) have been accorded more recognition than the rest of the departments.

Another cause of the conflict as alleged by the Operations Officers is the appointment of Airport Manager.

It is the policy of the Nigerian Airports Authority that only Operations Officers can aspire to be ~~an~~ Airport Managers.[5] This was supported by the circular released on the 3rd of December, 1980 by the Operations Manager on behalf of the Director of Airport Operations to all Directors, Heads of Departments and Airport Managers. It states that, "It is envisaged that members of Other Directorates may wish to become Airport Managers . In the interest of the Authority, such persons should seek transfer to the Operations Directorate and attend the Zaria training."[6] Every Operations Officer is thus seen as a potential Airport Manager, and as a result different meanings are read into his actions. This has led to the seeing of operations Officers as a potential threat to position that they would like to occupy.

Arising from above is also the fact that by that circular (NAA/1404.7/1/7) Operations Officers have

5. This claim by the Operations Officers was disagreed to by Officers from other departments.

6. NAA Nigerian Airports Authority Circular Ref: NAA/1404.7/1/7 Page 2.

started seeing Officers from Other Departments too as a threat to their career advancement. They are of the view that if people from other departments can just join operations department at whatever level in order to become Airport Managers, their chances of being appointed as Airport Managers are slim since most of such Officers from Other Departments would like to join at a very high senior level where their chances of becoming Airport Managers are higher.

The last of the causes of the conflict is that the Operations Officers claimed that one of their most important courses has been extended to Other Departments. This is the 'Operations Officers Basic Aviation Course' (Zaria) which is arranged with the Nigerian Civil Aviation Training Centre, Zaria. It is meant for all Operations Officers except those who have undergone similar programmes in recognised Aviation schools.[7] At the end of the course participants are usually awarded the 'private pilot licence (PPL) Certificate Operations Officers do not

7. Nigerian Airports Authority, Nigerian Airports Authority Training Programme January to December, 1983. Ola - John printers Lagos Page 18.

see the rationale behind such a move by the Management since they have never attended any course that have been designed exclusively for Officers from other departments. Also it has been viewed by Operations Officers as a move to block their chances of progress. This fact is illustrated by the number of people that attended the last "Zaria course" in December 1982, where out of the ten participants six amongst them were from Operations Department and the rest were shared among other Departments. The participants from other departments were said to have claimed that there is no relationship between their work and what they have learnt from the course. It is also claimed that half of the failures from the course are usually Officers from other departments. As a result of all these Operations Officers are now puzzled whether this development is designed to strip them of their entitlements and a way to ensure that they are frustrated and humiliated.

ii MEMBERS OF OTHER DEPARTMENT'S VIEW POINT

Members of other departments see Operations Department as a threat to the position they would equally like to occupy and hence their "gang up"

against Operations Department. They all speak with one voice on the following:- (i) that Operation Officers infringe upon their areas of jurisdiction. They cite a situation whereby an Operations Officer goes on runway inspection and identifies for example that one of the runway edge lights is unserviceable.[8] he rushes back to his table and starts putting up a memo to the Electrical Department directing them to go and rectify the fault. They claimed that in the first instance, the Operations Officer concerned did not care to cross-check from the Department why such a runway edge light is unserviceable. Unserviceability could arise either from the fact that (a) the material needed for the maintenance is not available locally and an order has been put up from overseas or (b) It could also be due to "Over-crowding' of the airspace around the airport, thus making the Airtraffic Controllers not giving them clearance to go on to the runway to do some repairs. The 'ordering' by the Operations Officers is thus seen merely a way of showing that Operations Officers are superior. Also

8. It is a terminology in aviation industry meaning not functioning.

in cases where there is low intensity of light, Operations Officers do regard such a situation as negligence of duty on the part of Electrical Officers whereas in the real sense, low intensity could be as a result of low current from NEPA (National Electricity Power Authority) or even the pilots demanding for such a low intensity light. All the same they claimed that they too have their Officers that go for the same type of inspection who are more competent to actually determine right there on the spot whether the fault is local or Otherwise, and as such they do not see the need for duplication of work by the Operations Officers.

Fire Department too also have similar story to tell. For instance, they claimed that Operations Officers do harass them to go and clean [illegible] the Apron whereas their responsibility at the airport is that of fire-fighting and rescue Operations. If one should resist, they threaten that they are the future Airport Managers and hence they would make sure that disciplinary action is taken on such 'disobeying" Officers. Similar stories apply to other Departments.

Another bone of contention is the appointment of only Operations Officers as the Airport Managers. Officers of other departments do not see the rationale for such an action. They believe that since they are all part of the same organization, any competent Officer could be made to Head an Airport. Worse still they claimed that most operations Officers that are Airport Managers are junior to them interms of seniority in Government Service. It is absurd they claimed that an Officer on grade level 13 should go to an Airport Manager who is on grade level 09 and he has to sign before he can be allowed to see the Airport Manager. Some Airport Managers are also alleged to have shouted on their seniors in service that why were they not consulted before a project was to be carried out on in their Airports. They felt belittled because of all these, and hence the scrambling for the extension of the position of Airport Managers to members of Other Departments.

Operations Officers are viewed as people having no job to perform, they claimed that hence most of the Officers are drunkards and they misbehave while on duty . Yet, these are the people who claim that they

represent Management after closing hours[9] and are potential Airport Managers. Ironically it is these crop of Officers that the Public come in contact with whenever they come to the Airport and as such do not want to be associated with a department that betrays the organization as irresponsible lots.

Above all, Operations Officers are not always on their duty posts and their jobs have been carried out by members of other departments most of the time.[10] All these they claim do not justify the existence of Operations Department and the little that they do should be shared among the various departments and Operations Department be scrapped off.

iii. MANAGEMENT VIEWPOINT

The Management believes that if at all there is conflict, it is due to lack of consultation between the various Departments concerned. They claim to have

9. After 3.30 p.m daily and on week-ends e.g the whole of Saturdays and Sundays.

10. It is claimed that Operations Officers work can be performed better by people with lesser qualification.

found out that each of the departments like to exist in isolation without trying to find areas in which the Lepartment can co-operate with the Other Departments.

Throughout the investigation, one factor and, that is, the post of an Airport Manager is constantly being mentioned by the various groups as one of the causes of the conflict. Let us now look at what the position is all about.

AIRPORT MANAGER (THE CHIEF EXECUTIVE OF AN AIRPORT

i. FUNCTIONS;-

The name, Airport Manager has been given different names ranging from Airport administrator, through Director of Aviation, Airport Superintendent, Airport Commandant, Airport Supervisor, General Manager to Chief Executive.

There are different kinds and sizes of airports and hence the job of an Airport Manager covers a wide range of activities. At one end is the Manager of an Airport of a big city who is usually appointed by the government as a civil servant and he Heads a large staff of lieutenants and clerical employees.

At the other end is Owner-Manager of a small private field near a rural community. In between these two is the manager of a community-owned or privately owned airport where there are limited number of scheduled flights each day.

Generally, "the main duty of airport Manager is the safe and efficient operation of the airport and all its facilities, no matter what its size"[11] Almost every Airport Manager's job situation is unique in some respects because of the wide variation in airport ownership.

The functions of the airport manager can be seen in the light of the two main aspects of the airport viz-a-viz airside and landside even though he delegates some of these to Operations Officers.

On the airside the main task of the airport manager is the safe and efficient operation of the airside of the airport and all its facilities. He deals with all groups and individuals using airside facilities. This includes representatives of airlines,

11. John R. Wiley (1981) Airport Administration Eno Foundation for Transportation, Inc West Port connecticut, Page 29.

owners of commercial and private planes, organization that handle ramp operation, cleaning, fueling and other services that are subject to National regulations, government employed staff like customs, Immigration, Public Health, Nigerian security Organization (NSO); Army, Airforce, Police and various aspects of aviation staff like airtraffic control, meteorology, signals and other activities.

They also direct the planning and directing maintenance of runways, and their approach, departure zones, taxiways, aprons, fencing, lighting, obstruction marking, service roads, hangars crash and rescue personnel, the facilities and equipment. Airport Managers must supervise also and direct improvement or expansion of projects as well as be responsible for airports operations, in accordance with safety and security requirements as well as federal governments regulation pertaining to aviation.

The duty also include recommendation and enforcement of airport rules and regulations, planning and handling of visitors and spectators

during any occasion, regular inspection of operating areas and approaches to remove foreign objects and present obstruction whether natural or man-made that can hamper safe navigation.

