EVALUATION OF THE PERFORMANCE OF PUBLIC TRANSPORT AGENCIES IN KADUNA AND NIGER STATES

BY

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Ph.D/ADMIN/02441/2006-07

BEING A DISSERTATION SUBMITTED TO THE POSTGRADUATE SCHOOL, AHMADU BELLO UNIVERSITY, ZARIA, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF DOCTOR OF PHILOSOPHY IN PUBLIC ADMINISTRATION

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AHMADU BELLO UNIVERSITY,
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DECEMBER, 2011

DECLARATION

I declare that the work in the Ph.D dissertation entitled "Evaluation of the Performance of Public Transport Agencies in some selected States of Northern Nigeria" has been performed by me in the Department of Public Administration under the supervision of Dr Omar Masoud, Dr A.B. Akpan and Dr. Kola Obaitan The information derived from the literature has been duly acknowledged in the text and a list of references provided. To the best of my knowledge and belief, this dissertation was not copied from any past research work and the way it is structured and presented, no part of it was previously presented for award of any degree either in Ahmadu Bello University, Zaria, or any other institution of higher learning.

I hereby accept responsibility for any mistake or error in this work.

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CERTIFICATION

This dissertation entitled "Evaluation of the Performance of Public Transport Agencies in some Selected States of Northern Nigeria" by Adamu Abdul Yunusa meets the regulations governing the award of the degree of Doctor of Philosophy of Ahmadu Bello University, Zaria, and is therefore approved for its contribution to knowledge and literary presentation.

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DEDICATION

This Ph.d dissertation is dedicated to the memory of my late father Alhaji Adamu Gambo Yunusa (MFR) who loved intellectual excellence and those searching for interllectual liberation as a step towards the health of their souls. And In memory of the following people.

Late Hajiya Aishatu Gambo Yunusa (My Mother).

Late Alhaji Ahmed D.H. Wushishi (My guardian).

Late Mallama Fatimah Abba Kharyi (my sister)

And

specially dedicated to a young and humble compatriot, whose personal assistance and intellectual anxiety placed his name on the rock of integrity and indeed made him glaring as the only thing that make me happy. This young personality is Yahaya Abubakar (Danso).

ACKNOWLEDGEMENT

All praises are due to Allah the most subtle and the most irresistable the knower of everything, the most forgiven and the most merciful. HE is the only deity worthy of worship hence I worship and glorify HIS name. HE alone gave me the strength and the opportunity to undertake a Ph.D Programme in Ahmadu Bello University, Zaria. Oh! YATUTUL MULKI WASH-SHAHADA may your peace, blessings, salutations and benedictions be upon the seal of all Prophets MUHAMMAD IBN ABDULLAH (S.A.W.).

First and foremost, I wish to acknowledge in particular the architect of my dream without whom this acknowledgement will be a package of incomplete story. This is no any other person but Dr Omar Masoud, Chairman Supervisory team of the Department of Local Government and Development Studies, Ahmadu Bello university, Zaria, whose interest in the research was consistently maintained throughout the period of investigation and report compilation I am indeed grateful to him for the inspiration, patient explanation, constructive criticisms, serious and meticulous questioning of my argument to mention but a few. Indeed there are other scholars who assisted Dr Omar Masoud in stirring the ship of this investigation. These scholars include Dr A.B. Akpan of the Department of

Business Administration, Ahmadu Bello University, Zaria and Dr Kola Obaitan of the Department of Public Administration, Ahmadu Bello University, Zaria. I thank them for adding value to this work.

I cannot but place on record my appreciation of the help afforded to me by the Postgraduate Programme Co-ordinator Dr Siraj Barau Abdulkarim, the Head, Department of Public Administration, Ahmadu Bello University, Zaria, for his untiring pushing and effort to ensure that this work came to its climax. I also appreciate the contributions of all my lecturers in the Ph.D class most especially Dr S.M Ngu, Professor Adejo Udoh and Professor Adams Anyebe I thank them for their positive criticisms on the entire work to ensure quality of output. I owe an unquantifiable gratitude to my lecturer on quantitative techniques Dr Sabo Bello, Head of Department Business Administration, Ahmadu Bello University, Zaria, I thank him not because he taught me how to use statistical tools in testing hypothesis, but also for his patient examination of the entire work especially data analysis to ensure statistical compliance as well as assisting me in running available data on SPSS to produce computer output for Chi-Square.

I wish to thank all the academic staff of the Department of Public Administration for their support but special tribute goes to my mentor as well as my source of strength Dr Ibrahim Adamu (Malam). 100 level class

co-ordinator, I also thank specially Dr Hamza Yusuf the Co-ordinator MPA Part Time Programme for his untiring prayers and support as well as contribution to add value to this work. My special tribute goes to Dr. M.N. Maiturare, the Director, Institute of Administration, Ahmadu Bello University, Zaria for his critical observation on the choice of concept, use of tenses and other grammatical structures.

There are quite a number of people that despite their tender ages they make life meaningful to me and also contributed immensely to this work they include Malam Abubakar Mohammed Bonu of the Protocol Division of Niger State Government House, Alh-Lukmanu Inuwa Mohammed Senior Special Assistant to the First Lady Niger State, the confluence of my life Tasiu Garba Hairu (Autana), as well as Faisal Auwal Kabir in going through all the pains in taking down dictation of the manuscript of this report as well as his determination to ensure early completion of this work. I wish to register the concern and contribution of the following Research Assistants Garba Umar (Majidadi), Yunusa Bello (Ajiya), Ibrahim Baba Sani, Yahaya Ahmed (Gwamna), Umar Sani Kaya, Abdulkareem Adamu Jajere Mohammed Bello (Moh'd), Usman Suleiman (Ulama'u), Habibu Abubkar (Dan Sarki), Shehu Bello (Shagari) and Yarima Yunusa Abubakar. Undoubtedly, a river do not flow without its tributaries because the strength

of the river lies on the tributaries. To this end, I wish to acknowledge the contribution of the nerve of my life YAHAYA ABUBAKAR (DANSO) for his concerted efforts to make me happy throughout the period of investigation and his untiring efforts for making corrections.

Finally, my external examiner Professor Shehu Dalhatu of Bayero university deserve a wonderful commendation. He did not only added value to this work but provided fresh knowledge on the area of research.

ABSTRACT

This study was on evaluation of the performance of Public Transport Services in some selected states of Northern Nigeria with focus on Niger, Kaduna and Bauchi States Transport Agencies 1999 - 2009. The objectives of the study are to determine the extent to which level of funding affects financial performance , how inadequate training affects quality of personnel for performance, how provision of operational inputs affects operational reference and how standard of service provided by KSTA and NSTA affects the patronage for the services. Data for the study were generated from both primary and secondary sources using the instruments of observation, questionnaire, interview, documentary sources and the internet. Both descriptive and inferential methods of data analysis were utilised in the study. The chi-square tool was used to test the formulated hypotheses of the study. The study revealed that in both KSTA and NSTA, the operating expenses were greater than generated revenue as such financial performance was poor. There was inadequate training especially for the management level, most workshops and garages were not well equipped with modern technological devices and the standard of service is low in terms of comfortability, timeliness, accessibility and reliability. It was recommended that a special transport development bank be established to provide loan, greater emphasis be placed on managerial training, the workshops and garages be well equipped with modern technological devices and the standard of service for better utilization.

LIST OF ABBREVIATIONS

NSTA	-	Niger State Transport Authority
KSTA	-	Kaduna State Transport Authority
FUMTA	-	Federal Urban Mass Transit Authority
PE	-	Public Enterprises

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The task of development in the new nations was a challenging one. First, unlike in the advanced countries where the pressure on government is for more social services for a society already at an advanced stage of development in which most of its members possessed and enjoyed the basic necessities for a decent life, in the new nations, those basic necessities were either minimal or non-existence, for vast majority of the population (Anyebe, 2001:9). Moreover, the task of development was an urgent one since upon it depends the very survival of the nation itself.

Meanwhile, the masses had been led to expect that independence would bring about an immediate improvement in their living conditions. The non-realization of these expatriations would in turn breed a mood of impatience. Unless, improvement could be effected as speedily as possible, this mood of impatience might explore into violent reactions which would endanger, if not destroy the state itself. It was, therefore, felt that the traditional model of public administration would be inadequate in providing guidelines for building a nation-state out of the traditional society. Thus, a system of administration termed development administration; a specialty within the broader field of public

administration was adopted in the new nations to modernize their economies, accelerating development to be equivalent, eventually, to the advanced countries of the West.

Interestingly, it was reasoned that a technocratic bureaucracy following rational-legal principles as set out by Max Weber would be all that was needed to overcome tribal authority and superstition, combined with the application of technical expertise to agriculture and industries. Thus, government became the dominant player on the economic scene, controlling the commanding heights of the economy. It became the prime agent of socio-economic development, providing infrastructure, and producing goods and services, often provided through the mechanism of public enterprise. This led to a rapid development of the public enterprise sector and by the early 1980s a huge sectors was firmly established in most of the countries. For example, Tanzania's 400 state-owned enterprises accounted for 38 percent of gross fixed capital formation, and a similar level in Ethiopia (Jorgensen, 1990;62).

Nigeria had an estimated 50 public enterprises at independence and about 200 by 1970. When the country embarked upon an economic reform Programme in 1987, the number had risen to about 1,500. The factors that account for the phenomenal increase include the evolution of the federal administrative structure (from three units in the 1950s to four in 1963, twelve in 1967, nineteen in 1976,

twenty one in 1987, thirty in 1991, and thirty six in 1996), the oil windfall, and successive governments' commitment to making public enterprises as an instrument of state economic invention in the 1970s. The extent of control was such that by 1976 the estimated, 50 public enterprises (PEs) at independence which had risen to about 1,500 spanned such sectors as telecommunications, electricity, petroleum, fertilizer, machine tools, gas, solid minerals, steel and aluminum, media, hospitality industry, banks and insurance companies, transportation. It is estimated that successive Nigeria government have invested up to N800 billion in public enterprises (Obasanjo, 1999). The sector attracted the majority of government capital expenditure, with more than 80 percent in 1980 and it accounted for more than one-third of the modern sector employment (Layele, 2002).

Urban transportation is an issue of daily concern that could be seen as a catalyst to a country's social and economic development. It is a dynamic urban infrastructure. It should therefore attract a continuous viewing, reviewing and understanding. Nigeria has been growing with little or no deliberate and sustained efforts to implement the plans for their transport system even where the plans exist. Though transportation influences, accelerates and sustains city growth all over the world, when overlooked or treated with levity, it generates far more problems that tends to impinge on city growth and development. Considering transportation as an

important sector under the umbrella of public enterprises. Abubakar (2006:1) described transportation and the development of human civilization as "Siamese twins, and they are so intricately linked that one cannot exist without the other. Indeed not only is transportation an essential factor in the development of human civilization, the sustenance of even that civilization to a large extent depend on it. The need for transport as Kalu (2008:1) put it is "fundamentally the desire of man to bridge the gap between the areas of resource surplus and areas of resource deficit".

Transportation is an activity that provides for the movement of goods and individuals from one place to another – thus creating place utility. The function of mass transit is to supply the means of moving individuals from various origin – locations to various destination-locations. The growth in economic activities and the expansion of cities and urban centres in Nigeria, especially in the oil-boom era of the 1970s, was matched by growth in public transport systems. With the growth in intra-city and inter-state movement of persons, private operators as well as some public transport agencies rose to the challenges of the moment by providing transport services to ease mobility. However, financial constraints of the post-oil boom era resulted in fast deterioration of transport services, especially in the urban areas. Hence prior to 1988, the urban transport situation was characterized as thus:-

- *inadequate public transport services relative to the ever-growing demand for such service;*

- *inadequately funded and inefficiently manning of public owned transport services*
- *maintenance and standardization problems of vehicles used for urban transport*
- *traffic congestion; and*
- *lack of comprehensive and integrated urban mass transit system.* (FRN 1990)

It was against this background and the need to ensure that problem areas are properly addressed that the Federal Urban Mass Transit Programme was commenced in January 1988. It was aimed at alleviating the suffering of commuters as a result of the identified deteriorating condition of urban transport services, as well as improving and modernizing the national mass transit services; and laying the foundation for developing comprehensive and integrated mass transit system in Nigeria.

Furthermore, in line with the philosophy of development, various state governments in Nigeria have been making concerted efforts to provide effective and efficient means of transportation to their people. This led to the establishment of state owned transport agencies such as Lagos State Transport Corporation (LSTC), Niger State Transport Authority (NSTA), Kaduna State Transport Authority (KSTA), Bauchi State Transport Corporation (Yanki Express), Imo State Transport Authority (ISTA) to mention but a few of them. The mandate of most of these state owned agencies is to provide social services to the teeming population.

At the state level, the most pronounced activities have been connected with the establishment of transport companies through which both the federal allocated and state owned buses are being operated. Although they started operation at different date from March 1988 a few such as Lagos, Bendel (present day Edo) and Kaduna had operated established services before this date.

The performance of state transport agencies present a picture of gross mismanagement and inefficiency. Their financial performance is so poor while private investors continue to increase their fleet of buses, taxes and aircraft. Ogunsnaya (1989:29) posited that some earlier attempt by state government to establish transport companies failed because of the following reasons:

> *Absence of a firm decision as to whether the system should be commercial or not, poor procurement procedure and misuse of spare parts, over staffing and general lack of staff discipline, politicizing the system by dictating routes to be plied, fares to be charged, while expenses of the corporation where not subsidized.*

However, the performance of the state owned transport agencies is a function of management of funds, personnel, operational inputs as well as standard of services. The performance of these agencies therefore, may be assessed using standard evaluation criteria, operational performance could be evaluated using such measures as fleet utilization rate, passenger volumes, staff-buss ratio, vehicle-kilometers, accidents rates, and breakdowns in service. The standard of services could be assessed by employing such measures as passenger waiting time,

passenger journey times, service affordability and walking distance to bus stop. Variables such as the revenue-cost ratio, and cost-per passenger-kilometers could be used in assessing financial performance.

In the light of the above, this study is particularly intended to assess the performance of state owned transport agencies in Kaduna and Niger states.

1.2 Statement of the Problem

The state owned transport agencies are usually established to facilitate the implementation of government's social, economic and political policies. The functions and duties as well as the conventional wisdom behind the setting up of the state transport agencies are to provide, manage and operate urban inter-state and intra-state road transport services for both passengers comfort and conveyance of goods.

Fundamentally, it is worthy to note that the various state transport agencies are setup to primarily cater for the low income population in the area of making the fares affordable.

In order to enable the agencies to effectively accomplish this mandate, the Kaduna and Niger state governments have been devoting attention and efforts in providing funds which were used for the purchase of buses, repairs of breakdown trucks, inspection and other ancillary vehicles and a lot of spare parts. Assorted

office equipments, workshop mechanical tools and equipments as well as fuel stands are also provided by the governments to ensure smooth operations of the agencies. Government concerted efforts can be seen interms of providing employment opportunities for the citizens to work in these transport agencies with the expectation that it will add to the quality of service delivery. Also new vehicles were provided by the government which provided opportunity for opening more routes with the expectation of better patronage of the services of the agencies and enhancing revenue.

Unfortunately, in spite the investment by the Kaduna and Niger state governments on the activities of their states owned transport agencies, there are cases of vehicles grounded and parked at the various states transport agencies mechanical workshop are pointers to the enormity of the problems facing the authorities. The commuters are often worried by delay and breakdown of vehicles on their way to their destinations thereby obstructing the intention for which the journeys were made. Also, there is delay in departure of vehicles despite early arrival of commuters to the garage. Government's intervention on who to employ as frequent change of chief executives of the agency are of greater concern to performance.

In the light of the above the question then arises is why is it that inspite of these concerted government efforts in providing funds and other operational inputs,

the above symptoms are associated with the Kaduna and Niger state transport agencies?

1.3 Research Questions

The following research questions were designed.

1. To what extent does the government effort in terms of funding affect the financial performance of Kaduna and Niger states transport agencies?
2. How does the government effort in terms of training affect the performance of Kaduna and Niger states transport agencies in terms of quality of personnel?
3. To what extent does government efforts in providing operational inputs influence the operational performance of Kaduna and Niger states transport agencies?
4. How does the standard of service delivery affect the patronage of the service provided by Kaduna and Niger states transport agencies?

1.4 Objectives of the Study

The central aim of this study is to evaluate the performance of Kaduna and Niger states transport agencies. The specific objectives of the study include, inter alia:

i. To determine the extent to which funding level affect the financial performance of Kaduna and Niger states transport agencies.

ii. To find out the extent in which inadequate training affects the quality of personnel for performance of Kaduna and Niger states transport agencies.

iii. To examine the effect of operational inputs on the operational performance of Kaduna and Niger states transport agencies.

iv. To determine the impact of standard of service on the patronage of the services provide by Kaduna and Niger states transport agencies.

1.5 Hypotheses Tested

The following hypotheses are hereby developed for testing.

1. H_o: The level of funding does not affect the financial performance of Kaduna and Niger states owned transport agencies.

   H_1: The level of funding does affect the financial performance of Kaduna and Niger states transport agencies.

2. H_o: Inadequate training does not affect the quality of personnel for performance of Kaduna and Niger states owned transport agencies.

   H_1: Inadequate training does affect the quality of personnel for performance of Kaduna and Niger states transport agencies.

3. H_o: Better provision of operational inputs does not have significant impact on the operational performance of Kaduna and Niger states transport agencies.

   H_1: Better provisions of operational inputs have significant impact States on operational Performance of Kaduna and Nigeria transport agencies.

4. H_o: Standard of service does not affect the patronage of the services provided by Kaduna and Niger states Transport agencies by commuters.

   H_1: Standard of service does affect the patronage of the services provided by Kaduna and Niger states Transport agencies by commuters.

1.6 Significance of the Study

This study is important because it focus on transportation. Transportation play a vital role in the economic and socio-cultural development of any nation. Infact is an important factor in the economic activities in a country and its cost is one of the most significant variables in the market price of any commodity.

Although, there are researches done in the area of the performance of public enterprises. This study is different from other studies because of its unique focus on road transportation and in particular government owned bus transit system. The study also differ from other studies because of it total emphasis on management

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ability in the area of funding, personnel, operations and patronage in relations to performance. This study is important to many category of people, these include transport practitioners, administrators, politicians and academicians by providing fresh dimension in understanding how the performance of public transport agencies can be improved.

Thirdly, a rigorous research of this nature, culminating in concrete conclusions and recommendations will no doubt help to provide fresh dimensions for understanding the performance of public enterprises in Nigeria. It will equally give a better insight to better method of measuring performance as well as proffer solutions as to how the performance of public utility enterprises can be effectively improved.

Another significance of this study is that, its report will be of great importance to all state governments since it highlight the problems associated with the performance of states owned transport agencies. Also, due to the similarities of the operations of the various state transport agencies in Nigeria, observation for Kaduna and Niger states transport authorities could be use for reference purpose.

Again, this study is significant in the sense that if the problem affecting the management and performance of government owned transport service is discovered and the way to tackle it is advanced the essence of government participation in providing mass transport service that can be affordable to all will

be attained. Also, this research is significant in the sense that apart from its adding to knowledge on the management and performance of government owned transport agencies, it will also serve a purpose in the management of other public enterprises which are presently due to their ownership by government are ran at a loss. This research will therefore, expose the managers and government alike on the causes of the failure of these enterprises and show the need for possible application of the necessary performance techniques that will enhance productivity.

Moreover, the contribution of this study to knowledge can be seen in the sense that it will serve as a framework for further research into the subject matter of the performance of public enterprises thereby filling an academic gap in the literature on performance of the states owned transport agencies in Nigeria. This equally expands the frontiers of understanding and makes academic contribution to knowledge.

1.7 Scope and Limitation of the Study

There are many means through which goods and people can be transported these include: sea transport, air transport, rail transport, and road transport. This study is limited to area of road transportation and in particular the bus-transit system of state owned agencies. In this area, effort was made to examine governments' efforts in the provision of road transportation in Nigeria.

All the states of federation in Nigeria have state transport agencies, which add up to 36 states transport agencies. The emphasis of this study is not to cover all the states transport agencies but it is limited to two states transport agencies selected namely Kaduna State Transport Authority and Niger state Transport Authority. The choice of the state transport authorities mentioned is informed by their continuous provision of services and their age, also to have a comparative analysis of the performance of an old (K.S.T.A) and new (N.S.T.A) Transport agencies.

In terms of timeframe, the study covers 1999 – 2009 which added up to ten years of assessment. The span of ten years is also long enough to produce a trend of the performance of the chosen transport agencies. The timeframe also falls within democratic period in which the citizens of the various states have a total expectation of benevolent performance of their leaders.

A study of this nature is no doubt limited in a number of ways as follows:

Firstly, the financial resources of the researcher are insufficient to enable a detailed collection of data that will involve many states. Out of 36 states transport agencies in Nigeria, the study is only limited to Kaduna and Niger states transport agencies, which is a limitation because of the differences in their environment and the attitude of their owners.

Secondly, time is another limitation to the study as the programme has a fixed time of completion.

Thirdly, the study made use of the survey research method in the course of investigation with the questionnaire as the main instrument for gathering data. Questionnaires are prone to interpretational problems due to individual differences of perception. This interpretational problem is a limitation to the study because it may produce variations in result.

Another limitation of the study is the fact that the determinants of performance of public utility enterprises do not have universal agreement as such the researcher focused on the common determinant of performance of state owned enterprises.

Nevertheless, all these limitations were not allowed to override the effort of the researcher and consequently the result of the study can still be relied upon especially when the reliability of the instrument and the category of respondents are taken into consideration.

1.8 Definition of Terms

Central to this study are such concepts as funding, personnel, patronage, operation and performance. For the purpose of this study both authoritative and operational definitions are provided as follows:

1.8.1 Funding

Ikya (2000) defined funding as the process of providing an institution, a project, organisation e.t.c. with money to carry out its activities.

Funding as used in this study refers to the finances of the states owned transport agencies. Finance is a very important variable determining whether organizations are performing or not performing, because finance is required in almost everything to enhance performance. The major finance performance indicators that can break the term "funding" into measurable units include mandate, connivance of or diversion , ration of operating cost to revenue, level of government funding, complementary sources of fund, and debt recovery.

1.8.2 Personnel

Adamu (2007:17) defined Personnel as the people who work for an organisation or armed forces. Also, it can be seen as the department in a company that deals with employing and training people.

Personnel as used in this study refer to all categories of staff working in the states transport agencies. Personnel can be broken down into nature of employment, staff qualification, staff training, type of training, quality of staff, fringe benefit and government interference.

1.8.3 Operation

Hornby (1978) defined operation as the process of making smooth work, regular servicing guarantees the smooth operation of the engine.

Operation as used in this study refers to the inputs that make the vehicle of the transport agencies to work. For the purpose of this study operation is broken down into the following measurable units: fuel, drivers, workshop/garages, location of bus stop and accident rate.

1.8.4 Patronage

According to Encarta Premium (2009) Patronage is continuous receipt of services by customers.

Patronage as used in this study refers to certain characteristics of the services of the states transport agencies which exposed the services of the agencies to customers who had the choice either to make use of the service or not. Patronage can be broken down into the following measurable units; confortability, timeliness, safety of services, attitude of drivers, transport fare, reliability, affordability, convenience of services, accessibility and empathy.

1.8.5 Performance

Ayagi (2002) sees performance as the ability to get great deal done within a set of time-frame; it is connected with how well or bad.

Performance as used in this study refers to the quality and quantum of output of the selected states transport corporations classified into general management, personnel, funding, operation and patronage. However, financial performance is seen in this study operationally as the ratio of operating revenue to operate cost.

1.9 Organisation of the Study

This research work is divided into six chapters. Chapter one is an introductory chapter providing background to the study, statement of the problem objectives of the study, hypotheses to be tested, scope and limitations of the study, significance of the study as well as authoritative and operational definition of key concepts.

Chapter two contains review of related literature focusing on the concept of public enterprises, transport, performance and management. The chapter also provide review of previous studies and theoretical framework for the study, while the third Chapter dwells on research methodology focusing on research design, sources and instruments of data collection, population/sample size, sampling technique, method of data analysis as well as administration of instrument of data collection.

The fourth Chapter deals with the historical and structural overview of the Kaduna and Niger states transport agencies, while the fifth chapter contains

presentation and analysis of the data collected including interpretation, testing of hypotheses and summary of major findings.

Chapter six is the concluding chapter which is based on the research findings. It includes summary, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction

This chapter attempts to look at opinions of various authors and scholars in this field of study. To this end, existing literature are reviewed on the concept of management public enterprises are reviewed. The concept of transport including personnel training, operations and financial management, the chapter also reviewed previous studies, performance evaluation of transport agencies.

Finally, the system theory by David Easton and its components as well as relevance relevance to the study were discussed.

2.2 Management Principle and Organisational Process

Management is a multi-dimensional and discursive concept or subject characterised with different application of approaches that provide answers towards enhancing the capability of management in an organisation. The systematic evolution and development of management has been related to the contributions of many scholars in the field that centred on the study of organisation on the basis of what is known as management theory.

McGregor (1987) puts it that every managerial activity rests on assumptions, generalisations and hypotheses. Our assumptions are frankly implicit, sometimes

quite unconscious, often conflicting, nevertheless, they determine our predictions that if we do a, b will occur. Hence, the study of theory and practice are inseparable.

The study of management theory is relevant in facilitating the understanding of the interrelationships between the development of theory, behaviour in organisations and management practice. The development of management and orgnaisational behaviour in relation to structure and leadership has been related to various approaches that facilitated the development of effective management in organisations. There are however many ways of categorising scholarly approaches, but our emphasis should be revolve around four (4) categorisation featuring the classical human relations, system and contingency approach.

2.2.1 Classical Approach

The classical approach to the study of organisation view organisation in terms of the purpose and formal structure. This could be related to the handiwork of Taylor, Fayol, Urwich, money among others. Their major concern has been on improving the organisational structure as a means of increasing efficiency. They emphasised on the relevance of principles for the design of a logical structure of organisation.

Taylor (1856-1917) believed that in the same way that there is a best machine for each job, so there is a best working method by which people should

undertake their jobs. He further set out number of principles to guide management as follows:.

a. Development of true science for each person's work.
b. The scientific selection, training and development of the workers.
c. Cooperation with the worker to ensure work is carried out in the prescribed way.
d. The division of work and responsibility between management and workers.

However, from his different study, Taylor has been criticised for prioritising structuralism at the expense of human beings, hence, dehumanising the worker in organization. There was rationalizaiton of production processes and division of labour which tends to result in de-skilling of work. Rose (1978) is of the view that it is difficult to the systematic study of industrial behaviour in an even-tempered way. And that Taylor selected the best workers would be best at some particular tasks.

Nevertheless, the principles are still having relevance today in relation to given impetus to the development of management thinking and development of organisational behaviour. It has left a legacy of such other particles as work study, organisation and methods of payment has results, management by exception and production control.

Another classical theorist who emphasised on organisational structure was Weber in his bureaucratic model. This model is identified with specialisation, hierarchical authority and impersonality as its salient features. The short comings of bureaucratic model has been related to the area of over-emphasising in rules and procedures, record keeping and paper work, lack of attention to the informal organisation and the development of groups with goals of their own.

Thus, the defects of classical approach is related to the strictness in application of rules and procedure, strict supervision, over-emphasis in structure among others. But in the case of public sector organisations in particular, there is demand for uniformity regularity of procedure and accountability for their operations. This leads to adherence of specified rules and procedures which limits the division of discretion exercised by management and to the keeping of detail record.

2.2.2 Human Relations

This approach evolved out of the shortcomings of the classical approach. The main emphasis of classical writers was on structure and the formal organisation. Gradually, attention began to expand to the social factors at work and to behaviour of employees within an organisation i..e human relation. Mayo (1880-1949) had been related with four phases of researches including, the illumination

experiment, relay assembly test room, interviewing programme and bank wiring observation.

Unlike the classical approach, the human relation emphasised and attached importance to work groups and leadership communications, output restrictions, motivation and job design. Emphasis was also giving on the importance of personnel management. That, people go to work to satisfy a complexity of needs and not simply for monetary reward. They emphasized on the importance of the work social needs of individuals and give recognition to the work organ as a social organisation and the importance of the group, and group values and norms, in influencing individual behaviour at works.

However, scholars like Herzberg, Maslow and McGregor have concentrated on some sets of needs identified with individual workers in organisation. The neo-human relation approach give emphasis on issues relating to organisation structuring, group dynamics, job satisfaction, communication and participation, leadership styles and motivation.

2.2.3 System Approach

Recently, the system approach evolved to provide a more comprehensive impetus on the effectiveness of organisation. It attempted to reconcile the two major approaches and the work of formal and informal writers. Attention is given

in total work organisation and the interrelationship of structure and behaviour and the range of variables within the organisation.

This school of thought views on organisation as a whole and involves the study of the organisation in terms of the relationship between technical and social variables within the system. Changes in one part, technical or social will affect others parts of the whole system. The concept of organisation as socio-technical system directs attention to the transformation process itself. It is the assumption of this approach that sub-systems be related for interdependent and interrelated relationship to have a positive result; no part of the subsystem should be seen pursing its own individual goal at the expense of others and a system must have input-output transformation mechanism.

2.2.4 Contingency Approach

This is however an extension from the foregoing three approaches to management. It highlights possible means of differentiating among alternative forms of organisation among alternative forms of organisation structures and systems of management. The structures and systems of organisation and its success are dependent, that is contingent upon the nature of tasks with which it is designed to deal and the nature of environmental influences. Thus, it summarises and underscores the fact that effort in determining the nature of situation influence management decision at a point in time.