At the landside, the task of the airport manager is as diversified as the airside, Whereas the job at airside is technical in nature, that of the landside is that of having to do with economic, political, social aspects of airport operations John R. Wiley has summarized the functions of the airport manager as regards the landside as follows:

> "Airport Managers are often part landlord and part business executives. As landlords they must see that the airport buildings and land are maintained and that the airport is kept environmentally compatible with its suroundings. As business executives they are in charge of public relations, financial planning, profitable and efficient day-to-day operation, and co-ordination of airline, concession and airport facilities to best serve the tenants and patrons" 12

The airport Manager must also make good rapport with tenants and patrons of the airport and with airport neighbours, community groups the financial

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12. Ibid Page 29.

and economic interest groups and various political or government agencies having interest or control in an airport.

He must in addition to all those above formulate fiscal and personnel policy and make sure that the right organization structures and working relationships are established and maintaining the airport business. He should scout for new business and must always appear before any regulatory agency that needs his appearance in the interest of new or improved services at the airport.

It is the responsibility of the airport manager to provide for anti-hijacking and anti-sabotage by providing areas for such threatened aircraft, making provisions for handling passengers, spectators and tour groups, and also to see that vehicles and other landside traffic is regulated as well as policed. Summarizing the function of airport, managers and how they work, John R. Wiley quoting from a journal 'science Research associates Inc. Sea occupational Brief NO. 271 - Airport Managers, 1978' put it this way:

"Managers work closely with the city or other local governments and with the public keeping them informed about the functions and activities of the airport. They must be public relations experts as well as business managers. The public relations function may be difficult in communities where residents resent the noise and congestion caused by the nearness of an airport to their houses.

Not all those duties are required of managers of small airports .....others have no scheduled airline flights. In those airports the jobs are simpler, but the managers usually must do most of the work themselves. In large airports, they have many assistants and only supervise the work.

The job of airport manager obviously is not one completed between nine and five. The hours are often irregular and most managers have some weekend and holiday work. They will often have to work at night. In emergency situations they will usually work additional hours. Difficult weather conditions labour problems, personnel irregularities and flight schedule changes are only some of the things that will affect job hours. Even when not actually working, most airport managers must be able to be reached for consultation.

The major requirement for the jobs of airport manager is business and administrative ability. This means the ability to make decisions to co-ordinate details, to direct the work of others and to work smoothly with many kinds of people"[13]

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13. Ibid Page 30.

ii. QUALIFICATION AND EXPERIENCE

Today because Airport Operations is in its infancy, Officers with different academic backgrounds ranging from first primary school certificate, through West African School Certificate, Advanced Level Certificate, first degree to second degree (post-graduate degree) are made airport managers. This depends on the candidates experience in aviation industry. Preference is usually given to pilots. The experience as a pilot is regarded more important than a background in business administration. However, with growth in years emphasis are now being placed on graduates to be airport manager as proved by the circular Ref: NAA/1404.7/17 where it was stated that "aspirants to the post of Airport Managers be graduates".[14] It is ironical that even though there is this injunction, people with primary school certificate are still appointed as airport managers. Such people however, must have spent a reasonable number of years in the aviation industry.

With the complexity of modern airports and the

14. NAA Nigerian Airports Authority Circular Ref: NAA/1404. 7/1/7 Page. 1.

new awareness of their roles, today's airport manager, must be a highly skilled executive with a knowledge of all aspects of flying, the technical economic and social implications of airport operations and the requirements. (Wiley, 1981). From the experience of those who were interviewed that are airport Managers, it was found out that it is not necessary for an airport manager to have being a pilot before, even though the experience of having being a pilot is advantageous initially.

iii. BENEFITS:

The post of an airport manager carries with it a status symbol in the society. Airport Managers are usually invited to important occasions in the community where the airport is located.

People want to associate with airport managers so that they can seek favours easily whenever they want to travel. As it is well known, majority of the people that use the airports are the middle and upper class of the society. John Wiley has this to say on the importance of an airport manager that" an airport marager is one of the most important assets

of a community and an airport manager is a valuable public servant.[15]

In addition to the high social status that goes with the post, the airport manager has been vested with the authority by the Management of the Nigerian Airports Authority to award contract of any amount not exceeding four thousand Naira (₦4,000) without refering to the headquarters for approval. This singularly gesture has made them to be popular amongst contractors who often have to offer "kick-backs" for any contract awarded to them by the airport manager. In some cases too, the airport Manager can recommend a contractor to the Headquarters in Lagos for an awerd of contract in their stations of an amount exceeding four thousand (₦4,000). This also attracts some "Kick-backs".

Being an airport manager once is a life ticket. After living the office, the individual is considered to have once held a responsible post and any organization is ready to employ such individual on an equivalent grade or a higher one.

15. John R. Wiley (1981) Airport Administration Eno Foundation for Transportation Inc. West port Connecticut, Page 29.

CHAPTER FOUR

FINDINGS AND ANALYSIS OF THE DATA

In this chapter, an attempt is made at proving or disproving the hypothesis with the available information obtained from the field. By this, it is hoped that we will arrive at conclusions devoid of mere impressions.

H Y P O T H E S I S

That unequal opportunities, co-ordination of activities at the airport, the need for the existence of operations Department, the level of education and area of specialization of Airport Managers are the causes of the conflict between operations Department and Other Departments of the Nigerian Airports Authority and therefore the solutions to the conflict lie in tackling the issues.

This general hypothesis was tested for a variety of specific areas of conflict. The various areas to be examined include:

(a) Unequal opportunities in terms of appointments

and training. (b) Co-ordination of the activities at the Airports. (c) functions of the Operations Department, (d) level of education and area of specialization of an Airport Manager. Percentages were used to prove the findings.

(a) Unequal opportunities. There are unequal opportunities in the organization. There is then the hypothesis that unequal opportunities give rise to conflict therefore giving the same training programmes and opportunities of Operations Department to Other Departments would eliminate or at least minimise the conflict.

Two questions, (1) should the same training programmes be given to Operations Department and Other Departments? (ii) 'from which Department should the Airport Manager be appointed?" were used to measure this aspect. The questions were answered by checking one position on a two point scale that is, either 'yes or 'NO' and choosing between (i) any Department (ii) only operations Department respectively. Table 1 shows the result.

Table 4:1

(Should the same training programmes be given to Operations Department and the Other Departments?).

	Respondents	%
Yes	42	54.55
NO	34	44.16
Not decided	01	1.29
Total	77	100.00

From the table above, of the 77 respondents that returned the completed questionnaires, 42 of them representing 54.55% are in favour of giving the same training programmes and opportunities to Operations Department and Other Departments. 34 of the respondents representing 44.15% are not in favour of the same training programmes and Opportunities to be given to Operations and Other Departments, whereas, 1 out of the 77 respondents representing 1.3% could not decide. Also 42 of the respondents representing 54.55% are in favour of appointing airport Manager from any of the Departments, while 35 of t = the respondents representing 45.45 are of the view that airport managers should be appointed only from Operations Department. This percentage of 54.45% in favour of equal opportunities as compared to 44.16% against has confirmed the sub-hypothesis that unequal opportunities between Operations Department and Other Departments is one of the causes of the conflict existing in the

Nigerian Airports Authority.

From the above information therefore, it means that giving the same training programmes and opportunities of Operations Department to other Departments would eliminate the conflict.

This conclusion tallies with the NAA Management decision of August 1981 that any Officer from whatever Department can be appointed as an Airport Manager, and since many Officers from Other Departments have jointly attended the Operations Officers Basic Aviation Course (Zaria) which is a pre-requisite for any Officer aspiring to become Airport Manager even though since then none of them[1] has been appointed as Airport Manager.

ISSUES AND DISCUSSIONS

There are two sets of opportunities that are open to the Officers of Operations Department which Officers of Other Departments do not enjoy namely:

i. ~~before~~ Operations Training programmes. specifically

1. Officers from the Other Departments that have attended the Zaria Course.

(a) Operations Officers Induction Course,

(b) Operations Officers Basic Aviation Course (Zaria) which is popularly known as "Zaria Course"

(c) Airport Management and Operation Course also known as "Dublin Course" (ii) Appointment to the Office of an Airport Manager.