Summarily, the classical, human relations, system and contingency approaches provide an insight on different categorization of management practice geared toward identifying the best way of enhancing organisational effectiveness in relation to its structure and the workforce. While the classical approach emphasized on formal structure, technical requirement and set of principles, the bureaucratic model which form it part focused on specialisation, hierarchy of authority, system of rule and impersonality. Human relationists focused attention on informal organisation and to psychological and social needs of people at work. The integration of formal and informal approaches, and description of no one best way of doing things has formed the basis for emphasis by system theorists and contingency theorists respectively.

2.2.5 Organisational Process

Organisation however is a complex social system and is the sum of many interrelated variables. The operations of the organisations are influenced by the external environment of which it is part. This organisation exists to achieve something purposely. It enables objectives to be achieved that couldn't be achieved by the efforts of individuals on their won.

Although organisations are not the same, there are however at least three (3) common factors in any organisation. This includes the following:

- **People**: These are the categories of staff working within the organiaiton.

- **Objectives**: These are the targets that informed the need to establish the organisation.
- **Structure**: This is the process that facilitates the interaction and coordination among different people in the organisation.

Apart from formal and informal categorisation of organisations, it can be traditionally be distinguished in terms of two generic groups. First, the private enterprise organisations and second, the public sector organisations. Private enterprises organisations are owned and financed by individuals, partners or shareholders in joint stock company. The main aim is to make profit, returns on capital employed among others. The public sector organisation on the other side of the coin does not have profit as its own motive, rather, the provision of goods and services at affordable rates. It is owned and financed wholly or partly by the government. A good example is public co-operation like the Nigeria Transport Authority.

However, in terms of genotype function which is the primary activity of the organisation as a subsystem within the larger society, there are four (4) broad types of organisations. This include the productive or economic (manufacturing of goods and provision of goods and services), maintenance (socialisation of people to fulfil roles in other organisations and in society), Adaptive (pursuit of knowledge and pursuit of the development and testing thing), managerial or political (adjudication,

coordination and control of physical and human resources and other sub-system. Also, organisation can be described in terms of intrinsic and extrinsic rewards to attract and retain members to achieve satisfactory performance from them. Thus, a distinction is made between object moulding organisations concerned with physical or material objects like manufacturing plant; and people moulding organisations that mainly focus on the human beings.

Whatever the type of classifications of organisations, the transformation of inputs into output is a common feature of all. Within the organisation as a whole, each of the different transformation activities may themselves be viewed as separate sub-system with their input – conversion – output process interrelated to and interacting with the other subsystems. The important point is the interrelationships and coordination of sub-systems in terms of the effectiveness of the organisation as integrated whole. The interrelationship and interdependence of the different parts of the system raise the question of the identification of these sub-systems. There are however three sub-systems common to any organisation. This include technological subsystem; subsystem of formal role structure and individuals member' feelings or sentiment.

Furthermore, Kast and Rosenzweig (1985) see organisation as an open, socio-technical system with five (5) major sub-systems. Goals and value sis the first, followed by technical, psychological, structure and management. In contrast

with this new, Hersey and Blancard suggested four (4) main interrelated subsystems. These are identified below:-

a. **Human/Social**: This focuses on the need and motivations of members of the organisation and styles of leadership
b. **Administrative/structural**: It gives attention on authority and responsibility and structure within organisation.
c. **Informational/decision making:** Attention has been on key decision and information needs necessary to keep the organisational operational.
d. **Economic/technological:** It emphasises on work to be undertaken and its cost effectiveness related to the goals of the organisation.

Therefore, it is the responsibility of management coordinates the task, structure, information and control and people in order to achieve the organisational objective.

2.2.6 Nature of Management In Organization

Organisations can only achieve their objectives by the coordinated effort of their members and it is the task of management to get work done through others. Therefore, it is by the process of management and execution of work that the activities of the organisation are carried out-management is the integral part of the people – organisation relationship., it is essentially an integrating activity which permeates any facet of the effective operation of work organisation.

However, the concept of management is identified with plethora of definitions and interpretations. Drucker (1979:14) sees it as denoting a function as well as the people who discharge it, a social position and authority, and also a discipline and field of study, management is tasks; management is a discipline. But management is also people. Every achievement of management is the achievement of a manager. Even failure is a failure of a manager.

Management is seen best, therefore, as a process common to all other functions carried out within the organisation. Management is essentially an integrating activity. Its overall responsibility is the attainment of given objective of the organisations. The managerial activity is divided into five (5) elements of management that include forecasting and planning, organising, commanding, coordinating and controlling. Fayol (1949) suggests a well established principle on management theory that has to been flexible and adaptable to changing circumstances elements of management. First is planning in the form of determining broad lines for carrying out operations and methods for which they are carried out; second is controlling in the form of actual performance against standards to ensure satisfactory performance; Third is coordinating in the form of balancing and maintaining the team by ensuring a suitable division and work and motivation which geared toward inspiring employees' morale.

In order to operate effectively, service industries need management in the same way as any other industry. However, activities are service oriented and the qualities of the workforce are particularly important in determining organisational effective and management of output is difficult and there is unlikely to be a single, important criterion by which to measure effective performance.

Further, there are differences between management in the private and public sectors. Thus, the problem of having difficulty in measuring performance in relation to effectiveness is particularly identified with public sector, where the aim is to provide services for and for the wellbeing of, the community rather than just commercial nature.

Also, the tendency towards more rigid personnel policies, specific limitations on service of authority and responsibility, fixed salary gradings based on general pay scales, long term career structures and set promotion procedures mainly featured the public sector organisation. However, both public and private organisations face the same general problems of management. This is in the area of ensuring efficiency and effectiveness of their operation. Also, in the area of designing a suitable structure and carrying out essential administrative functions.

Nevertheless, Fell (1990:50) emphasises that it is truism that the public sector manager faces a very different sets of challenges from that of his or her private sector counterpart. However, the last decade has seen more and more

recognition of the similarities, rather than the differences between the public and private sector. Management tools familiar to the private sector are now seen as equally relevant in the public sector – even the government department.

In order to achieve of organisation through effective management, it is the responsibility through effective managers to manage and to achieve result through the effects of other people. This involves the effective the effective utilisation of human resources. Consideration must be given to people. Their behaviour and style of management and level of performance achieved by subordinate. Accordingly, McGregor (1987), Blake (1985) suggests that an organisation is more likely to harness its staffing resources effectively if there is a participative style of management. There are however different models of system in different organisation some are more of exploitative being others of benevolent consultative and participative category.

One major important tool in facilitating management subordinate relationship is management by objectives (MBO). This is involved in planning, organising, directing, controlling and executing of resources and by attention relate organisation goals to individual performance and development through the involvement of all levels of management. In underlining assumption include the setting up of objectives, participation by individual manager in agreeing unit objectives and criteria of performance and continual review of appraisal result.

Drucker (1954) was highly relate with the MBO, which is adopted in wide range of organisational settings to the public as well as the private sector. Odiorne (1965) looks at it as a process whereby the superior and subordinate managers of an organisation jointly identify its common goals, define each individual major areas of responsibility in terms of result expected from him and use measure as guides for operating the unit and assigning the contribution of each of its members. Thus, MBO draws attention to the objectives for individual members of the organization and how these objectives relate to the objective for the organisation as a whole.

2.3 Organisational Climate for Effective Management

What integrate workers with their organisations is hat motive them towards fulfilling their self drive. Thus, managers have the herculean task of identifying what motivate workers to the reasonable level. People behaviour is determined by what motivates them. Their performance is a product of both ability level of motivation. Therefore, manager must give attention to the level motivating of its members by directing staff efforts towards successful attainment of the goals and objectives of the organisation. Motivation of workers acne be related or categorised into intrinsic and extrinsic one. The former is related to tangible rewards often determined by organisational level, while the latter is related to

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psychological reward such as the opportunity to use one's ability as determine by actions and behaviour of individual managers.

However, a person's motivation, job satisfaction and work performance will be determined by the comparative strength of sets of needs and expectations and extent to which they are fulfilled.

Frustration however is a negative response to blockage of a desired goal and results in a defensive form of behaviour. This may pose aggression, regression, fixation and/or withdrawal. Managers can reduce it through effective procurement processes, participation styles of management among others.

Also, it is the task of management in organisations to create climate in which people are motivated to work willingly and effectively. However, organisational climate is a general concept that is difficult to be defined. Applicably to organisations, climate in this regard is related to the prevailing atmosphere for surrounding the organisation, to the level of morale, and to the strength of feelings or being, care and goodwill among members. It will influence the attitudes which members of the organisation bring to bear on their work performance and personal relationships. The extent to which employees accept the culture of the organisation will have a significant effect on climate. Whereas organisational culture describes what the organisation is about, organisation climate is an indication of the employees feelings and beliefs of what the organisation is about. It is based on

perceptions of members toward the organisation. It is a relatively enduring quality of the internal environment of an organisation that is experienced by members, influences their behaviour and can be described in terms of the values of a particular set of characteristic of the organisation.

However, the climate can be related to the recognition of the organisation as a social system of the organisation as a social system and the extent to which membership is perceived as a psychologically rewarding experience as a psychologically rewarding experience. It can be seen as a mutual trust and understanding among members of the organisation. It is characterised by the nature of the people-organisation relation and the superior-subordinate relationship. These relationships are determined by interactions among goals and objectives, formal structure, the process of management, styles of leadership and the behaviour of people. And, in great term, a healthy organisational climate might be expected to exhibit such characteristics. The integration of organisation goals and personal goals, the most appropriate organisation structure based on the demands of the socio-technical system among others. This will influence the level of morale and attitudes which members of staff have sense of commitment to the organisation. The level of their commitment will have a major influence on the level of work performance.

It is not contestable that every work organisation is concerned with being effective, and the quality of management is control to organisation development and improved performance. The manager should therefore understand the importance of improving the overall performance and effectiveness of the organisation, as management is a corner stone of organizational effectiveness, and the contribution to economic and social needs of society. This applies as much to public sector and service organisations as to any other industries. Thus, the quality of management is one of the most important factors in the success of any organisation.

While organisation need to be efficiency in doing the right things in the optimum use of their resources and in the ratio of outputs to inputs. But organisation must also be effective in doing right things and in their outputs related to some specific purpose, objective or task. And performance should be related to such factors as increasing profitability, improved service delivery or obtaining the best results in important areas of organisational activities. Organisations must also ensure that they meet satisfactorily or exceed the demands and requirements, changes in the external environment and the demands of the situation (Dunderdale, 1994). Another key factor in organisational effectiveness is the successful management of change. Diagnosing and solving organisational problems involves

the interaction of a multiplicity of factors influencing an organisation's ability to change and its proper mode of change.

Summarily, the focus so far in this chapter has been on management principles and practices in organisation. Various approaches to management like classical, human relation, system and contingency focus attention on the structure, workers and the working environment. Motivation is seen as central to the satisfaction of the workers towards organisation effectiveness. For organisation like Transport Authority to be effective the quality of management technical know-how is essential towards ensuring service delivery while workers integration is at the heart of workers job satisfaction.

2.4 The Concept of Public Enterprises

Like many other concepts, public enterprises has no single satisfactory and comprehensive definition. Various authors have put different views as regard to the subject matter. Paraxy Fernandez reviews the inadequacies of some of the definitions given on the concept and argues that everyone, depending on his background or history, his environment or philosophy, interprets the term subjectively. On his own part, he breaks the term "public enterprises" into two specific composition words i.e. "public" and "enterprise". The term "public" itself connotes ownership, management and control by public authorities as opposed to

the term "private" where ownership, management and control are in the hands of private individuals. The term "enterprise" to him refers to a business or economic venture of an industrial or commercial character for profit (Fernandez, 1980).

However, in order to differentiate between public enterprises and other public sector organizations. Fernandez set up a model that can be used in identifying public enterprises. The model contains five definable tests including:

i. **The Ownership Test**: The organization must have a public character, i.e. it must be either wholly owned by a public authority or at least owned to the extent to which control would rest in a public authority. This would imply that the public authority has at least 51% of the shares. It would then follow that, organizations which have a minority participation of public authorities could not be strictly seen as a public enterprise.

ii. **The Field of Activity Test**; The activity in which the organization is engaged should be of an economic nature – industry, agriculture, trade or commerce, and services. This excludes those aspects of pubic sector, which are of non-economic or non-commercial in character, such as military and judicial services.

iii. **The Concept of Investment and Return**; The economic activity should be linked to the idea of an enterprise. It should definitely involved capital investment and the use of working capital on which a return is expected. The

idea of investment and return does not necessarily assume any stipulated rate of profitability. There is therefore a possibility of negative returns (loss).

iv. **The Concept of Sales**; The economic activity of the organization should either be the production of goods or the provision of services. A steel plant could be in the first category and a bank industry in the second. These goods or services must also be offered for sale at a price. The absence of a sales concept around destroys the "enterprise" character of the organization.

v. **The concept of Balance Sheets and Profit and Loss Accounts:** The nature of the said activities should enable the organization to record regularly, the progress of its activities in the shape of a balance sheet and a profit and loss account. The former indicates at any given point of time the assets and liabilities of the enterprises, while the latter indicates for a defined period, the income and expenditure inflow and outflow, giving rise to either a surplus or a deficit.

At the end of these tests, he provides a definition, which incorporated all the five tests. Thus, a public enterprise is an organization, wholly or by a majority publicly owned, engaged in economic activities within the sphere of agriculture, industry, commerce or services, involving investment and returns and the sales of goods or services and whose affairs are capable of being stated in terms of balance sheets and profit and loss accounts. (Fernandez, 1980).

In his own view, Sankey (2001) perceived public enterprises as "state companies which are predominantly commercial, industrial, financial and service undertaking controlled by the state". In some cases, they are 100% owned, and therefore fully controlled by the public authority/institution. Examples of such companies are Nigerian bank for commerce and industry, Gas plant limited, water corporations, etc.

He continued to emphasize that, some public enterprises are jointly owned by government and the private sector. These are joint stock companies of which government carries 51% or above of the shares of ownership. He further argues that, the functions of public enterprises in developing countries are increasing as their activities are seen as instruments in developed strategies.

In his write up titled "the public sector in the mixed economy". Merlyn Rees perceived public enterprises as "public trading companies, which have a sustainable degree of financial independence on the central government which created them (Rees, 1999). He further emphasizes that, they have two main characteristics. The first is that a minister of a parliament appoints directly or indirectly the whole or majority of the board of management; there are neither proprietors nor shareholders. The other is that, they are corporate bodies free to manage their affairs without detailed control of parliament or other elected body with the power to borrow within laid – down limits and to maintain reserves. Their

finances are part of the finances of the government except where advances are made for capital expenditure or where subsides or temporary loans are made.

Willoughby (1940) sees public enterprises as "public organization having some industrial or revenue producing character, services concerned with the administration or exploitation of the public domain and the general supply of services and manufacturing plants of the government". Such an organization, he maintains should have; a legal, administrative and financial autonomy; each will have its organic act or charter providing for its creation and defining its jurisdiction; powers and duties; its board of directors; its directing staff and subordinate personnel; its own plants, equipment and other property possessed in its' own names; it's own revenue and expenditure system; it's own district accounting and reporting system separate from that of the general government and it's own well defined sphere of activities.

The expression above indicates that public enterprises are established and operated by the government with a high degree of autonomy and freedom from the control of the civil service rules and regulations. They also have their own governing board responsible for their policy formulation and management. A separate career system should also be established for the staff.

According to Hanson (1972) public enterprise is seen as a provider of public services or as an organizational mechanism for the decentralization of

government's functions. Public enterprises are also perceived as those establishments whose services or outputs are of utility to the generality of the public and whose undertakings a branch of government itself directs, or by a body that has established by the government to direct such undertakings in the public interests (Ndekwu 1987, Onimode 1988).

Bohm (1980) offers two definitions of the concept of public enterprises. He calls the first one as the conceptual definition and the other as the statistical definition. Accordingly, his conceptual definition sees public enterprise as an organization which;

- Is owned by public authorities including central, state or local authorities, to the extent of 50% or more.
- Is under top managerial control of owning public authorities, such public control including inter alia, the right to appoint top management and to formulate critical policy decisions.
- Is established for the achievement of a defined set of public purposes, which may be multi dimensional in character.
- Is consequently placed under a system of public accountability.
- Is engaged in activities of a business character.
- Involves the basic idea of investment and returns.
- Which involves in marketing its output in the shape of goods and/or services.

However, his statistical definition describes public enterprise as 'a productive organizational entity which engages in activities of a business character and market any of its output and which is publicly owned to the extent of 505 or more".

Anyebe (2001, 2005), also maintains that, apart of the civil service, there exist in virtually all developing countries public organizations that attempt to combine the features of public administration with some key characteristics of private sector organizations. These entities are referred to as "public enterprise, or parastatals". He further advances that, these enterprises are set up as corporate bodies and as part of the governmental apparatus for an entrepreneurial or entrepreneurial like objectives. He added that, law an act of parliament or a decree creates these enterprises. The law defines their powers, structures and functions.

In terms of classification, various scholars come up with different classifications of public enterprises each of which has its own criteria for the classifications. Kayode (1973) classified public enterprises into four. The first category comprises of government departments, which provide services for which a charge may or may not be made, such services include the post and telegraph department (this has been commercialized).

The second category is those public corporations that provides services that are subsidized by governments, such as pipe borne water, electricity etc.

The third category is the joint companies i.e. those companies that are jointly owned by the government and private investors.

The fourth category consists of industries that are established for strategic reasons such as defence industries, petrochemical, iron and steel, ores etc.

The presidential committee on parastatals, chaired by Onosode (1980) categorizes public enterprises into seven. These are;

i. Essentially regulatory and government funded enterprises such as; NUC, NICON etc.

ii. Research institutes, teaching hospitals, universities and other degree or diploma awarding institutions funded by governments e.g. NISER, NIPSS etc.

iii. Essentially regulatory enterprises but funded by government.

iv. Quasi commercial but dependent on government funding e.g. FRCN, NTA etc.

v. Essentially commercial or industrial in character but dependent on government funding e.g. National Housing Authority.

vi. Commercial and industrial enterprises completely owned by government but are dependent on government funding e.g. Federal Mortgage Bank.

vii. Commercial – industrial enterprises with government controlling interest but dependent on government funding and operate separate salary scale e.g. Oil companies (Quoted in Idris, 2006).

In his own part, Adamolekun (1983) classified public enterprises into three categories. The first category is the statutory corporation, which includes public utilities such as Water Corporation; Development and financial corporations like NIDB etc. the second category consists of the state – owned companies such as NNDC, while the lat gory are mixed-economic enterprises like First Bank Plc etc.

The criteria adopted by Anyebe (2005) in classifying public enterprise take a legal perspective. Acceding to him, a public enterprises takes one of the three legal forms; a public or statutory corporations, a state owned company or a mixed – economy enterprises in which the state is the major shareholder (51%). The first category which is a public/statutory corporation applies when a government assumes responsibility for the management of an economic or social pursuit through a special entity that has its own legal personality and that still keeps some of the special prerogatives or privileges associated with a governmental organization. Examples of such corporations are development and finance corporations, Social Services Corporation, etc. The government under the provisions of ordinary company law creates the second category, which is the state-owned company. Though it belongs entirely to government, it is registered in

the registry of companies, with the government as the sole proprietary. Mixed economy enterprises consists of any enterprises whose shares are jointly owned by the government and the private individuals, but the government has a dominant voice on the Board of Directors appointment.

In terms of features, various scholars have advanced the features or characteristics of public enterprises. According to Maichibi (2006) government parasttals or public corporation are owned and financed by the government. It also has a legal backing that enables it to sue or be sued, enter into contract, acquire and own property. It has its own finance separate from other government departments and ministries. Staff of public enterprises are not also part of the civil service because they recruit independently.

However, according to Andrew (1999) public enterprises ahve the following basic features.

i. There are creation of legislative acts under which their purposes and functioning are spelt out in a governing charter or statute.

ii. It is an artificial being and a juristic creation of law and as such, it possesses only the properties, which the enabling law confers on it. That is, it's specific powers, duties, immunity and form of management and other established institutions.

iii. It is a legal entity that can sue and be sued in courts of law, enters into contract and can acquire properties of its own.

iv. It has its own board of directors appointed according to the provisions of the enabling act.

v. It possesses autonomy in financial matters and in recruitment of personnel.

vi. It possesses freedom to determine character of expenditure and how it is incurred and paid.

vii. Each corporation has its own accounting system in accordance with standards specified by the government.

viii. Auditing is done by competent hands according to principles and procedures applicable to commercial transactions.

ix. All public corporations are accountable to the public.

In his own contribution, Anyebe (2005) provides the following as the features of public enterprises.

i. It is an organization with explicit and implicit objectives. Men, money and materials are supposed to be utilized in the pursuit of these objectives. It is also expected that, every public enterprise should have its own internal power or authority structure and its own method of operations.

Considering the practices of publications, it is pathetic to note that in spite of the huge investments into these enterprises, their performance have been far from

being satisfactory. A large number of public enterprises depend on government funding to survive they have been highly managed inefficiently and ineffectively as far as performance is concerned, in meeting the objectives for which they are established. The performance of tile Nigerian public enterprises in last two decades asserts professor Tunji Aboyade, "can only be described in a polite language as disappointing". We may wish to ask at this juncture why the woeful failure of these public enterprises into which enormous public funds have been pumped over the years? Some of the reasons why the situation is as it is include:

Lack of Skilled Managers

Without underrating the debilitating effect of the ruthless application of the "Federal Character" formula, in the recruitment, promotion and deployment of personnel on the efficiency and effectiveness of public corporations, the totally uncompetitive nature of their conditions of service relative to comparable segments of the private sector is an important factor in denying these state enterprises the right type of personnel which they require to operate efficiently (Onosode, 1980). The lack of skilled managers in the developing nations is the direct result of three factors. These are chronic brain drain, poor government recruitment policies, and lack of proper manpower planning (Kempe, 1982). When wrong hands or brains are entrusted with strategic posts, they end up making wrong decisions, the

consequence of which may be detrimental to the continued survival of the enterprises (Adesina. 1986).

State Intervention in the Daily Operations of the Enterprises

Most public enterprises are victims of undue government interference by the government. The management of most parastatals are never given free hands to operate on sound economic and business principles. Government institutions create bottlenecks in the name of policies and guidelines. They make the patronage of the smallest government agency, cumbersome and time consuming with attendant problems of redtapism and delayed decisions (Aina-Scott, 1986). The Boards are either not allowed to manage or at the other extreme permitted to over manage. A board is hardly manage when its role is no more than that of an observer. It is not uncommon for budgets of public enterprises to be incorporated with those of the supervising ministries and to be defended by permanent secretaries who are not necessarily the chairmen of these entities (Kayode, 1980). Furthermore, a power conflict may ensue between these two sets of people, misunderstanding arises and the business of the enterprises is brought to a stand still. This may result into inefficiency (Alti, 1995).

The Problem of High Cost of Labour

It is often been argued that public enterprises must offer attractive rates of pay in order to obtain high quality staff at all levels (Olisa, 1985). Overstaffing is

often built into most public enterprises. For example, most of their officers may be recruited, placed on salaries and quartered in rented furnished houses even if their services are not immediately required, Thus, the cost of administration alone far outweighs any financial returns such enterprises expect from their operations (Omonofan, 1995), This problem of overheads, especially wages and salaries arising from the imposition of low cadre staff on PEs constitute a serious constraint on performance. Since a large proportion of income is devoted to payment of wages and salaries, only little is left for the purchase of raw materials, repairs and maintenance of equipment. A large proportion of the wage bill went for payment of Junior Staff who might not necessarily be productive (Ihimodu, 1995).

Low or Negative Returns on Investment

In spite of large amount of capital invested in the enterprises, the revenue generation is nothing to write home about, yet with unsatisfactory performance. This has been one of the reasons why the Babangida administration considered it important to partially or completely sell these enterprises off to interested individuals. It is important to note for example, that in 1980, the government invested a total of ₦672.2 million into Nigerian Ports Authority but only ₦17.6 million was realized at the end of the year and ₦999.9 million invested into Nigerian Airport Authority could only realize a return of ₦22.6 million in the same year. In fact in 1985 the government admitted that a total of ₦23.35 billion was

recorded as Federal government investment in various parastatals and state owned companies between 1970-1986, with a low comparative return of only ₦933.7 million i.e. 4.03% (Akamiokhor, 1986). This no doubt discourages the government from further investments in these kinds of enterprises, and thus, without funds they become inefficient (Sanda, 1987).

Corruption and Abuse of Office

It must be stated that public enterprises fail not because they are not desirable but due to mismanagement and the perception of public enterprises as avenue for primitive capitalist accumulation (Ekpo, 1995). Besides, revelations at various probe panels and tribunals of enquiries into financial mismanagement of most public agencies since independence show that up to 20% of the recorded capital investment of most government corporations and parastatals, ended up in private local and foreign accounts. This observation has prompted the suggestion in some quarters that to arrive at the true value of any capital investments of parastatals, one has to apply a corruption coefficient which should vary with amount handled by civilians and that handled by military (Dosu, 1987).

Inadequate Planning and Poor Feasibilities Studies

One major problem causing poor performance of public enterprises has to do with inadequate planning and poor feasibility studies leading to ill-conceived investments. Some of these corporations are established without adequate planning

partly because the right calibers of people with adequate professional grounding in planning are not involved and partly because of haste, which accompanies the establishment of such enterprises. This explains why they are winded up not long after they were established. The investment in post and telecommunication services under the Shagari regime, which saw the haphazard construction of post offices all over the country, is a case in point (Alti, 1995)

Unclear Multiple Objectives

Another cause of the inefficiency of the public enterprises is due to the misguiding philosophy in which they were established. That is the presumption that they should be financially self-supporting and at the same time provide their services to the citizens at the least possible charges to achieve the socio-economic objectives for which they were established. The idea of financial self-sufficiency however pushes public enterprise into increasing the prices of their services government will however come in to check these increases with a view to ensuring the attainment of their socio-economic objectives of providing essential services to the citizens (Blunt, 1964; Kayode, 1980; Goldeng, Groold and Benito, 2003).

Poor Working Environment

The work environment in the public services has generally been appalling although there has been marked improvement in recent years particularly at the federal government level. Several persons are usually crowded into small lit and

often stuffy rooms. Even when air conditioning is installed, like most things in this country, it does not work. The rotating fan takes over, blowing hot air over the helpless officer who sooner or later goes down with a cold if not something worse like pleurisy. Sometimes they have to find their way through a junkyard of boarded furniture and other unserviceable equipment. Needless to add that few of even nicer, well appointed, offices have had a fresh coat of paint splashed on them, more than once in ten years if ever. The long-suffering public servant who in the midst of all these, is required to perform efficiently (Onosode, 1980).

Inadequate Patronage Of Parastatals From Government

Inadequate patronage of parastatals from government itself can undermine efficiency in such enterprises. Government officials often neglect government agencies. For example, government vehicles may be serviced at the maintenance departments of such establishment, but could be taken to private mechanics for repairs. The reason for this may not be unconnected with the urge to make personal gains by government officials by way of awarding such contracts to their relatives as well as to inflate the cost of such services (Omonofan, 1995).

Debt Management

This is all important aspect or business management. However, PEs were not efficient in the management, especially recovery of debt. Some of the reasons accounting for the high indebtedness to the PEs include lack of drive on the part of

management, attitude of board of directors towards the problem, government/government agencies involvement as debtors among others.

2.5 The Concept of Transport

The subject of transportation is one with considerable theoretical interest and practical importance and has been the focus of attention over time in both developing and develop countries. This is because the interaction between the level and pattern of transport resources and the average level of living of the population of an area is a critical factor affecting economic and social progresses of that area. Here, the importance of transport, personnel function, training, financial management, operations will be covered.

On the importance of transport, David stressed that the function of transport is to increase wealthy by increasing choice. Efficient transport permits goods to be sold and consumed in places for distant from regions where they are produced. This activity, according to him increases the wealth of consumers because a wide choice means that they can buy cheaper goods, and it increases the wealth of the producers, who can sell more. Reliable passenger transport allows the same increase of choice to people, whether they wish to travel on business or the pleasure. Without efficient transport, communities are compelled to adopt a subsistence economic, which means that they must rely on what is produced

locally for almost all they consume. The movement of people without an efficient transport system is also costly, in time and effort and often hazardous.

David went further to stress the importance of an efficient transport system. He stated that some organizations have brought together the capitals, skill and labour needed to provide properly manned vehicles on which the movement can take place and terminals where people and goods can join or leave the system. The object of this system is to provide properly manned vehicles on which the movement can take place and terminals where people and good scan join or leave the system. The object of this system is to provide movement that is cheap, quick, safe, reliable and convenient; for these are the qualities usually sought in a transport system. In addition to meet the needs of the customers, an efficient transport system will also meet the needs of the owners of the system, of the people who make it work, and of the community it served. A transport system the fails to meet the financial targets set by its owners (whether a company or a public body) will often find itself short of capital it needs for investment. A system which pays inadequate wages, or treat its staff badly, will find itself short of willing workers.

David emphasized on inter-town transport system, giving little attention to the area of intra-town transport, which is equally important in the transport sector.

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The personnel function in any organization is very vital to the accomplishment of the organisation's goal. The function has to do with procurement, development, compensation, integration, separation and maintenance in addition to the normal administrative functions of planning, organizing, directing and controlling of both human and material resources to attain individual organisational and societal objectives (Ngu, 1990).

Ikya (1996:156) describes the state of personnel function in a public owned transport corporation as "that which various state governments handles the way they like without necessarily taking into consideration the organisational objectives despite still the death of experience management staff to run such corporations, That even where Federal Urban Mass Transport Authority (FUMTA) provided either local or International Training for the management staff such manpower development efforts are wasted by the State governments who frequently redeploys them to other Ministries rather than keeping them on the job. He believes that appointment of Board Members and Management staff of State Transport Agencies are politicized by some government officials a practice that results in operational and management instability".