Obviously, there must be reasons for designing courses specifically for each Department viz, Operations Department inclusive and, there are Others that combine all the Departments. For example, courses 1. 2, 2.1, 2.2, 2.3 namely, induction course for Senior Staff Airport Management Workshop, Middle Management Course, and Airport Managers Seminar respectively.[2]

All the courses designed for the Operations Officers are such that would help them in carrying out their duties as: Airport Duty Officers, Terminal Building Officers, Apron Services Officers, and Apron Control Officers.[3]

2. See details in Chapter II

3. Ibid.

Take for instance operations Officers induction course, it has as its objectives to acquaint fresh operations Officers with: (i) Basic principles of Airport Organization with particular reference to the NAA (ii) Basic principles of flight and development of Aircraft (iii) the various component parts of the Structure of the NAA, functions of the various parts of the Organization: Personnel Accounts, Legal, Operations, Engineering etc; Evolution and Development of Aircraft, Basic principles of flight, Major Airports and Airlines of the World, Basic structures of Airports: Runways, Taxiways, - Aprons, Markings, Lighting, Obstruction Marking, AirTraffic Control Radio Aids, Instrument landing system (ILS) etc. Airport Security, Handling Companies, meteorological services, Immigration Department, Port Health Services, Public Relations and Protocol, Commercial Aspects of Airport.

As shown above, the course covers all the aspects of Aviation Industry, hence an Airport Duty Officer can when representing the Management for an example, would be able to talk the language of aviation when

dealing with any airport users, be a pilot, an Cificial of an airline, a passenger etc. Whereas, the Other Departments are all specialists in their various trades. For example, the primary functions of any security man is that of traffic control, crime and theft prevention, that of any fireman is saving life, and equipment; that of any civil engineer is for the maintenance and upkeep of all NAA properties and specific functions go for the rest of the Departments too.

Other Subsequent Courses for Operation Department like the Operations Officers Basic Aviation Course (Zaria), Airport Management and Operations (Dublin Course) are designed to further broaden the scope of the Operations Officers.

The Other Opportunity of appointing only members of Operations Department as the Airport Manager has been rationalized by the people responsible for the appointment.[4] They claimed that it is only Operations Department of all the Departments in NAA that represents the aviation industry interms of the technical know-how

4. Director of Airport Operations in conjuction with the Operations Manager (from Operations Department) are incharge of the appointment of Airport Managers.

arising from the various training undertaken by Operations Officers. Arguing further, they believe that Airport is like a clock that should be working continuously non-stop and such a system needs a co-ordinator who must be an 'all-rounder'. This fits any Operations Officer.

In the first instance, how did the Director of Airport Operations and the Operations Manager come to be the ones appointing the Airport Managers?.

It was gathered from one of the members of the Management that this started at the inception of N.A.A as a practice but not as a policy of NAA. Story has it that at the beginning, the first Operations Officers to be trained were meant to become Airport Managers and on their arrival from Overseas Courses, they were made Airport Managers straight away. It was amongst this crop of Operations Officers that the first Operations Manager was appointed by the Managing Director. He therefore felt that since he and the rest of the first batch of such Officers were made Airport Managers, every operations Officer must automatically become Airport Managers. Since they are

in charge of airport Operations, the practice of appointing airport managers was institutionalized and has become the norm rather than the policy of NAA. It must be noted that nobody challenged this practice at that time.

Concluding that the same training programmes and opportunities must be given to Operations Officer and Officers from Other Departments in order to eliminate the conflict might not necessarily eliminate it after all since it is a question of 'robbing Paul to pay Peter'. Conflict would continue no doubt because Operations Officers this time around would see the move as a threat and deprivation from the position they would have attained. The most likely permanent solution is to call the two parties involved together and engage them in discussion, Conversation, argument or even debate which eventually would lead to mediation and conciliation. This enables each party to move abit from his original position to a new one that is less than his ideal position rather than continue the conflict.

(b) Co-ordination of the activities at the Airports.

There has been no laid down rules by the management on who and who should co-ordinate the activities at the airports. Right now the Airport Manager and the Operations Officers do co-ordinate activities but at varying degrees. The issue then is, should the co-ordination of the activities at the airport be carried out by Operations Department with the Airport Manager or should it be the Airport Manager alone?

The question, 'should Operations Department co-ordinate the activities of the Airport?" was used to measure this area. This question was answered again by checking on a two point scale, that is, either 'Yes' or 'NO'. The outcome is as shown in Table 4:2.

Table 4:2

(Should Operations Department co-ordinate the activities of the airport?)

	Respondents	%
Yes	59	76.62
NO	18	23.38
Total	77	100.00

Out of the 77 respondents, 59 of them representing 76.62% said that Operations Officers despite the fact that they are not the chief Executives of any Airport should co-ordinate the activities of the Airport. However, 18 of the 77 respondents representing 23.38% were not in favour of the Operations Officers Co-ordinating the activities of the Airport since they are not the Chief Executives of any Airport. 76.62% of the respondents as against 23.38% are in support of operations officers co-ordinating the activities of the airport which has thus disproved the sub-hypothesis that co-ordination of activities at the airport by the operations officers is one of the causes of the conflict in NAA.

Judging from the above figures then, one can conclude that Operations Officers should co-ordinate the activities of any Airport even though they are not the chief Executive of the Airport.

ISSUES AND DISCUSSIONS

The main function of an Airport Manager is that of a Co-ordinator. This ensures safe and efficient

Operation of the airport and all its facilities.[5] However, co-ordinating activity is also carried out by the Operations Officers especially, the Airport Duty Officers (He represents the Management after closing hours) the apron Service Officers, and the Terminal Building Officers.

It is important at this juncture to look at the meaning of Co-ordination. Co-ordination means the balancing, timing and integrating of any system. Balancing here means taking the right object in correct proportion to the other to enhance harmony whereas timing means the correct time and place, and finally, integrating means combining the different components into a whole.

Obviously, there must be only one co-ordinator of any system in order to work efficiently and that must rest on the Head of that organization and in this case, the Airport Manager. The responsibilities of an airport manager are enormous that he alone cannot

5. Effective co-ordination in a large organization requires some centralized direction. See Pater M. Blau and W. Richard Scott, Formal Organizations. A Comparative Approach London, Routledge Kegan Paul Limited 1963. Page 247.

effectively carry this about.[6] As earlier stated, the functioning of an Airport is like a clock that must be working non-stop and hence the airport manager needs an "assistant". This assistant must be somebody who equally understands the workings of an Airport not a partial person who sees the workings of an airport in relation to his work alone.[7] In an airport for instance, the runways have to be free from obstruction of whatever form for an efficient Operation Communication equipments like VOR, ILS (Instrument Landing System) have to be functioning normally; there the right amount of electricity to carry the instruments; it must be 'bird-strike' free, passenger movement must be such that there is minimum delay, services provided in the Terminal building like water, power belts[8] etc. The Airport Manager

6. Some of such responsibilities are carried out through a hierarchy of authority.

7. Partial person here means somebody other than Operations Officer who is a specialist in his area like fireman, Securityman, Engineer etc. who perceives the organization from firepoint, engineering point of view.

8. See chapter II for the functions of Operations Officer.

cannot make sure of all these all alone plus his daily consultations with airport users, meetings with the Government Officials (both local and National) and with the local community at the same time. Such functions and services are being carried out on behalf of the Airport Managers by the Operations Officers since they are the only Officers familiar with the requirements of an airport to perform them efficiently. The short comings from the Other Departments are relayed back to them to effect some repairs to make the system highly functional which in a way means that Operations Department is also co-ordinating but this time on behalf of the airport manager.

The conclusion reached earlier on that Operations Officers should co-ordinate the activities of any airport even though they are not the chief executive of the airport not withstanding, one can say from the returns of the respondents that alot of those who said that Operations Officers should co-ordinate do not even know what is meant by co-ordination and how operation Officers are involved in this act. This comes from the fact that some of them after marking

the column that operations Officers should do the co-ordinatior went further to say it is management decision. Or some respondents saying that the need for the Operations Officers to co-ordinate stems from the fact that it is only Operations Department that has the technical competence to do so going round to suggest that co-ordination should be a joint one between two or more Departments. It only means that such respondents do not know what is meant by co-ordinations or they must have perceived it differently. From the interview conducted on some of the respondents, it was gathered that to them, co-ordination is synonymous with the chief executive who directs what should be done in a particular way and for Operations Officers to have such responsibility means you are making operations Officers to be their 'big boss'.