He further portrays the state of personnel management in transport business and sees the need for proper training of transport personnel. He asserts that: "The best of well conceived business in the hands of a bad manager is as good as no

business. Well-trained staff in the transport sector in Nigeria are at the best-scanty. Because of the urgency in solving the urban mobility problem of the country, I have always believed that managers of Mass Transit Agencies should be properly trained" (Ikya, 1996:150).

Ogunsanya sees the personnel function of a government transport agency as that in which appointment of the corporation's chief executives are done without caring whether they are qualified or not, frequent changes of chief executives, and the appointment of numerous and unqualified staff.

There seems to be consensus of opinion between Ikya and Ogunsanya on the issue of personnel function in a government owned Transport Corporation in Nigeria. They believe that most of the organizations are manned by unqualified personnel and those that are trained on transport management are redeployed to other areas, thereby not allowed to practice their area of specialization.

Training is another important function in every organization. A. D. Yahaya (1991) sees the training needs of personnel in a transport system as a complete one, which should involve the participation of experts from various disciplines.

"The training of personnel who will provide and manage a transport system is also complex it require not only the skill of the engineer in the design construction and maintenance of the fixed plant (road network) or the design, production and maintenance or the mobile plants (the vehicle) but also the town

planner and the geographer in the location of activities the economist in operational analysis, costing and pricing evaluation and assessment of the work of the movement, the sociologist in relation to the effect of transport to people's way of life and work, the mathematician in operational research and system modeling and the statistician in analyzing its many uncertainties".

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

The International Aviation Training Agencies (AITA) importance of staff training for Aviation Industry observes that:

> *Among the factors which contribute most significantly to the efficiency profitable operation and safety within the Airline industry is the competence of the personnel who operate and maintain the Aircraft equipment facilities and the wide range of service provided to the passengers and air freight users.*

Though the view above is talking about the Aviation Industry it has found meaning in the Mass Transit operations. It is also in Line with the views of A. J. Yahaya on the training needs of Personnel within the transport system.

Commenting on human resource development in urban mass transit, Barrett (1992) emphasized that: "the challenges presently facing Federal government is to provide a physical and financial environment which win re-establish a sustainable urban public transportation system in Nigeria. At the state level, the challenge is to develop financially viable state transport corporation and a network of infrastructure which increase the productivity of public transport operations. These challenges cannot be, met with the present staffing levels and professional expertise available in federal and state agencies. Programmes of agency strengthening and training are needed in traffic engineering transport planning and all aspects of bus company management, bus maintenance and route planning. The planning and coordination of national level by strengthening existing agencies." Barrett and A. D. Yahaya seems to have similar view on the training need of staff in the transport sector. They all believe that for an agency to perform effectively, there is the need for the staff to be properly trained in the various aspects of transport.

David (1992:2) stressing the importance of personnel to the transport sector, asserts that: "the human resources or a transport concern are crucial to its success. The system may be labour intensive, in which case the needs to manage people effectively and maintain good work standards are precious. It may be a capital - intensive activity like a pipeline, where the human resources used are mostly those

of expertise - planners, technologists and civil engineers. Unless the human factor is rightly managed, the enterprise will meet with failure, even if technology is used to save labour whenever possible."

The views of D. S. David also coincide with the views of A.D. Yahava on the importance of personnel to the transport Industry. The various category of staff within a public transport outfit needs to be properly trained on the various activities within the organization for them to meet the heavy demands of the organization.

Commenting on operational and financial matter, Bolade (1993) believes, that there are three (3) major challenges and constrains that should be address far future development of mass transit programme. The first is the existence of continuous increase in demand for public transport services and operating equipment with a simultaneous decline in the trading of the programme and the quantities of functional supply inputs (i.e. vehicles, trains, etc.) available. Second, the scale of demand for mass transit services has far outstripped the level of response permitted by the annual budgetary provisions. In other words, a special alternative-funding proqrarnme would be required for substantial expansion in the scope or services to be rendered through the programme. The third issue relates to the need of the private transport operation association and cooperation to softer financial loans and assistance to vehicles replacement and fleet expansion.

The writing of Bolade seems to stress the importance of finance to the effective delivery of mass transit services. He also suggested that financial loans should be given to private transport operators to compliment the effort of government in the provision of efficient means of transport.

David (1980) asserts, that transport concerns require capital in order to obtain fixed assets that is equipment such as warehouse offices spare parts and new vehicle. These assets represent a capital investment, which is to say that they have been bought order to increase wealth. He believes that wealth is increased in two investment will improve productivity in both ways:

1. Personal savings and "windfalls."
2. The ploughing back of profit retained from past trading. This has the merit of being a form of investment within the firm's internal control and is widely used in large corporations.
3. The issue of shares debentures, private companies can do this on a very limited scale, but a concern that "goes public" has its shares quoted on the open market and anyone can offer to buy them. The issue of shares is one of the most common ways in which a company raises substantial amount of capital.
4. Government and public authority finance in the shape of loans grants and other financial assistant.

The main shortcoming of David's work is that he concentrated on revenue sources to a transport concern giving no attention to issues of internal financial control and also accounting in a transport corporation, which is very vital to the success of any transport concern. Despite that shortcoming the work of David is very useful to this study, in that it provide many options to a transport concerns on how to sources for funds, to enable them accomplish their tasks.

Opara (1998) discusses the content of financial, management in a transport business. He summarizes the aspect of financial management tin transport business as a budgetary controls activity that begins with the planning stage. He also stresses that planning should be taken seriously by those operations as the success of any business begins with the planning stage. Those operators should decide whether the company should be in the next three to five years or more and the strategy required to get there. That the first year of any transit bus business should be expressed in its budget.

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

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

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

Buckley (1987) in his analysis for net revenue and costs, states that for any business to progress there must be a defined system of financial control and that management must have adequate information on which to base the decisions. He gave as example the issue of fares fixing which are normally subjected to government control without necessarily having any formula or criteria as a guide.

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

He observed that the economies of developing countries are usually characterize by two features which have a major bearing on financial control; viz an above average rate of inflation and a depreciating currency. The impact of these

features according to him has significant impact on the transport industry due to its capital-intensive nature.

On managing assets for growth and survival Bradley (1993) listed the activities in this area as including the determination of:- the optimum size of the firm; the composition of the assets, the best places for the firm to allocate its scarce resources the lines of business in which the firm will engage; the most efficient use of current and fixed asset, after they are acquired; whether to purchase assets A or B; and criteria for measuring management success in handling the company's affairs.

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

From the work of Bradley, it can be understood that financial management is concerned with managing the assets of a company which is used in the day to day activities, the use of various financial management techniques of profit and loss account. Balance sheet and also the sources of funds available to an organization.

Though the work of Bradley seems to focus on profit oriented organization, it is still relevant in our circumstances in view of government policy of privatization and commercialization. Though many state governments established transport corporation, with the purpose of service provision, there is the tendency of profit making taking the attention 0f many state government.

Irukwu (1991) tried to show how a good risk management programme can help in funding a transport business. He started with the promise that in a free market economy, the only businesses that will survive and prosper are those that are' productive, profitable efficiently managed. Efficient management is seen by the author to include the efficient management of risks in a business enterprise is exposed to in the course of its operations.

He defines risk management as the management procedure devised in order to minimize the adverse effects of possible financial loss through three procedures. These includes:

Identifying well in advance all the potential sources of loss; measuring the financial consequences of a loss occurring; and using various control measures to minimize or reduce actual losses or their financial consequences. He sees the funding of a transport business by banks and other financial institutions on the ground of prudent management, which can be attained through the installation of an effective risks management system.

Irukwu observed that the acute competition for funds made the banks and other financial institutions to be very cautions and conservative in their lending policies. And since by its nature transport business is full of risks and uncertainties, their chances of getting banks assistance in terms of loans is very low. He suggested among others, the setting up of specialized transport banks, the establishment of captive insurance companies; and investing or buying shares in some banks. Insurance companies and other financial institutions with a view to influencing the investment policies of such companies in their favour.

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

The contributions of Irukwu seem to very important and helpful to the success of transport business. His writing on risk management could be applied and would be very useful to transport sector. His suggestion about the establishment of a special bank to cater for transport is also long overdue in Nigeria. If that is implemented, it would reduce the over dependence of State Transport Agencies on government funding.

Adegbeyemi et al (1991) sees funding as a major issue in the establishment and running of transport parastatals enterprises. They attributed the problems faced

by the transport sector of the economy in sourcing its financial requirements to a number of factors. The factors Include the followings: historical predominance of a single source, the government; the omnipresent of public sector organizations in the provision of transport services, leading to the dominance of the perception that such services are social services (public good) the cost of which do not have to be fully recovered from users, arising from the above two factors, a lower than necessary level of cost recovery by the sector resulting to low level of internally generated funds; provision of user charges without system for short term lending and their perception of the transport sector as a high risk for lending to the quantum of funds available on normal interest rates and bad financial management practices by private sector operator resulting in their lack of provision for investment in their business.

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

eliminating commercially unviable operations unless the government directs otherwise in which case the government should compensate the enterprises.

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

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

Commenting on the issue of funding a public transport agency, Ikya (1998) says that for any public transport system to be efficient and successful, it must be adequately funded. He appreciates the aspect of subsidies and continual government support on public transportation in Nigeria, he also believe that government cannot provide all for urban mass transit programme, thus he saw the need for alternative sources of funding as necessary tool for success.

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

On cost recovery measures, he gave some conditions as necessary provision for assisting the various agencies.

These conditions includes that audited report of the agencies must be made to Federal Urban Mass Transit Agency (FUMTA) which should show the operational and performance records of the agency concerned; state agencies should realistically pursue cost recovery measure; and they should ensure that staff and traffic ratio .is reasonable; fares charged ,are realistic and annual over head and maintenance cost are within acceptable limits.

To ensure proper financial control mechanism for the Urban Mass Transit Agencies at the 10^{th} meeting of Federal Urban Mass Transit Authority (FUMTA) and State Transport Agencies, Ikya announces the evolvement of a new accounting system. With the new system each bus given by the agency to the states shall be taken as a unit of account.

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

The entire contribution of Ikya on funding brought out the likely problems that state transport corporations will face if the Urban Mass Transit is funded by government through subsidies and grants. He thus, proposed for alternative funding which emphasizes internal sources through proper channeling of the transport agency's day to day operations and the use of financial statement.

The writing of Bolade seems to stress the importance of finance to the effective delivery of Mass transit services. He also suggested that financial loans should be given to private transport operators to complement the effort of government in the provision of efficient means of transport.

Considering operation in a government owned transport agency, Donnelly (1995) believes that the term operations is broad in scope and refers to the goods - or service - producing activity in any organization – public, private, profit, or non-profit. Thus, a Bank and Hospital have operation functions although they have nothing to do with manufacturing technology, production assembly lines and assembled products. Operations management, according to him is similar to

production management except that it focused on a wider class of problems and includes organization whose technologies may be quite difficult from those of a manufacturing organization. However, there are important similarities between the now of materials in a manufacturing plant consumers waiting in line at a Bank or Supermarket, the processing of claims in an Insurance Company, student registration in a College or University and the provision of health-care in a hospital.

Ogunsanya (1989) highlights some salient issues concerning operations in Mass Transit Organisation. He stressed the importance of monitoring and performance evaluation of bus operations. He believes the Executive would allow adequate understanding of the demand for the system such that existing limited resources can be used for optimum results it would allow for acquisition of huge date to forecast for future planning and it would provide objective justification for government assistance in terms of funds or road maintenance.

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

He identifies three elements of mass transit that require monitoring i.e. vehicle performance and operation performance. He has the advantages a transport Industry would derive by the monitoring and performance evaluation concepts.

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

He analysed the management of bus operation with regard to passenger traffic. He listed the pre-requisite of operation with regard to passenger, traffic. He listed the pre-requisite of operational performance of Bus traffic as good management and monitoring. He says. "Good management of bus traffic are primarily concern with the deployment of vehicles to provide public services in accordance with the policy of the undertaken and relevant regulations".

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

On monitoring, he observes that developing countries where the rate of changes can be high, constant monitoring of route performance and demand partner is essential' for the agency to, respond accordingly. That if the route performance and demand pattern is low, the agency should reduce the number of buses that follow the route and vice versa. This agrees with the view of S.I Oni

(1999) who advocated that the Federal Urban Transit Agency should serve as the apex transport Naming Organisation for proper monitoring in Nigeria.

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

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

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

Ogunsanya and Iles's analysis of measures of good operational performance of the bus services seems to be more inclined towards a purely profit making transport corporation, Their analysis did not consider the social reasons (or setting up state transport corporation as they are expected to operate on all routes with their domain to transport people at affordable rates. If the agencies are to operate on only profitable route, larger part of the state may not be reached thereby defeating the aims of establishing the corporations. Though we observed the

weakness in these writers analysis, we have to admit that most transport agencies schedules their vehicles only to profitable route.

Performance evaluation of mass transit services connotes the determination through monitoring of the degree to which the objectives, for which the mass transit system was set up, are being achieved. Performance evaluation aims at the assessment of the impact on the socio-economic environment or how well the stated objectives have been achieved (Ogunsanya, 1989).

Performance evaluation is an assessment of the benefits accruing from mass transit system. Such benefits can be examined at two levels: the disaggregate level and the aggregate level (Ogunsanya, 1989). At the disaggregate level, the objective is to examine various elements of the mass transit system for their performance. In the case of the bus system this level of analysis examines the level of performance of the route, the vehicle and operation of the system itself. It is a continuous evaluation process while the mass transit services are being implemented. At the aggregate level the objective is the assessment of the overall impact of the mass transit services on the socio-economic environment. It aims at assessing the cost, vis-a-vis the benefit that may accrue from the system.

To determine the performance of the various elements of the bus transit system at the disaggregate level, requires that basic variables related to the

elements be obtained. The conventional variables used in developed environment for measuring the level of performance are as indicated in Table 2.1over-leaf.

In the developing environment, such information as in Table 2.1 is never kept. Besides, the measures suffer from serious aggregation and do not indicate the cause for poor performance. It is therefore deemed necessary to identify indicators. Table 2.2 Also Over-leaf gives the various performance indicators and the method of measuring them (Ogunsanya, 1989).

Table 2.1

Bus Transit Performance Measures

Measures	**Definition**
Fleet Availability	Number of vehicles ousted as a proportion of total fleet stock
Vehicle Utilization	
Schedule Out-turn	Proportion of schedules operated
Staff Productivity	Number of staff per schedule of bus
EPK	EARNING PER Km
CPK	Operation cost per Km
Passengers carried	Either absolute or per Bus or per Km
Load factor	Total passenger Km/Total set/Km
Breakdown Rate	Per million vehicle Km
Accident rate	Per million vehicle Km

Source: Fourace et al, 1987 as cited in Ogunsanya, 1989.

Table 2.2

Some Simple Indicators of Buss Transit Performance

Element of Bus Transit System	Performance Indicators	Measurement
Route Performance	Journey speed Travel time Delays-causes/location Load factor Route costs Turn-around time	Km per hour/minute Km per hour/minute Km per hour/minute Total passenger Km Ratio of EPK to CPK Minutes
Vehicle Performance	Vehicle availability Vehicle utilization Regularity Punctuality Vehicle breakdown Accident rates Passenger throughput EPK CPK Schedule out-turn	Vehicles in use as ratio of total Average daily Km per vehicle operated Ratio of actual to expected runs Lost time in minutes Number per 1000 Km Number per 1000 Km Passenger carried per bus/km Earning cost per Km Operating cost per Km Proportion of schedules operation.
Operational performance	Route cost Fare revenue Profitability Waiting time Fleet availability Vehicle utilization Schedules out-turn EPK CPK Breakdown rate Accident rate Staff productivity	Ratio of EPK to CPK Fare collected per bus Total revenue-total cost Minutes Vehicles in use as ratio of total Average daily Km per vehicle Proportion of schedules operated Earning per Km Operating cost per Km Number per 1000 Km Number per 1000 Km Number of staff per schedule/bus.

Source: Ogunsanya, 1989.

The performance of mass transit companies may be assessed using standard evaluation criteria. Operational performance could be evaluated using such measures as fleet utilization rate, passenger volumes, staff-bus ratio, vehicle-kilometers, accident rates, and breakdown in service. The standard of services could be assessed by employing such measures as passenger waiting time, messenger journey limes, service affordability and working distance to bus stop. Variables such as the revenue cost ratio and cost per passenger could be used in assessing financial performance. The various performance measures are usually compared with standards in order to ascertain how well a given agency is performing (Filani and Abumere, 1993).

In terms of route performance, the poorly performing routes can be identified, especially in terms of causes and location of observed delays and bottlenecks, while estimates of route revenue and route cost can be compiled and used to determine which routes are economically viable. Appropriate recommendations may be made to government a to re- routing of buses, to provision of lay-bys, bus priority routes and any other management techniques that will improve the performance of such problem routes. The interaction of the ratio of earning per kilometer and cost per kilometer, average waiting time and load factor, help determine the level of performance of a route (Ogunsanya, 1989).

For fleet performance, the performance indicators singly or jointly could help determine the effectiveness of the bus system. For example, the passenger through put could confirm whether the buses are adequate and effective. If for example passenger throughput at maximum and passenger-waiting time is high, the case can be made for additional buses. Similarly, information on vehicle availability, utilization, punctuality, regularity, breakdown rate, accident rate shows the level of reliability of the system. A negative result calls for the removal of these obstacles inhibiting a positive result (Ogunsanya, 1989).

Operation performance is intricately linked with route performance and fleet performance. A computation of the EPK and CPK allows the understanding of the relationship between changes in operating cost and revenue. If CPK exceeds EPK for example, the choice may be between improving the operations to save cost of increasing fare. Staff productivity helps to determine actual staff-time spent on work as against total time expected to work (Ogunsanya, 1989).

2.6 Review of Previous Study

In the work of Judith Mahunda Dian Isham November 1995, title "An appraisal of government on transport organisation", a case study of Benue Links Nigeria Ltd. It was revealed that the continued existence of Benue links can be justified by two reasons namely; Alleviating the problems urban commuters by the

availability of transport at affordable prices and second by the provisions of alternatives by the private car users, who for economic reasons cannot afford to use their cars.

The analysis and discussion carried out in Judith's work presented an evaluative result in terms of revenue generation for the various services, the expenditure incurred by the company and the vehicle classification and available for utilizations. The study found out the issues of standardization has not been complained with Benue Links, as the total brand/models that make up the company fleet are up to six. This is at variance with article 'D" of FUMTA that advice state to operate Mercedes Benz buses, Neptune Leyland, Bedford and J5 vehicles with an additional advice to such state agencies to limit their fleet of models to 2 for ease of maintenance and operations. The problems of maintenance and expertise and handling are some of the defect associated with peculiar assembly buses. Thus, they end of been tagged unserviceable when infact they could be referred by Benue links. The failure to repair such vehicle could have been as a result of exorbitant spare part for that brand of vehicle.

Also discover in Judith work is that Fake spare part which are often supplied lead to Frequency breakdown of buses thereby escalating the cost of maintenance.

The study also revealed that the survival of Benue links as profit maximization outfit would depend on the way the management exploits the related variables that govern the successful operation of public transport.

Judith's conclusion was that commuter's face transportation problem do to long waiting time at bus stops waiting for Benue links was apparently is cheaper even though not reliable due to breakdown and overcrowding as well as over loading.

Finally, Judith recommended among others that Benue link should not entirely rely on contracting supplies, but rather do the purchases themselves. This would go a long way to reduce inflationary trend and thereby burst revenue. Also the company should purchase more vehicles in line with passengers preference and FUMTA technical advice.

Lastly, the work of Judith tense to describe Benue links as profit maximization outfit, but one would wonder how much profit would Benue Links make with cheap price, few vehicles and constant over loading which may discourage other passengers, from patronising.

Isa Muhammad Dikko (2007) carried out a similar study titled "*An Appraisal of Public Transport in Abuja" Case Study of Garki/Wuse district.* It was revealed that provision of road infrastructure and complementary facilities which is vital for the effect functioning of the public transport system. The field work also

shown that there is no government participation in the supply of public transport services in Garki/Wuse district of the Federal Capital. This has reduced supply level of service thereby causing hardship for commuters as private operators alone cannot cater for growing demand for public transport.

Again, public transport users have express the satisfaction with the quality of service and safety of public transport, this is due to two (2) factors; that is the human factor which include drivers poor maintenance habit and drivers behaviour, while the second factor is mechanical that is the engine condition which include the poor mechanical performance of the vehicle, all these make commuters more prone to road transport hazard.

ISA recommend at the end that there should increase government participation to it agency through the Abuja urban mass transit company complement private operators in providing public transport service.

Mabudi Muhammaed (2002) in his work entitled *Training Need for performance Improvement in Zamfara State Transport Authority*, this study revealed that low productivity of buses in Zamfara State Transport Authority as shown by the high number grounded vehicles is not adequately related to poor provision of buses and low revenue generated from buses, but rather to lack of knowledgeable and skill personnel. It is also clear in the study that proper and update accounting record, administrative procedure and a standard work do not

meet with the expected performance, because of the inability of the staff in knowing the importance attached to them. The study also revealed that in Zamfara state transport authority there was no clear job classification and description which identified the duty and responsibility of each job and minimum qualifications require for such job. The study also revealed that there is high rate of accident breakdown of vehicles due to the organisation, lack of interest in training programme there was no approved scheme of service, no annual performance evaluation report.

Again, the staff in the organisation lack managerial technical and accounting skills to meet up the challenges in the transport market. Also there was an adequate accounting and store record for verification of stock. There are no record showing daily demand for buses by commuters and actual number of commuters transported each day as well as revenue respectively. It was recommended in the study that long term training programme should be mounted for the development of drivers skill and knowledge including vehicle technology courses. Middle level and top management should attend management courses.

The biggest gap in Mabudi study is that it neglect other determinant of performance such as funding, operations and quality service delivery by extensively stressing quality of personnel alone.

Ramalan Musa Yarima (2004) in his work "An appraisal of the Performance of Road Transport Services" case study Zaria.

This study discovered that private sector operate 99% of the public transport services in Zaria and the Federal government fleet are simply not available hence the transport fare escalate to discretion of the private operators, it was also discovered that private transporters are still practicing the ancient system of classical management whereby every decision is base on trial and error which may either succeed or fail the fleet owner have all the authoritative power to himself and activities are carried out without proper planning and controlling while substantial amount of revenue is lost due to lack of accountability. The study also revealed that the attitude of drives and conductors is very unfriendly as most of them are under drugs, there was always constant over loading thereby increasing journey time and reducing lifespan of the vehicle due to wear and tear. For the individual service characteristics, there was most dissatisfaction with comfort, cost and time or journey speed.

The study recommended that adequate transport facilities be provided by the Kaduna State Government Zaria and Sabon-Gari Local Government. The above study, is similar to this.

Bello Muhammed Sabo (2002) in his study titled 'Performance Evaluation of Mallam Aminu Kano Airport". This revealed among other things the issue of

method of revenue collection in the structural nature of the airport by making analyses of the two sources of revenue namely the aeronautical and non-aeronautical revenue. The study critically analyses that performance evaluation of airport is fundamentally a function of good personnel which required training in the area of revenue collection.

The emphasis of this study on personnel provided a gap which this study would bridge.

2.7 THEORETICAL FRAMEWORK

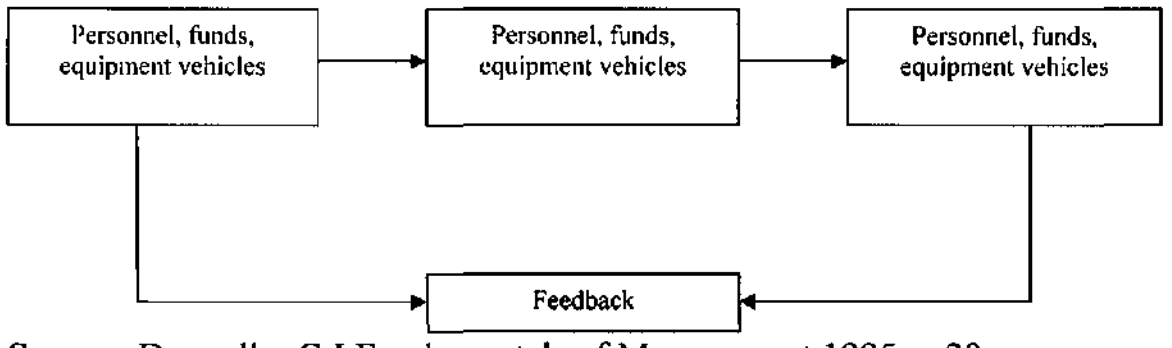
(The Systems Theory of Organization)

The theoretical framework adopted for this study is the system theory. The systems theory as seen by management theorists (Tosi and Caroll, 1996) is a theoretical formulation that defines organizations as sets of interrelated and interdependent components, surrounded by a boundary, which receives and absorbs inputs from other systems in the environment and transform them into outputs (goods and services) that are needed by other systems in the environment.

The theory shows that organizations are open-social systems because they must draw resources (input) from their environment which they mobilise and utilize to produce goods and services that they have to export back to their environment as output. As this input-output system occurs in a cyclic manner, the success or failure of an organization can be measured by the ratio of inputs to

outputs. If the outputs are higher than the inputs, the organization will be regarded as efficient and performing well. If on the other hand, the inputs are higher than the outputs, the organization will be regarded as inefficient or performing poorly. The concept of input- output ratio is presented graphically in figure below.

Figure 1.1; A System Perspective of Management



Source: Donnelly, G.I Fundamentals of Management 1995, p.20

This Input – Output device will also mean that when the Outputs of an organization are higher than the inputs, the organization is contributing and more than it is taking from its environment; and that is this is sustained on a continual basis, the survival of the organization can be guaranteed.

When this concept is applied to Kaduna and Niger State Transport Authorities, we can easily see whether the organization is efficient or inefficient. The difference between the revenues generated and the total working expenses will show which way the transport agencies gravitates towards efficiency or inefficiency.

In line with the system approach, the Niger, Kaduna and Bauchi States Transport Agencies are operating as a system with inputs (vehicles, personnel, funds, offices, workshop, etc) that are transformed into outputs (conveyance of people and goods to various destinations) and the system gets self regulated through the feedback of its activities of the organizations in transporting, the commuters.

This is to see the transport agencies in terms of it being made up of many sub-systems which are interdependent and interrelated, and unless all the subs-systems function properly, the over-all performance of the entire organization will normally fall below expectation. Therefore any analysis of the performance of Kaduna and Niger State Transport Agencies which focuses mainly on such departments as commercials, Accounts and Personnel without due reference to the Operation departments will always produce misleading results because the operation department constitute the hub of any transport agencies.

For instance, no matter how much the Personnel and Accounts Department try to improve the over-all financial performance of the Kaduna and Niger State transport operation units remain under developed and underutilized, only very little can be achieved. In addition to these, the systems approach shows that no organization can function properly except all its parts or sub-systems carry out their assigned roles satisfactorily. The survival of an organization using the

systems approach will also be solely in terms of its ability to produce or export to the environment more outputs than the inputs it draws from the environment continually. While we must bear in mind that some enterprises can be effective without been efficient, it is still very important for us to be able to assess correctly while an organization survives if its inputs are more than as its outputs. As (Katz and Kahn, 1978) have noted the concept of organization survival based on the input – output device is not only relevant but central to the measurement of organization performance; whether it is efficient or inefficient. A theoretical analysis of measures of organizations efficiency (Soyode, 1980) has clarified many of confusions between productivity and efficiency.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design, method/instrument of data collection, population/sample size of the study, sampling technique/procedure, method of data analysis as well as instrument of data collection.

3.2 Research Design

For the purpose of this study, the survey research method is adopted. This method focuses on population or the universe in which data collected from the said population are used for intensive study and analysis, a sample from a subset of population or universe is carefully selected to represent the characteristic of the population. This provides the opportunity to generalize the findings of the study for the whole population or universe.

The research is designed to investigate the performance of Kaduna and Niger states transport agencies in Nigeria. To achieve this, variables relating to performance such as funding, personnel, operations and patronage are investigated. These variables are qualitative variables that were collected based on perceptions of respondents. A five points Likert Scale ordinal level measurement of strongly agreed, agreed, undecided, disagreed, strongly disagreed is used. The dependent

variable is performance and the independent variables are the determinants of performance such as funding, personnel, operation and patronage.

3.3 Population of the Study

The population of this study is divided into two components. The first is the staff population of the two selected states transport agencies while the other is the customers population for the two selected states transport agencies. Staff population consists of all the personnel (management and operative staff) of the agencies under study drawn from various departments/or divisions throughout the selected states. The staff strength of the Agencies under study is 2080 staff drawn from all cadres and this constitutes our population for the study . Table 3.1 below shows the staff distribution into corporations.

Transport Agency	Geo Political Zone	No. of Staff on Management Cadre	No. of Staff on Middle Care	No. of Staff on Junior Cadre	No. of Technical Staff (Drivers, mechanics, engineers etc.)	Total
Niger State Transport Agency	North-Central	130	200	400	250	980
Kaduna State Transport Agency	North-West	200	300	200	400	1,100
Total		**330**	**500**	**600**	**650**	**2080**

Source: Research's computation from the Records of Administration Department of the Agencies, 2008.

With respect to the second component of the population which of course are the customers who enjoy the services provided by the states transport agencies. Their population was unknown due to the fact that the services being provided

does not only cater for passengers in the state but also some part of the country which people travel for various purposes. Ticket are sometimes not issued especially at station outside the main station of each state transport agency. To this end it is difficult if not impossible to determine the exact population of the customers as there are no register for them.