To further buttress this fact that alot of the staff do not even know what form of co-ordination Cperations Officers engage in, some of the respondents tried to show that you do not need any operations Cfficer to tell anybody to do something when something goes wrong in such a Department. One cited a recent

fire outbreak at the Muhammed Murtala Airport in Lagos where the firemen went straight into action without even waiting for the Airport Manager to give the go-ahead to put off the fire how much less of waiting for an Operations Officer. From here one sees that he was confusing co-ordination with interference in the Official duties of the Department concerned which is not. Co-ordination here involves either the Airport Manager or the Airport Duty Officer trying to see whether Fire Department is aware of that fire incidence and if they are not aware he would let them know so that they can take necessary action. The co-ordinator in this case cannot tell them what sort of equipments to use for such things. His is just to make sure that people and equipments are at the right places at the right time.

One could ask those people that said that there is no need for Operations Officer to co-ordinate once there is an airport manager that what happens when the Airport Manager is not on seat say, after closing hours (usually as from 3.30 p.m daily) or on week ends and on public holidays who should see that things are

moving on smoothly? Take for instance in this case if there is an aircrash and the Airport needs to be closed for flight operations who should give that order?. It was found out that such respondents do not even know what should be done but, simply said that, in a situation where everybody does his work, you do not need any body to tell anyone what should be done.

All in all, it was gathered that there is need for co-ordination apart from the Airport Manager but, which Department should do it is the problem. This is because of the fact that everybody perceives co-ordination to mean 'big boss" in a way and, so such conflict can only be minimized with education and time.

(c) Functions of the Operations Department. There seems to be an overlap of the functions of Operation Department and the Other Department. This has led to the remarks that what Operations Department does can effectively be carried out by Other Departments and hence there is no need for the existence of Operations Department.

A question was used as an index for the problem:

'Is there the need for the existence of Operations Department? Checking on a two point scale was used in answering the question and that is choosing between either 'Yes' or 'NO' with reasons for saying 'Yes' or 'NO'. The result is as shown in Table 4:3

Table 4:3

(Is there the need for the existence of Operations Department?)

	Respondents	%
Yes	68	88.31
NO	5	6.49
Not Decided	4	5.20
Total	77	100.00

68 out of the 77 respondents representing 88.31% said that there is need for the existence of Operations Department while 5 of the 77 respondents representing 6.49% said that there is no need for the existence of Operations Department. Finally only 4 out of 77 respondents representing 5.10% could not decide.

From the above figures therefore, it can be

concluded that since 88.31% agreed that what Operations Department does cannot be effectively carried out by Other Departments, there is need for the existence of Operations Department.

ISSUES AND DISCUSSIONS

There are four main units that make up operations Department and each performs a unique function.

The first which is the Airport Duty office represents, the Management after closing hours and on public holidays and also co-ordinates the activities of the airport.

The next is the Terminal Building office which is responsible for both Terminal services and Public Services. The unit sees that these services are improved and designed programmes to improve relation of the airport with the Public and with the neighbouring communities.

Apron services unit on its part is responsible for keeping aircraft operating areas in safe and effective operating condition and also co-ordinating

airport emergency action.

And finally the Apron control office exists to allocate parking bays to incoming aircraft. It also provides the necessary supervision of all movements on the apron areas to enable smooth and safe daily operations to occur. It keeps appropriate records of aircraft movements for revenue and statistical purposes.

In carrying out each of these functions certain daily routines have emerged which portray them to be very simplistic. Take for instance the Airport Duty Officer who co-ordinates the activities of the airport and take decisions on behalf of the Management. He goes about trying to see that things are working well and settling disputes between airport workers and users alike. Nearly in all cases where there is dispute, he is not even brought into the picuture and even if he is there his presence is not felt not because he is incompetent but because the very Management that he claims to be representing does not give him the "real" official backing to carry out such duties. As a result, disputes are either settled by mutual

agreement or the people concerned carry themselves to the Airport police for settlement. This sort of situation also arises because the very people he is supposed to co-ordinate do not even know what he does and what he represents and so, people do not believe the Airport Duty Officers justifies their existence.

In the case of the Terminal Building office, the Officer in charge goes on inspection almost every hour and reports his findings at the end of his "watch"[9] in a format shown in appendix[10]. Member of the Other Departments believe that the items listed in the inspection returns say, Airport fence, Airport private road, Airport Lawns, Airport car parks, Terminal Building exterior walls, Terminal Building interior walls, Terminal Building floors and ceilings, Toilets, V.I.P Lounge, passenger waiting rooms, Bars, Kitchens, Restaurants, Rented offices etc. should be performed by the Civil Departments since what Operations Officers do is just to put down

9. "Watch" means shift. Operations Officer run shift. There are three shifts in a day namely morning, afternoon and night shifts.

10. Appendix I as at the end of this thesis.

that such and such is not functioning (spoilt) and then inform the Department concerned for attention. In fact it is even argued that Civil Department like every Other Department do daily inspections too and whatever they discover they are in a better position to ascertain the extent and magnitude of such faults. They therefore look at the functions of Operations Department in that respect as mere duplication of functions. Operations Officer have equally argued that the functions of the Terminal Building Officer does not just end at that, how about liaison with tenants and government agencies operating at the airport to co-ordinate airport and tenant responsibilities in terminal service programs: what about making research into programmes designed to improve community and public relations for communities around the airport and a host of Others.

Like the Terminal Building Office, the Apron Services office is seen as mere duplication of functions. From the 'Daily Airfield Inspection returns',[11] they argued that Electrical Department should handle the areas partaking to electrical

11. See Appendix II.

problems like, Runway centre and edge lights, vasis, Taxi surface and centre lights, Apron flood lights etc, while Runway surface and markings, Runway shoulder markings, Taxi way surface, Apron markings (paintwork) should be handled by Civil Department, while fuel and water hydrants should be handled by fire Departments.

It is argued that such functions as (a) giving guidelines on the procedures and standards to be maintained to ensure efficient and safe conditions in aircraft operating areas (b) overseeing the operation of contractors at the airside (c) conduct periodic inspection of aircraft operatings is to assure that standards and procedures are complied with and so on should be done by the appropriate Department that provides such services.

The functions of the Apron Cortrol office which include (a) allocation of parking bays to incoming aircraft is 'mostly done" by the Airtraffic Controllers of the Ministry of Civil Aviation and the Marshallers of the Nigeria Airways. In theory as of now, the Apron Control unit allocates the bays

on paper and passes it on to the Airtraffic Controllers to direct the pilots on where to park, but in reality what you find is that the Airtraffic Controllers do not follow it strictly and even the Marshallers[12] just direct aircraft to an unoccupied bay that is available without taking into consideration the factors of aircraft and the apron performance of the particular bay. This has often led to confusion whereby the bay that has been wrongly allocated to an aircraft by the Marshaller is usually meant for a bigger aircraft and when such a plane eventually arives, there is no parking space that can accommodate it conveniently leading to wastage of fuel and time because it has to wait either on the connecting taxiway or somewhere until such a bay has been vacated by the "wrong" aircraft. In such a situation however, the Apron controller is helpless because he does not have direct control over either the Marshaller or the AirTraffic Controllers, and as at now people are begining to wonder why the need

12. Marshallers are the people that physically direct the pilot to a particular parking bay. Usually too, a copy of the parking bays arrangement are sent to them in advance. At Muhammed Murtala Airport Lagos, the marshallers are now transferred to NAA but at other airports, they are still being controlled by the Nigeria Airways.

for the existence of Apron Control office. This view is surprisedly being shared by the Apron Control Cfficers too.

It's other function of keeping appropriate records of aircraft movement for revenue and statistical purposes is also seen as a duplication of work. Commercial Department and the AirTraffic Controllers record the "departures" and "arrivals"[13] of every aircraft which is used in surcharging of the respective airline concerned. Apron controller is also keeping the same records so that commercial Department and even the Management can use in cross-checking whatever is available. The argument is, if it is just for cross-checking, the AirTraffic Controller should be more reliable than either that of Operations Department or Commercial Department and as such that of aviation should be used in cross-checking. But the Operations Officers argued that such propounents forget that the AirTraffic Controllers can refuse to cooperate (which has happened many atimes) since they do not belong to the

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13. See Appendix III.

Nigerian Airports Authority.

From the earlier conclusion however that there is need for the existence of Operations Department, out of the 68 respondents that said that there is need for the existence of Operations Department a few ~~among~~ amongst them did not agree that without Operations Department the Nigerian Airports Authority would not achieve its objective of satisfying her customers. They ascertained that Operations Department like any other department in the Nigerian Airports Authority has clearly defined function as against the assumed co-ordination role. One of the respondents identified such functions as:" 1 keeping statistical records of airports. 2. Inspection of runways to detect and report faults and clear obstacles. 3. Flight announcements 4. Upkeep of V.I.P. lounges 5. Provision of potterage services."[14]

It is generally agreed that the technical competence of the Operations Officer had made it necessary for their existence. They are the only Department in NAA that can write, read and

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14. Obtained from one of the returns of the questionnaires given out.

interprete NOTAMS[15] and Bird strike/incident Report forms (see appendices IV and V respectively).