3.4 Sampling

The sampling frame for this study is drawn from transport agencies of the two states.

In determining the sample size of the staff population for the study, Yamane's (1967; 886) formular as expressed by Israel (1992; 1-10) was used as thus;

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size

N = Total population

e = Level of significance (95%)

$$n = \frac{2080}{1 + 2080\ (0.05)^2}$$

$$n = \frac{2080}{1 + 2080(0.0025)}$$

$$n = \frac{2080}{1 + 6.2}$$

$$n = \frac{2080}{7.2}$$

$n = 335.48$

$n = 336$

The sample size for the study stood at 336 staff representing 16.2% of the total population of 2080. In view of the fact that the population of customers is unknown, its sample size was distributed equally among the two selected states transport agencies using Cobb-Douglas function to arrive at 300 respondents, 150 for each state transport agency.

In drawing samples from the population of staff of the two selected states transport agencies the stratified random sampling technique was employed because each of the state transport agency has a fair population of employees under different levels and cadres. The technique is also used in order to ensure a balanced representation of each category of staff respondents. However, it should be noted that within each stratum, individuals are randomly selected.

With regard to sampling technique for selection of the sample of the customers the accidental sampling is used on the basis of routes plied by the vehicles of the selected states transport agencies. The conventional wisdom for the choice of this non probability sampling technique is due to the fact that the population of the customers is unknown and it is easy, fast and cheap to carryout.

3.5 Method/Instruments of Data Collection

For the purpose of this study data have collected from both primary and secondary sources.

Primary Source of Data

For the purpose of this study, the primary data refers to the data collected from the field by the researcher which have not been already stored for him. The following instruments for primary data are utilized for the study.

1. **Questionnaire:** The questionnaire comprises of both open ended and close ended questions for easy coding, tabulation and subsequent analysis. The questionnaire which is developed by the researcher for the purpose of gathering information for this study is divided into two sets, set one is for staff respondents consisting of four sections. Section "A" relate to the personal data of respondents such as gender, age, educational qualification, marital status, name of transport agency. Section "B" relate to the hypothesis on the relationship between funding and financial performance. Section "C" relate to the hypothesis on the relationship between inadequate training of personnel for performance, while section "D" relate to the hypothesis on the relationship between operational inputs and operational performance.

Set two of the questionnaire is for customers respondents. It is divided into two sections. Section A contains the personal data of the respondent such as gender, age, marital status, educational qualification, economic status, and frequency of travel.

Section B relate to the hypothesis on the relationship between standard of service and patronage. The questionnaires were administered through the help of research assistants and in some cases they were self administered.

The Non-Participant Observation: Through the use of this instrument the researcher was able to make on-the-spot assessment of selected facilities, events and equipments relevant to the study. This also provides an opportunity to conduct interviews with those not included in the sample and whose views are regarded as helpful on some aspect of the study.

Oral Interview: The interview technique is employed in this research for four main reasons:

i. To follow up the administration of questionnaire

ii. To seek clarification to some of the responses given in the Questionnaire.

iii. To verify some of the answers given in the questionnaire which appeared doubtful on the basis of data collected and on-the-spot assessment carried out.

iv. To minimize the inherent weakness in each of the other instrument of data collection.

The researcher personally visited the workshops and garages of Kaduna State Transport Agency as well as Niger State Transport Agency to see for himself the existence and workability of workshop equipment, garage facilities, as well as the system of ticket collection, and the pattern and time of vehicle departure with the help of agencies.

With regard to the interview the issue address has to do with determinant of performance such as funding, quality of personnel, operations and standard of service. The interview was conducted by the researcher himself using some selected staff from each of the cadre, through the help of some research assistants.

Secondary Data

For the purpose of this research, secondary data were also used. The study made use of available records and published materials. The instrument of secondary data used include official record such as progress reports, publication on

the historical background of the agencies, textbooks, journals, news papers, magazines, unpublished research materials as well as the internet.

The issues captured by the secondary source are on the management principles and practices, the nature, objectives, problems and characteristics of public enterprises, the nature and functions of transportation, history and structure of Niger and Kaduna Transport agencies, then records on revenue cost, training, utilization rates. These information were collected through the help of librarians, internet cafe attendants as well as staff of finance unit of the KSTA and NSTA.

3.6 Administration of Questionnaire

For the purpose of this research two sets of questionnaires were administered to the staff and customers of the selected states transport agencies. For the selected agencies in (KSTA and NSTA) the questionnaires are self administered by the researcher with the aid of research assistants.

For the staff respondents 336 questionnaires was administered to elicit information on the performance (funding, personnel, operation). On the other hand, 300 questionnaires was administered to customers which elicited information on the quality of service and their satisfaction with the services rendered by the state transport agencies (patronage). Out of the 336 questionnaires administered to staff, 186 were administered to Kaduna State Transport agency and 150 to Niger

State Transport Agency across all cadres. For the customers, 150 each were administered to each state transport agency under study.

3.7 Method of Data Analysis

In this study, both the qualitative and the quantitative methods of data analysis were employed. Two types of analyses are carried out with the data collected. These include: descriptive statistics analysis using frequency tables, simple percentages, highest mean score, pie chart as well as bar chart in analyzing and interpreting the data collected.

Inferential statistical tools of analysis are employed in this study is the Chi-Square test.

Chi-Square (X^2) Distribution and Its Operations

The Chi-Square (X^2) belongs to the non-parametric test and it is used to measure discrepancies between the observed and the expected frequencies. The following formula is to be adopted for the calculation.

$$(X^2) = \sum \frac{(O-E)^2}{E}$$

Where O = The observed frequency of any value.

E = The expected frequency of any value.

Source: (Obasohan et al, 2004:153).

The X^2 value obtained from the formula is compared with the value of X^2 table (see Appendix iii) for a given significance level (α) and number of degree of freedom (ν).

To get the value of (ν) i.e. degree of freedom

V = (rows -1) (columns -1)

Where rows and columns are from the original table of actual or observed frequency.

Source: (Obasohan et al, 2004:155).

To calculate the expected frequencies the following formula is use:

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

Where E = Expected frequencies

$\sum R$ = Rows total

$\sum C$ = Columns total

$\sum G$ = Grand total

Source: (Obasohan et al, 2004:156).

Decision Rule in Using X^2 Distribution

The decision rule in using the X^2 distribution for testing hypothesis is as follows:

Accept the null hypothesis (Ho) if X^2 calculated value is less than X^2 tabulated value and reject the alternative hypothesis (Hi). However, if X^2

calculated value is greater than X^2 tabulated value then reject the null hypothesis (Ho) and accept the alternative hypothesis (Hi).

In this study, the operations of the Chi-Square X^2 statistics was carried out through computer package. Here the statistical package for social science (SPSS) was adopted to cross tabulate the most matching tables containing the responses of the respondents as captured from the questionnaire administered.

CHAPTER FOUR

4.0 HISTORICAL AND STRUCTURAL OVERVIEW OF THE SELECTED STATES OWNED TRANSPORT AGENCIES

4.1 Introduction

The mass transit system was first introduced in Nigeria in the year 1988 by the then federal military government under General Ibrahim Badamasi Babangida with the philosophy of alleviating the suffering of the common man by providing cheap and affordable means of transportation. The programme was further introduced and launched by state governments including Niger, Kaduna and Bauchi States (the focal point of this research).

This chapter provide the historical and structural overview of Kaduna State Transport Authority (KSTA) and Niger State Transport Authority (NSTA),. The chapter also provide information on route operations, routine of buses, fare fixing and collection system of the three selected transport agencies.

4.2 Niger State Transport Authority (NSTA)

4.2.1 Historical Background of the Niger State Transport Authority

"Owing to the global economic recession of the 1980's and the subsequent introduction of the Structural Adjustment Programme (SAP) by the Nigerian government, import was made clearer leading to high cost of things including

vehicles; meanwhile, the operation of railways and internal waterways were almost at a halt while the Nigerian Airways grappled in total darkness, or put simply, at the verge of collapse". This situation of the Nigerian Transport sector led to the creation of Federal Urban Mass Transit Agency (FUMTA) in 1988.

The crisis of the transport sector of Nigeria was not only peculiar to the federal government alone, the state governments were also equally affected by this trend.

In line with this trend that the Niger State Transport Authority (NSTA) was established by the then military governor Conel Lawal Gwodabe on the 11th August 1988 under Edict number 11 of 1988 enacted by the state government. A tax force was immediately constituted headed by a military administrator to over see the affairs of the organisation.

The rationale behind the creation of Niger State Transport Authority was to curb the suffering of commuters in the state and thus, NSTA was established for the following reasons:

i. To bend the high rate of transportation in the state;

ii. For easy transportation within urban and rural towns;

iii. To curb the effect of changes in petroleum products cause to transportation in the state;

iv. To provide easy, convenient, cheap and reliable transport service to the commuters in the state.

Armed with these objectives, "the bus operation was launched on 15th August 1988 with a fleet of thirty four (34) buses, a sole administrator as the Chief Executive of the Authority and workshop for the service of the authority's vehicles"[3].

Thus, the functions of the authority are primarily to provide and operate intra-state, inter-city and inter-state transport services for both passengers and goods.

4.2.2 The Organisational Structure of Niger State Transport Authority (NSTA)

Just like any other public organisation, NSTA has departmental structure of organisation. It has a Sole Administrator, appointed by the state government and he acts as the Chief Executive of the authority. He initiates policies for the operations of the authority and by the Administration Secretary who ensures the execution of such policies and in charge of the policy direction of the day-to-day running of the authority.

Niger State Transport Authority (NSTA) operates these basic functional departments viz:

i. Administration department

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ii. Account department

iii. Operation department

iv. Audit department

v. Traffic department

Administration Department

The responsibility of this department is to administer the whole organisation. Thus, it is sub-divided into various sub section which are: legal, personnel, public relations and security.

The Administration department is headed by the Administration Secretary, who is the secretary to the organisation and is responsible to the Sole Administrator on all matters. He is also responsible for the day-to-day running of the authority.

The personnel section here is headed by the Personnel Secretary who deals with matters of promotion, discipline, etc.

The public Relations section has the responsibility of press release and periodicals, including also the marketing services of the authority. This section is headed by the Public Relations Officer (PRO) and he is responsible to the Administration Secretary.

The PRO Administration section headed by the PRO deals with any related administration activity and reports back to the Administration Secretary.

The security section is saddled with a responsibility of protecting the properties of the authority, safety of staff and keeping guard of the organisation's premises at all times.

Account Department

This department deals with all financial matters of the authority. Thus, this department is responsible for the preparation of monthly payroll of staff to be submitted to the state government for salary payment, receives all revenue generated to the authority, preparation of payment voucher for payment expenditure, issuance of cheques to creditors, record keeping of all financial transaction of the authority and its in custody of salary records.

The department is headed by the Chief Accountant who is responsible to the Sole Administrator and gives advice on all financial matters. However, directly, under the Chief Accountant is the store manager who is in charge of purchases and store keeping.

Operations Department

This department is responsible for the purchase of spare parts and vehicles, maintenance of the authority's vehicles, recovery of break down vehicles and any other duties that may be assigned to it. This department is headed by the Operations Manager who is also in charge of all workshop service operations. The

Workshop Manager is responsible to the Operations Manager and the Operations Manager to the Administration Secretary.

Commercial Department

This department engages in commercial activity of the authority e.g. sale of tickets, etc. In this department, we have the Station managers, who are in charge of various stations of the authority, and booking clerks. The department is headed by the Commercial Manager who is responsible to the Administrative Secretary.

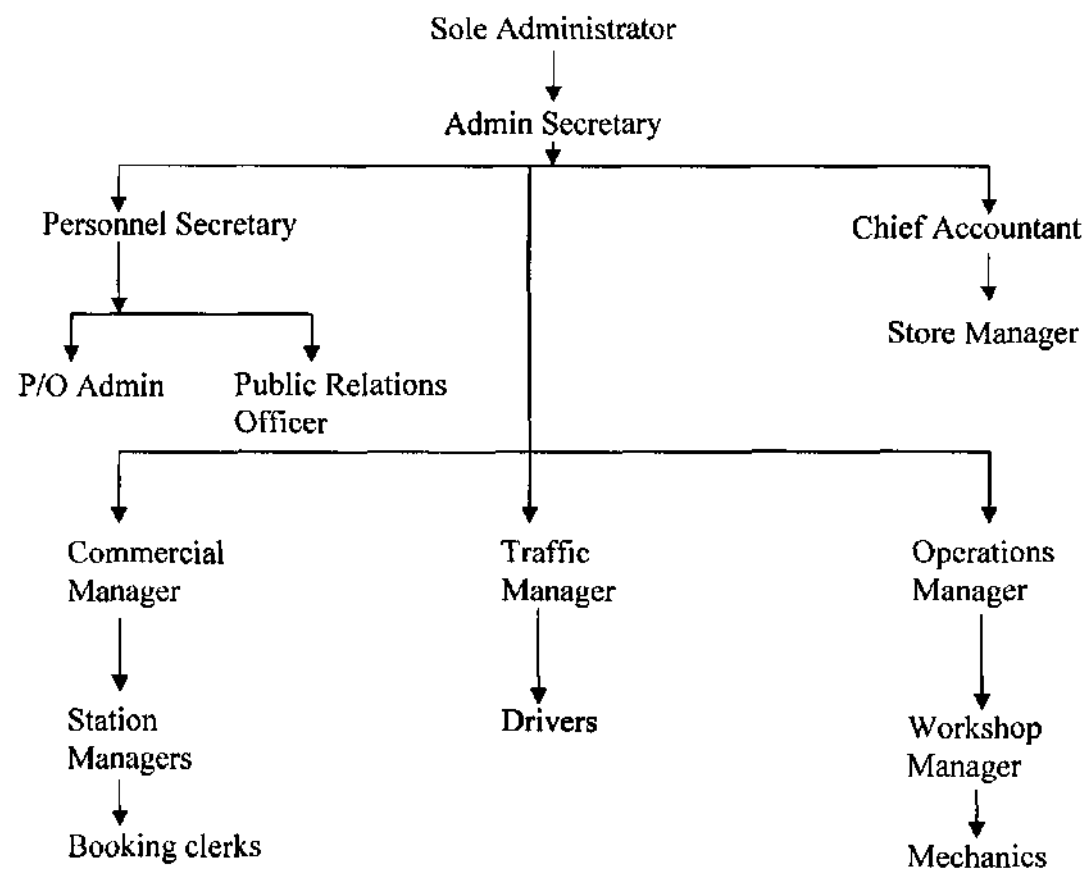
Traffic Department

This department is charged with the responsibility of routes to which drivers go to within and outside the state, the number of buses to be allocated to each route, the condition of buses fit to be used, etc. this department is headed by the Traffic Manager who is responsible to the Administration Secretary.

To this end, for the diagrammatical representation of the organisation., below is the organisational chart.