(d) Level of education and area of specialization of an Airport Manager.

Experts in aviation industry have ascertained that an Airport Manager certainly needs a clear awareness of the nature of airport services, processes and procedures as well as their time and life cycle. Therefore has a man's level of education and area of specialization nothing to do with such awareness and should it be a pre-requisite in being chosen as an Airport Manager?

In answering this question, two issues were raised: 1. What should be the educational background of an Airport Manager? 2. 'An Airport Manager should be .....'

These two issues were answered by checking one

15. NOTAM simply means Notice To Air Men. This is a sort of information passed on to airlines about conditions of an airport whether it is open for flight operations or not, or the type of facilities that are available and which ones are not.

position on a three point-scale each and the out-come is as shown in Table 4:4

Table 4:4

(a. What should be the educational background? b. An airport manager should be).

(a)	Respondents	%
HND, B.Sc. and above	59	80.82
WASC, GCE OND/NCE	6	8.22
Primary School leaving Certificate with long years of aviation experience.	8	10.96
Total	73	100.00

(b)	Respondents	%
Specialist	17	22.08
Generalist	17	22.08
Long years of aviation experience		
Total	77	100.00

Out of the 73[16] respondents, 59 of them representing 80.82% indicated that an airport manager must be somebody having either HND, BSC, and above qualifications, while 6 of the 73 respondents representing 8.22% indicated that an airport manager's level of education should be either of the following: WASC/GCE, OND, or NCE. And finally 8 out of the 73 respondents representing 10.96% indicated that an airport manager should be somebody with primary school certificate with long years of in-service training and experience.

Similarly, 17 out of the 77 respondents representing 22.08% each indicated that an airport manager should either be a generalist or a specialist[17] while 43 of the 77 representing

16. The respondents have now decreased from 77 to 73 because the remaining four respondents did not fill the column in the respect of Educational requirement of an Airport Manager.

17. A specialist means somebody who read such course as Engineering, Accounting etc, while a generalist is somebody who read arts and social science courses like History, Geography, Business Administration etc.

55.74% indicated that an Airport Manager should be somebody with long years of experience in the aviation industry.

From the above facts therefore where 80.82% indicated that an airport manager must either have HND. BSC and above, we can conclude that eventhough an Airport Manager certainly needs a clear awareness of the nature of airport services, processes, and procedures, as well as their time and life cycle, a man's level of education has something to do with awareness and should be a factor before being chosen as an Airport Manager. However, since 55.84% (as compared to 22.08% each indicated that a specialist or generalist should be an airport manager) of the respondents indicated that somebody with long years of experience in Aviation Industry should be made an airport Manager, we can therefore conclude that area of specialization has nothing to do with the Airport Manager's awareness of the nature of airport services, process, and procedures as well as their time and life cycle, and hence it should not be a pre-requisite in being chosen as an airport-manager what matters in this case is how long someone has

stayed in aviation industry.

ISSUES AND DISCUSSIONS

Airport services include here its obligation to airport users like the airlines, passengers, government agencies (Immigration, Customs, NSO etc) and even to the community in which it is located.

The Airport Manager has to provide the airlines with parking space for their aircraft hangers,[18] aviation fuel, office accommodation, passengers should be made comfortable by providing lounges, canteens, bars information about departures and arrivals. With regard to government agencies, he should make sure that they have equipments and supporting services for such like constant electric power supply, and for the community making sure that their environment is not so polluted with noise by ensuring that standard about noise are maintained.

Processes here means knowing which action comes before the other and how such are connected. An

18. Building in which aircraft are housed.

example here is the process of an agent coming to clear a clients' goods. The Airport Managers need to know the various stages involved before the goods are finally cleared. This would enable him to provide the required services to ensure smooth operation.

Procedures here mean the order of operations. An example is the procedure of a smuggler. He should know at what extent his organization (NAA) has jurisdiction and at what point he has to hands-off the case to the customs etc.

The Airport Manager's first and foremost objective is to optimize airport performance through improvement. Such an improvement can be realized through the establishment of a higher level of effectiveness through method improvement rather than operating efficiency improvement. The method improvement can be realized when the Airport Manager is always personally involved in urging major new creations and also be involved too in seeing to it that what is condemned does not continue indifinitely. He should be familiar with and acquire skill in what it takes to be a manager setting the important goals,

organizing to meet them, seeing that they are indeed met, and in addition must have certain tools of administration. The three most important tools for him are (i) the administrative manual (ii) training with particular reference to the development of management capability in personnel and (iii) public relations.

Aviation industry has become such a complex activity that new problem solving skills are now required of the Airport Manager, and in order to control effectively certain standards must be laid down. Such include: defining a unit of measure instead of the subjective words like "high" or "low". These means different things to different people which can cause confusion, irritation. In short, it is a form of poor communication. Standards should be created such that such things can be quantitatively described (b) choosing what to control. Control subjects should be important to the total operations like financial control, project control, maintenance control, business administration and airport operations security.

(c) Having a standard level of performance. This is usually interms of unit of measure already developed, and these are developed from experience, statistics, engineering studies. These standards must be tne yard stick of performance for the Airport Manager. (d) An audit system must be deviced. This is necessary to measure actual performance interms of the unit of measure (e) The most important is taking action and following up which is important for corrective action which may be either simple or complex. The manager should follow-up initiatives to see that change was in deed made and that results are as anticipated for the changes.

John R. Wiley (1981) in trying to show that modern airports require a new level of airport manager, pointed out that

> this individual training and experience should have a working familiarity with a number of disciplines that include:

1. Public and/or private finance issues including revenue and financing policies.
2. Public and/or private business administration techniques.
3. Accounting procedures.

4. Development and control of capital construction projects.
5. Maintenance planning and control programmes
6. Ground and airtraffic planning regulation enforcement and control.
7. Economic regulation and operation of air and ground carriers.
8. Air traveller and freight market characteristics and demands.
9. Labour relations and labour law.
10. Insurance principles and legal standards or care.
11. Organizational channels for the control and distribution of services and products.
12. Contracting and procurement procedure including lease/permit negotiation and management.
13. Airport security operations and
14. Public relations and public hearing procedures". 19

This pointed to the fact that higher education is necessary to be able to grapple with many of these disciplines and the long years of experience as identified by the respondents is confirmed in that to be able to have these requirements as put down by John Wiley, higher education alone is not enough but

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19. John R. Wiley (1981) Airport Administration Eno foundation for Transportation inc. Westport connecticut, Page 96.

staying in the organization for long coupled with training would enable the individual to be familiar with these requirements.

Alhaji M.S. Baba[20] (who is the current Airport Manager of the Murtala Muhammed Airport Lagos. November 1983). sees airport operations simply interms of business, and according to him to be a successful airport manager a degree in Business Administration is a necessity. This also confirmed the fact that higher education is a necessity for an airport manager that has to be successful.

Although higher education with long years of experience will continue to play an important role in airport management becuase of the complexities of modern airports, but presently however, most of the Airport Managers appointed by NAA have little experience in aviation but they are muddling through with their higher education.

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20. Alhaji M.S. Baba is an Assistant Director of Operations. He is acclaimed as the best and the most successful Airport Manager the Nigerian Airports Authority has ever produced. He is a Mechanical Engineer by profession.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

All along, we have been trying to see the origin, causes and possible solutions to the conflict between operations Department and Other Departments in the Nigerian Airports Authority.

The problem arose as a result of:

1. Unequal opportunities given to the various Departments that constitute the organization. One Department, the operations Department is given the opportunity of appointing someone amongst the Department to Head various Airports in the country with the exclusion of others, People of other Departments felt that they have been cheated and since they all belong to the same organization equal opportunities should be given to everybody.

2. As a result of the above, Officers of Other Departments have been trying one way or another to see that such opportunities are extended to other Departments and if possible, to see that Operations Department as a unit in the Nigerian Airports

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2. As a result of the above, Officers of Other Departments have been trying one way or another to see that such opportunities are extended to other Departments and if possible, to see that Operations Department as a unit in the Nigerian Airports

Authority is scrapped off. Thus, there is the allegation that functions of Operations Department can effectively be carried out by Other Departments. Operations Department is nicknamed " the tarmac journalist", connoting that what operations Officers do immediately on assumption of duty is to go on tarmac inspection and come back to log down the deficiencies on the tarmac.

3. Co-ordination has been perceived differently by different groups depending on whose interest is served. Members of Other Departments perceived co-ordination as that of the Airport Manager whereas, Operations Officers believed that by virtue of the functions assigned to them by the Management which include seeing that there is smooth flow of activities at the airport, their functions too is that of co-ordination.

4. There has been controversy, on who should be appointed as an Airport Manager. Some people believe that an Airport Manager should be somebody who has low qualification (say primary six school leaving certificate) but with long years in aviation industry.

Some others have argued that because of the complexity of Airports these days, one cannot entrust the running of such an Airport which is the first impression an outsider would have about the country to somebody of low academic qualifications.

Also, people feel that the area of specialization also matters on how efficient an Airport Manager can run an airport. Here again, depending on who is favoured, the Engineers believed that they are the most appropriate personnel to man the airports since the running of an airport is essentially knowing the component parts (physical structures) whereas, the generalists (most people in operations Department fall into this group) argued that, Engineers and their like confuse the amount of money spent on an airport to airport Operations and Management.

In the process of trying to analyse these problems, the researcher chose a sample that is representative of the population since it is a homogenous one. This was done by dividing the sample frame into natural strata. Within each stratum, a random sample of the required size was chosen. This method ensured that each portion of the population was adequately represented

and that there was sufficient information about the section.

About half of the data were from the primary sources such as (i) the use of questionnaire: to members of staff of Operations Department and Other Lepartments viz; Engineering, Operations and Administration Directorates. (ii) Interview with:- the Managing Director, Directors, Airport Managers, Cfficers of the Nigerian Airport Authority, Chief of facilities of Kano Airport (iii) Observation:- The researcher played the role of both participant and non-participant observer.

The other half came from secondary data such as reports of Commissions - both published and unpublished reports, minutes of meetings, daily logings, hands-out from courses, periodicals like ICAO nnexes and 'Airport News'.

The real analysis took the form of first of all, looking at the Development of the Civil Aviation in Nigeria and how the Nigerian Airports Authority finally came into existence. This tried to see whether the present problems evolved as a result of

the historical settings. The organizational structure and Training programmes of the Nigerian Airports Authority were examined by putting down the current structure of the organization and also the Management structure. Further, the functions of the various Directorates were examined and the detailed function of Operations Department was also examined critically. The current Training programmes of each Department were equally examined. All this is in an attempt to finding the causes of the problems 1 and 2 as stated earlier. For example, the question of unequal opportunities was seen in the light of Training programmes designed for each Department trying to see whether one has more training than the others. The views of the different parties concerning the conflict were stated including the arbiter, the Management. This is in a view to seeing whether each of the parties are aware of what the other party is feeling about the other; and also to seeing whether within each party there is a consensus on what is actually the problem.

The role, qualifications, benefits, of an Airport Manager were stated to show why everybody is

rushing for that post now eventhough this post has been filled by Operations Officers for quite sometime now. This has helped in seeing what are involved in problems 3 and 4 as earlier stated.

The hypothesis was analysed by looking at each of the problems involved one after the other. The returned questionnaires were looked into to see the number of respondents that were in favour of one measure as compared to those against. Percentages were then taken of the result and the conclusion of that particular problem was based on the side having the highest percentage.

This method is assumed by the researcher to be the best because, the respondents are the very people involved in the conflict and it thus means that they are in a better position to know what is going to help in solving the problem. Ordinarily, majority determines what line of action, so basing the conclusion on the majority's decision would obviously be nearest to the solution.

C O N C L U S I O N S

The above findings have led to the following conclusions:

1. Unequal opportunities in the Nigerian Airports Authority give rise to conflict and therefore, to eliminate this conflict, the same training programmes and opportunities must be given to all members of operations Department and Other Department alike.

2. Operations Officers should also co-ordinate the activities of an Airport eventhough they are not the chief executives of the Airport, but that Co-ordination as carried out by the Operations Officers is of a limited extent as compared to that of the Airport Manager.

3. Co-ordination means balancing, timing and integrating of activities at the Airport and not as conceived by members of Other Departments as being synonymous with "big boss"

4. There is need for the existence of Operations Department since what the Department is doing at present cannot be effectively carried out by Other

Department. Each Department has a distinct role in the Nigerian Airports Authority.

5. An Airport Manager certainly needs a clear awareness of the nature of airport services, processes, and procedures as well as their time and life cycle, a man's level of education and years of experience and not area of specialization have relevance to such awareness and should be a pre-requisite in being chosen as an Airport Manager.

6. As long as the post of an Airport Manager carries status, represents the Authority in Out-stations, can award contracts, recommend for promotions of people working under him in that station, so long would every member of the organization would be aspiring to be one

7. Most of the workers of NAA only know what his or her Department does but does not know/and not even interested in knowing what Other Department stand for.

8. That the conflict in the Nigerian Airports Authority can be resolved by reconciliation and compromise.

9. Finally, resolving conflicts require time, energy education and skill from any successful Management and

an organization structure that brings conflict constructively to light.

R E C O M M E N D A T I O N S

1. Airport Managers need not necessarily be appointed from the Nigerian Airports Authority but could also come from any of the Airlines and other related organs of the aviation industry. This would solve two things: (a) the unnecessary rivalry between the Departments to see that members of their Departments are appointed as Airport Manager would cease to exist because everybody knows that appointment to the post of Airport Manager is open to everybody including outsiders[1] (b) High Calibre staff will now be heading airports as compared to the past where it is reserved for certain category of people.

2. There should be a unit to be known as the "Management Trainee unit" where people who are to be

1. Outsiders here means people who are not members of the Nigerian Airports Authority but people from aviation related industries like the airlines, Ministry of Civil Aviation.

appointed as Airport Managers are grouped and goomed. Before you can aspire to become an Airport Manager you must have come through this unit. This should be open to gra uates alone and those selected are by examination and they should be the best available. The Management trainees are then allowed to undergo the course by going through every Department in the Nigerian Airports Authority for at least three months each in rotation. At the end of such, they should be given both practical and wirtten examinations and if one fails the individual can be asked to choose a particular Department to which he is absorbed. He can make his career from there. But those that succeed should be made Airport Managers straight away. The Department should be a sub-unit under Training Department.

3. Everybody in the organization should be given basic training concerning the organization irrespective of which Department he or she might belong. The present practice whereby only senior staff are given such training should be extended to the junior staff also. It is embarassing to note that not many people know what NAA stands for eventhough they work for the

organization.

4. The Operational limits of Operations Officer especially the Airport Duty Officer must be clear-cut. This should be stated by the Management to make it clear that such people represents the management after the closing hours and that whatever actions they might take on their behalf is binding to who ever may be concerned.

To make this effective the Airport Managers of each station should make it clear that for certain issues you need to pass through the Airport Duty Officer before it gets to him.

However, the Management must make sure that for such a responsible post as the Airport Duty Officers, Officers put there must be highly responsible, matured say somebody from the age of 30 years and above, be able to communicate effectively and must be above all, somebody of an unquestionable character. Once this is done, the present practice where the Airport Managers fear to entrust such responsibilities to the Airport Duty Officers would not be there.

5. Airport Managers should not make Operations

Officers alone to act for him whenever he is going out of his station. For a short-period he can nominate any body from the Operations Directorate (like any capable member of Fire Department, Security and Operations Departments), but for a very long period (say one month and more), he should make the Airport Duty Officer to stand in for him since he is familiar with what goes on with the seat of the Airport Manager. This would erase the fear of Other Departments that Operations Department has been rated more than Others which has been responsible for the present conflict in e-way.

6. There should be as of new general examination to be taken before an individual is allowed to go for the 'Operations Officers Basic Aviation Course (Zaria Course). The present system whereby people are just hand picked without any criteria is unsatisfactory and 'wicked', After taking the examination and one fails, one would be contented that one failed one self and not that nepotism, favouratism, and victimization have been played on one. This system will obviously go along way in minimizing too the present conflict in the organization.

7. The three Directorates constituting the Authority namely Engineering, Operations, ~~Administration~~ Administration and Finance must have regular consultations to iron-out some of these differences. In fact it was gathered during the course of the investigation that members of the Engineering Directorate are the architect of the present conflict. Such meetings would have cleared such issues as who should Head an airport.

8. There should be a policy statement from the Management stating categorically on who should be appointed as an Airport Manager. The present silence from the Management has led to every Department claiming the right to whatever action. Assuming the Management from the word go stated that it is only such and such Department that can aspire to become Airport Managers, others would not have been claiming that they too are qualified to be Airport Managers. So before one joins NAA one is either ready to abide with what is existing or one quits.

AREA FOR FURTHER RESEARCH

There is the need for further research into the job descriptions and specification of all the Departments in the Nigerian Airports Authority. This will enable the Management of NAA to assign categorically the areas and limits of operation of each Department and specifically the Officers involved. Any future work to clarify the present over lapping of functions will be a big step forward in eliminating completely the present conflict.

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Item	% Serviceability	Instantaneous Condition	Details of Unserviceability
Bars	66	V. ~~FAIR~~	
Kitchens	40	~~POOR~~	FOOD REMNANTS ALL OVER THE PLACE
Restaurants	77	V. FAIR	
Rented Offices	85	V. GOOD	
Power Supply to Airport	96	V. GOOD	
Water Supply to Airport	96	V. GOOD	
Airconditioning of spaces	66	V. FAIR	
Lifts, Elevators and Walkways	—	—	
Telephones	53	~~FAIR~~	
Public Address System	84	V. GOOD	
F. I. D. S.	NONE		
Weighing Scales	90	V. GOOD	ONE IN DOMESTIC TERMINAL U/C
Check-in Counters	95	V. GOOD	
Conveyor Belts	NONE		
Indoor Lights	80	GOOD	NO LIGHT IN AIS TOILET.
Airport Signs	90	V. GOOD	
Indoor Fire Protection	95	V. GOOD	
Hand Trolleys	78	V. GOOD	
Street Lights	70	V. FAIR.	

APPENDIX II
(SPECIMEN)

APPENDIX I. [illegible]

NIGERIAN AIRPORTS AUTHORITY,
OPERATIONS DEPARTMENT,
D A I L Y AIRFIELD INSPECTION RETURNS.

Airport: KATIO

Month: 1ST MAY 1981

Item	% Serviceability	Instantaneous Condition.	Details of Unserviceability.
Runway Surface	85	V. GOOD	
Runway Markings (Paintwork)	74	V. GOOD	
Runway Shoulder Markers	94%	EXCELLENT.	
Airside Grass Verges	52	V. FAIR	SLIGHTLY OVER GROWN.
Approach Lights.	70	GOOD	4 HIGH INTENSITY LIGHTS U/S
Runway Centre Lights	80	V. GOOD	
Runway Edge Lights	90	V. GOOD	1 U/S.
Vasis	100%	EXCELLENT.	
Taxiway Surface	84	V. GOOD	
Taxiway Centre Lights	65	V. FAIR.	4 U/S
Taxiway Edge Lights	88	V. GOOD	
Apron Surface	75	V. GOOD	OIL SPILLAGE ON [illegible] 3L
Apron Markings (Paintwork)	60	FAIR	COVERED WITH OIL SPOILLAGE
Apron Flood Lights	95	V. GOOD	ONE FACING [illegible] 5 U/S.

APPENDIX I (SPECIMEN)

APPENDIX I.

NIGERIAN AIRPORTS AUTHORITY

OPERATIONS DEPARTMENT

DAILY LANDSIDE/TERMINAL BLDG. INSPECTION RETURNS

MONTH KANO AIRPORT JUNE 20TH, 1982

Item	% Serviceability	Instantaneous Condition	Details of Unserviceability
Airport Fence	78	V. FAIR	BIG HOLE CLOSE TO CRASH GATE OF RWY 23
Airport Private Road	95	V. GOOD	
Airport Lawns	62	FAIR	NEEDS TRIMING
Airport Car Parks	97	V. GOOD	
Terminal Building Exterior Walls	44	JUST FAIR	NEEDS RE-PAINTING
Terminal Building Interior Walls	50	JUST FAIR	NEEDS RE-PAINTING.
Terminal Building Floors and Ceilings	48	JUST FAIR.	DIRTY & COB WEBS
Toilets	60	FAIR.	GENERALLY DIRTY. MOSQUE TOILET HAS NO DOOR.
V.I.P. Lounge	98	V. GOOD	
Passenger Waiting Rooms	88	V. GOOD	SOME CHAIRS NEED REPAIRS BROKEN.

APPENDIX III

SATURDAY (SPECIMEN).
DAY/DATE 30-10-82

N.A... DAILY FLIGHT MOVEMENT SCHEDULE
K.O ..IRPORT - INTERNATIONAL TERMINAL
..LL TIME LOCAL

NIGERIAN AIRPORTS AUTHORITY
OPERATIONS DEPARTMENT
SUMMAR 1982 ISSUE NO:.....

FLT NO.	FROM	ST.	LANDED	ARR BAY	A/C TYPE	BAY	PERIOD OF OPERATION & REMARKS	FLT NO.	TO	STD	DEP. bay	AIR BORNE	A/C REG	A/C TYPE	BAY	PERIOD OF OPERATION, AND REMARKS
UT/WT814	KAN	-			DC8	4L		WT814	PAR	0040	✓			DC8		
RK/WT064	KAN	0055			DC8	3L		RK064	PAR	-				DC8		
WT990	LOS	0855	0908	0910	F28	3R		WT990A	LOS	0435	0953	1001	SN-ANF	F28		
WT800	LOS	1125	1125	1134	B747	3R		WT800	LHR	1235	1240	1247	G-AEDJ	B747	3R	188 SOB
WT991	NIM/SPC	1255	1329	1332	F28	3R	dep 2L	WT991	LOS	1425	1420	1417	SN-ANF	F28	2R	
* BR366	LOS	2255	0008	0015	DC747	2R		BR366	LOS	1355	0123	0128	G-BJXN	DC747	2R	288 SOB
WT834	LOS/PHC	2355			DC10	4R		WT834	ABV	-				DC10		
UK085	DAR		1830	1836	DC9	2R		UK085	COQ		2012	2032	TU-TAF	DC9	2R	19 SOB
WT545	KAN	-			B737	2L		WT545	LOS	0735	0742	0747	EI-BJC	B737		33 SOB
WT652	KAN	-			B737	3R		WT652	YOL	0730	0734	0739	EI-BFC	B737		
WT540	LOS	0855	1046	1053	B727	3L		WT540	KAN	0925	1234	1245	SN-ANG	B727	3L	54 SOB
WT580	LOS/MAD	1000	1004	1011	B737	2L		WT580	SKO	1030	1031	1036	EI-BMV	B737	2L	117 SOB
WT653	YOL	1155	1040	1044	B737	2R		WT655	LOS	1245	1320	1311	EI-BFC	B737	2L	106 SOB
WT541	MIU	1210	1500	1504	B727	3R	2L used	WT541	LOS	1240	1526	1531	SN-ANG	B727	2L	36 SOB
WT581	SKO	1230	1223	1225	B737	2R		WT581	LOS	1300	1257	1302	EI-BMV	B737	2R	87 SOB
WT603	PHC/ENU	1230	1226	1234	F28	2L	Was dep 1	WT603	ENU/PH	1320	1358		SN-ANH	F 28	1	64 SOB
WT542	LOS	1705	1657	1702	B737	3R		WT543	MIU	1610	1904	1912	SN-ANW	B737	2R	
WT544	LOS	1705	1816	1819	B737	2L	N/S 3L	* WT545	LOS	-	1837	1841	EI-BJE	B737	3L	2 SOB
WT543	MIU	1850			B737	2R		WT543	LOS	1915				B737		
WT546	LOS	2025			B737	2R	N/S	WT546	-	-						
44			1652	1654	B727	2L							TF-FLI	B727	2L	

* 542 to MIU was cancelled due to religious crises there.
* Arrived very late.

N O T A M ACTION MEMO

TO: Chief of Facilities, DATE: 22th May, 19: 80

FROM: O.C. NAA Kano Airport.

RE: PLS: BE ADV: W.E.F. FRIDAY 23RD MAY, 1980 0600Z

S/W PARALLEL TAXIWAY TO RWY 06 WILL BE CLOSED TO TRAFFIC

TO EFFECT REPAIR WORK UNTIL NOTICE. OPICW STOP LINKS NOS

1&2 FROM RWY 06 WILL BE CLOSED AFFECTED AREA WILL BE MARKED WITH YELLOW

FLAGS BY DAY AND RED FIXED LIGHTS BY NIGHTS

STOP ALSO WIP WILL TAKE PLACE ON APRON EDGE LIGHTS STOP.

SIGNED: Muhd. A. Zubairu
Operations Officer

FOR CONFIRMATION:

SIGNED: Muhd. A. Zubairu
Operations Officer.

APPENDIX V, Page 130. (NIGERIA AIRWAYS)

BIRD STRIKE/INCIDENT REPORT FORM

1. Name of Operator NIGERIA AIRWAYS LTD.....
2. Aircraft Type B707.....
3. Powerplant Type JT3D.... 4. Aircraft No. 5NAHO
5. Date 27/9/83..... 6. Time of strike/incident ..1811 hrs..
7. Geographic location of strike/incident ...KUHWAT.....
.....
8. Altitude ..... 9. True Airspeed .....kt
.....mph
10. Flight phase at time of strike/incident (circle one):
taxi, (take-off) climb, cruise, holding, letdown, approach, landing, unknown
11. Flight conditions (check appropriate category):
☒ IFR ☐ VFR ☐ IMC ☐ VMC ☐ Above clouds ☐ In clouds
☒ Below clouds ☐ Between cloud layers ☐ In icing conditions
12. Weather conditions (check one):
☒ Clear ☐ Partly cloudy ☐ Overcast ☐ Rain ☐ Snow
☐ Other: (Explain) .....
☒ Day ☐ Night ☐ Dawn ☐ Dusk .....
13. Did strike, incident or damage cause revised flight plan? If yes, give details:
NO
.....
14. Kind of bird (if known) .....HAWK.....
15. Size of bird: ☐ small (sparrow) ☒ medium (gull) ☐ large
16. Single bird ☒ Flock ☐
17. Personal injury: ☐ Yes ☒ No Remarks .....
.....
18. Part of aircraft struk: ....ENGINE.....
.....
19. Damage to aircraft: ☐ Yes ☒ No
20. Description and extent of damage:
(details) .....NONE.....
.....
21. Cost or estimated cost to repair $ .....
22. Aircraft-out-of-service time: ABOUT ¼ HOUR.....
23. Estimated loss of revenue $ .....NONE.....
24. Miscellaneous comments ...A/C TOOK OFF WITHIN.....
.....THE HOUR.....

E YOUFE, A.O.
Reported by

Q U E S T I O N N A I R E

MUHAMMED A. ZUBAIRU
M.P.A. 1982/83 SESSION

Dear Sir/Madam,

The information sought for in this questionnaire is for a project in partial fulfilment of the requirements for the degree of Master of Public Administration (M.P.A). The topic of the research is "CONFLICT RESOLUTION IN THE NIGERIAN AIRPORTS AUTHORITY". It is hoped that its findings will give an insight into the infighting between the operations Department on one hand, and the rest of the Departments on the other.

It is purely an academic exercise and, so you need NOT provide your name. Your taking time to answer these questions as frankly as possible will be your own wid mite contribution to the success

of the organization (N.A.A.). Completed questionnaire should be returned to:-

MUHAMMED A. ZUBAIRU
NIGERIAN AIRPORTS AUTHORITY
MINU KANO INTERNATIONAL
AIRPORT OPERATIONS DEPARTMENT,
P.M.B. 3418
K A N O .

Awaiting your fullest co-operation.

Thanks,

Yours truly,

MUHAMMED A. ZUBAIRU

(Tick whichever is appropriate).

1. WHAT IS YOUR RANK IN THE NIGERIAN AIRPORTS AUTHORITY?

   (a) Senior staff (GL.08 and above) ☐
   (b) Intermediate Staff (GL.06 -07) ☐
   (c) Junior Staff (GL. 01 - 05) ☐

2. HOW LONG HAVE YOU BEEN IN THE ORGANIZATION?___

---

3. SHOULD THE SAME TRAINING PROGRAMMES BE GIVEN TO OPERATIONS DEPARTMENT AND THE OTHER DEPARTMENTS? Yes ☐ No ☐

4. IF 'YES', WHY?

   BECAUSE:

   (a) They are all officers ☐
   (b) It would help other Departments to appreciate the work of operations Department ☐
   (c) Any officer can be an Airport Manager ☐

(d) All of the above. ☐

5. IF 'NO' FROM QUESTION 3 ABOVE, WHY?

Because:

(a) Operations Department has a distinct function from other Depa tments ☐

(b) It is a waste of resources ☐

(c) It is only from Operations Department that an Officer can be made an Airport Manager. ☐

(d) All of the above ☐

(e) State any other reason: ☐

_____

_____

_____

6. FROM WHICH DEPARTMENT SHOULD THE AIRPORT MANAGER BE APPOINTED?

(a) Any of the Departments ☐

Only Operations Department ☐

7. AND WHY?

(a) Any Officer is competent to be an Airport Manager ☐

(b) Only Operations Officers can be an Airport Manager by virtue of their training. ☐

8. WHAT SHOULD BE THE EDUCATIONAL BACKGROUND

(a) H.N.D; B.Sc; ~~O.N.D~~ ~~N.C.E~~ and above ☐

(b) WASC/GCE, O.N.D. N.C.E. ☐

(c) Primary School Certificate long years (of in-service training) and experience. ☐

9. AN AIRPORT MANAGER SHOULD BE

(a) A specialist (Engineer, Accountant etc) ☐

(b) A generalist (Arts Social Science orientated) ☐

(c) Somebody with long years of experience in Aviation Industry ☐

10. SHOULD OPERATIONS DEPARTMENT CO-ORDINATE THE ACTIVITIES OF THE AIRPORT?

YES ☐ NO ☐

11. IF 'YES', WHY?
Because:

(a) It is only Operations Department that has the technical competence to do so ☐

(b) It is a Management decision ☐

(c) All of the above. ☐

12. IF'NO' FROM QUESTION 10 ABOVE, WHY?

(a) Operations Officers are too pround. ☐

(b) They infringe on other Departments area of authority and responsibility. ☐

(c) /ll of the above ☐

13. IS THERE THE NEED FOR CO-ORDINATION OF ACTIVITIES AT THE AIRPORT?

(a) YES ☐ (b) NO ☐

14. IF 'YES' FROM QUESTION 13 ABOVE, WHICH DEPARTMENT SHOULD DO IT?

(a) Security Department ☐

(b) Operations Department ☐

(c) Fire Department ☐

(d) Commercial Department ☐

(ii) SHOULD IT BE A JOINT CO-ORDINATIONS BETWEEN TWO OR MORE DEPARTMENTS?

(a) YES ☐ (b) NO ☐

(iii) SUGGEST THE DEPARTMENT IF 'YES' FROM ABOVE

(a) .....(b).....(c).....

(iv) YOUR REASON(S) FOR CHOOSING THE SUGGESTED DEPARTMENTS IN 14 (iii).

_____

_____

_____

_____

15. IF 'NO' FROM QUESTION 13 WHY?

Because:

(a) There is nothing to co-ordinate at the Airport. ☐

(b) Other Agencies apart from the Nigerian Airports Authority do that. ☐

(c) The Department doing the co-ordination would feel superior to the other departments. ☐

16. IS THERE THE NEED FOR THE EXISTENCE OF OPERATIONS DEPARTMENT?

(a) YES ☐ (b) NO ☐

17. IF 'YES' WHY?
Because:

(a) Without Operations Department, the Nigerian Airports Authority would not achieve its objective of satisfying her customers. ☐

(b) It is a department for grooming prospective Airport Managers ☐

(c) It is an extension of the Airport Manager's office that helps in reducing the work of the Airport Manager. ☐

(d) All of the above. ☐

18. IF 'NO' FROM QUESTION 16 ABOVE, WHY?
Because:

(a) Operations Department has no job. ☐

(b) Other Departments can effectively share t
the present responsibilities of the
department. ☐

19. COMMENT FREELY (IF YOU WISH):

_____

_____

_____

_____

_____

_____

INTERVIEW SCHEDULE

Questions for members of NAA Management

1. Do you believe there is a conflict between Operations Department and Other Departments?

2. If 'yes; what are the possible causes?

3. Have members of your Department ever reported of such conflict to you especially in carrying out their normal duties?

4. What has been your reaction?

5. From which Department should the Airport Manager be appointed and why?

6. Other Departments believe that Operations Department has no work to do at the airport and as such it should be scrapped off. What is your view about this?

7. Of recent, Officers from Other Departments have been attending the Operations Officers' course especially the 'Zaria Course (private piloting Licence Course) and this has intensified the conflict. What is your view about this?.

8. What have you done to see that the conflict is resolved?.

9. What has the Management been doing to resolve this conflict?.