Figure 2

Organisational Chart of Niger State Transport Authority



Source: Niger State Transport Authority, Historical Background

4.2.3 Routes Operation of Niger State Transport Authority

To implement and attain the objectives for which NSTA was established, routes are served within and outside the state. These are as follows:

Minna City Service

This city service is aimed at providing cheap and affordable transport service to commuters within the state. The purpose of this service is also to serve

commuters at hours they go to work, market, school and their return journey respectively. The authority charges a flat rate of N5.00 on each route for the city service

The following routes are served within Minna City Service:

First Route: NSTA garage (Mobil) to Maikunkele: The service serves those to and from Central Market to Bosso, Tudun-Fulani and Maikunkele.

Second Route: NSTA garage (Mobil) to Chanchaga: this serves those to and from Tunga, Shango to Chanchaga.

Third Route: NSTA garage (Mobil) to Kpakungu: This serves those to and from hospital road, state secretariat, high court and Kpangungu.

Fourth Route: NSTA garage (Mobil) to Bosso Lowcost: this serves those to and from Kwangila, Airport quarters, Commissioners quarters Okada road and Bosso Lowcost.

Intra-State Service

The intra-state is viable and covers towns within the state. The charges are however subsidized for commuters. The following routes are served:

i. Minna – Bida Daily Morning/afternoon

ii. Minna – Kontagora

iii. Minna – Suleja

iv. Minna – Gunu

v. Minna – Gwada

vi. Minna – Lapai

vii. Minna – Beji

viii. Minna – Sarkin Pawa

ix. Minna – Mokwa

x. Minna – Wushishi

xi. Minna – Agaje

xii. Minna – Kagara

xiii. Minna – Zumba

xiv. Minna – Paiko

xv. Minna –Kateragi

xvi. Minna – Kafin-Koro

xvii. Minna – Rijau Wednesday/Friday/Sunday

xviii. Minna – Kutigi Friday/Sunday

xix. Minna – New bossa Friday/Tuesday

xx. Minna – Katch Friday only

Inter State Service

The inter-state service is more viable and covers many states. The service is aimed at generating revenue but the charges are relatively subsidized. The routes served are as follows:

i. Minna – Sokoto Wed/Sat

ii. Minna – Kaduna Daily

iii. Minna – Kano Daily

iv. Minna – Lagos Daily

v. Minna – Makurdi Tuesday/Thursday/Saturday

vi. Minna – Katsina Wednesday/Sunday

vii. Minna – Ilorin Daily

viii. Minna – Jos Daily

ix. Minna – Gusau Tuesday only

x. Minna – Abuja Daily

xi. Minna – Onitsha Daily

xii. Minna – Offa Monday/Wednesday/Friday

4.2.4 Other Forms of Services by the Niger state Transport Authroity

In terms of charter service, the authority provides charter services to schools and organisations or request for conveying passengers to excursions, festivals, etc. an example is the charter of the bus by Federal Government College, Minna to transport students to and from school.

The charter service however attracts different fares, depending on the bus to be used because each fleet has a fixed price on it. The request for the charter is however made directly to the office of the Sole Administrator.

In the area of funding, the Niger State Authority is funded through the following sources:

i. Federal Urban Mass Transit Agency (FUMTA)

ii. Revenue generated by the authority through its operations.

iii. State government subvention.

From inception, the state government was the source of funds of the authority. They made provision for the purchase of new buses and payment of salaries for the staff of NSTA. FUMTA however, provided buses and spare parts to the authority on loan basis which are paid with interest. In NSTA, when a bus is travelling from the base i.e. Minna to other destination e.g. Katsina, there is a bus terminal like Tunga bus terminus. Passengers book for their journey and they pay to the station manager and they are issued a ticket before they can board the vehicle. The manager of the terminus collects the money for onward submission to the headquarters and dispatches the bus.

Niger State Transport Authority has workshop with mechanics that handle the repairs of the authority's vehicles. The personnel in the workshop have experience in overhauling, mechanical, electrical and panel beating. Thus, most repairs of the vehicles are done at the workshop. The mechanics also apart from repairs, service the authority's fleet.

The purpose for the creation of the authority was to provide socio-economic services to the people in providing affordable means of transportation to the masses.

Thus, the authority charge fares which give consideration to government subsidy and social service to the public and it also reduces fares charged by private operators.

4.3 Kaduna State Transport Authority (KSTA)

4.3.1

4.3.2 Historical Background of Kaduna State Transport Authority

Max Lock report on the development of Kaduna in 1965 recommended that part of amenities to be provided to Kaduna Community should be a public Bus Service to operate on a North to South and East to West basis of the town. The possible desirability of such a service was also indicated in the Lock's Planning report of 1967.

Kaduna State (North Central State) Edict No. 8 of 1971 set up Kaduna Capital Development Board, which came into being on 1st January, 1972 and gave the Board powers under part II Section 8 (e) to operate or participate in the operation of a public transport services.

In October, 1972, Kaduna Capital Development Board commissioned a feasibility and Management study of a public Bus Service for Kaduna under

M.R.T. Consulting Engineers (Nigeria) Limited, who submitted a final report in February, 1973. The terms of reference required the M.R.T Engineers to analyse person and traffic movement in Kaduna for the purpose of introducing a public transport service using the Max Lock's report as basis. They were also to recommend the most appropriate types of vehicle, maintenance requirements, fares structure and management structure for running the service.

Kaduna Capital Development Board (KCDB) raised Five Hundred Thousand Naira (N500,000.00) Loan at 8% interest for 8 years from the Bank of the North to set up the service. On 29th November 1973 Kaduna Capital Development Board accepted is tenders committee recommendations to purchase eighteen (18) – seventy three seater type "B" Brazilian 0362 Mercedes Benz buses from Levant's Motors Limited Kaduna from the loan. The balance of the money was used to meet the running and maintenance cost of the service. Agreements were also entered with Leventis Motors and Leventis Technical for servicing and maintenance of the buses and Ticket machines for tow (2) years with a provision for extension. The Kaduna Bus Service was also carrying out minor repairs at its workshop, with some spare parts bought from Leventis Motros.

The Bus service was therefore launched on 26th October 1974 with an initial fleet of 10 buses and the number was increased in stages to 19 within 9 months, serving only one route at fist between Kakuri and Kawo. A second route was

introduced in March 1975 between Tudun Wadas and Unguwan Rimi/Kabala Housing Estates.

Kaduna Bus Service was faced with a lot of problems, which affect its operation. The revenue of the service, therefore, started to decline since June, 1975 with that and repayment of loan (principal and interest) excessive maintenance costs in the first years of operation, not having complete mechanical staff at its workshop, these and many other problems bedevilled the operation of the bus service.

Kaduna Capital Development Board made so many submission to the Government on the following:

a. Liquidation of the loan balance

b. General problems of running the Kaduna Bus Service

c. Need for guidelines to be laid down to achieve the objectives of the bus service.

d. The expansion programme, which would cover the whole state.

The Government itself recognised the fact that population and employment levels had grown at different rates to those predicted by Max Lock in 1964 and 1965 mainly as a result of fluctuations in the general economic situation and Kaduna had grown probably faster than any of the other Urban centres of the state. The Government also noted that apart from being the headquarters of the state.

Kaduna is also a commercial, industrial and military city where a great number of people are employed, many government ministries, armed forces establishments, industries etc that are located at different parts of the city.

The Government therefore, set up an advisory committee called Ja'afaru Makarfi committee in October, 1976 with the following terms of reference:

1. To determine whether there should be an autonomous Urban and intercity transport
2. Consider whether the KCDB bus service should come under this authority or whether it should remain with the board.
3. Consider whether the transport authority should be financed as follows:
   a. Receive no financial support from Government i.e. to be Wholly commercial
   b. To be wholly supported i.e. fares to be heavily subsidized
   c. Some arrangement involving (a) and (b) above
4. Determine the route to which an intercity bus service might follow:
5. advise the government in any other way on how an effective but costs conscious bus service could be established.

The committee, in its report, which was handed over to the Government in December 1976, highlighted the difficulties experienced by Kaduna Capital Development Board on the general problems of running Kaduna Bus Service and the experience of Kaduna Bus Service itself as a department of a bigger body. The

committee held strong view that running a transport service is not easy and difficult management programme, which required full attention by those charged with the responsibility for running the operation. It, therefore, recommended that there should be an Autonomous Urban and Intercity Transport Authority. A board should be appointed to formulate and supervise the execution of all approved policies with members who should be sorely appointed because of the contribution they could make to the organisation. The committee further recommended that Kaduna Bus Service should be transferred to the body".

The government, therefore, realised the social service nature of public transport service and also believed that there was a justifiable need for the provision within the capital city and Kaduna state generally, and that the Kaduna Bus Service should be re-organised so that the inhabitants would be provided with cheap and reliable transport service. The government also believe that in order to implement its social, economic and political policies successfully, there was need to extend transport service to link the headquarters of local government councils and the villages around them with Kaduna the state headquarters. That would ensure good and effective communication which was so vital to the local government councils especially that the highway networks was tremendously developed. To this end, therefore the government accepted the commendations of

Ja'afaru Makarfi committee report and set up Kaduna State Transport Authority under Edict No. 9 of May, 1978.

The functions and duties of the Transport Authority are to provide, manage and operate; urban, inter-city Intra-State and International transport service for both passengers and goods. It is also to provide amenities for passengers' comfort and storage of their goods in all parts of the state and other state capitals. The edict also stipulated that the authority should take over, manage and operate the Kaduna Bus Service, which was under the Kaduna Capital Development Board.

The Authority is set up primarily to cater for the low income population in order to prevent excessive and unjustifiable escalation of transport fares and charges in the transport market, and also to lead the way in establishing comfortable and safe transport service throughout the state.

4.3.2 Organisational Structure of Kaduna State Transport Authority

Like other public organisations, KSTA has the departmental structure of organisation. It has board of directors, appointed by the state government and has the responsibility for initiating policies to guide the successful operation of the company; and suppose to appoint general manager. The general manager heads the agency and executes the policy direction in the day-to-day operation of the company.

1. Administration department

2. Account department

3. Technical Services department

4. operation/Service department

Administration Department

This department is saddled with the responsibility of administering the entire organisation. To achieve that, the department is sub-divided into various units comprising of legal, commercial, public relations, planning research and statistics and security.

The department is headed by the secretary to the organisation and is responsible to the General Manager in all administration matter and day-to-day running of the affairs of the authority.

The legal officer heads the legal unit. The unit attends to all legal issues in collaboration with Kaduna State Ministry of Justice. Other duties of the unit include preparation of legal documents, routine correspondence on all legal aspects of the authority, and liaising with police on accident cases involving the authority.

Commercial/Public relation unit has responsibility for publishing press releases and periodicals. The unit also markets the services of the authority.

Planning research and statistics unit is responsible for planning of the organisation's operations, research/analysis of Kaduna State Transport Authority

records, keeping proper record of operation and maintenance, and keeping records of revenue generation.

The security unit protects the property and assets of the authority. It also has the responsibility of safety of staff on duty and guarding the premises of the organisation at all times.

Account Department

This Department is headed by Chief Accountant who advice the General Manager on all financial matters. The department is divided into three sections; Revenue Section, Salary Section and Expenditure Control Sections.

The revenue section receives all revenue generated to the authority. The section also deposit all earnings to the Central Cashier for onward submission to the Bank and the section also keep record of the revenue regenerated.

The salary section prepares salary for all staff of the authority. They also prepare monthly payroll summary and custody of salary records.

The expenditure control section prepares payment Voucher for all payment of expenditure. The section also issue cheques to contractors and others. The section also record all payment made and cash lodgement in bank.

Technical Services Department

This department is headed by the workshop manager who gives technical advise to the General Manager on the purchase of all vehicles and spare parts. He also takes care of the overall workshop services operation.

The department has three functional sections: maintenance section, Auto electrical section and Panel beating and welding.

The maintenance section handles general maintenance of all the vehicles of the organisation. The section is also responsible for recovery and repairs were necessary of the breakdown vehicles outside the authority's workshop.

The auto-electrical section handles all auto electrical problems. The section also handles any other duty that may be assigned to it.

The panel beating and welding section handles welding of all authority's vehicles (Both Ore and Gas welding). The section also performs bodywork of all authority's vehicles.

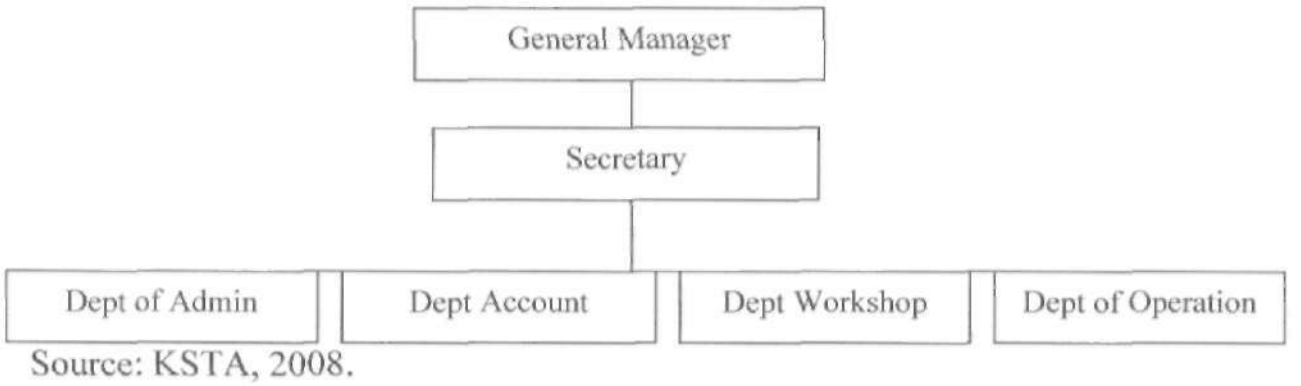
Operation/Services Department

This department is headed by traffic Manager who is responsible for routine and movement of the buses. He also allocates buses to drivers and conductors as well.

The organisational chart is as follows:

Figure 3

The Kaduna State Transport Authority Organisational Chart



Source: KSTA, 2008.

4.3.3 Routes Operations of Kaduna State Transport Authority

In order to implement some or all of the requirements of the edict establishing KSTA, routes are however served with big and small buses as follows:

Kaduna City Service

Kaduna City Service is aimed at alleviating the suffering of the urban commuters. The service experience high demand at its peak hours from 6.00am to 9.00am and between 3.30pm to 6.30pm when commuters go to work/market/school and on their return journey respectively. The authority charges flat fare of N10.00k on each route for the city service. This is less than the charges of the private operators.

The following routes are served within Kaduna City Service:

Route 1 – Kakuri – Kawo: To and from industrial areas of Kakuri and Makera from the centre, central market and shopping centre.

Route 2 – Tudun Wada – Unguwan Rimi – Unguwar Sanusi: This route serves the inhabitants of the two villages to and from central market. Also the route serves students of polytechnic and military officers.

Route 3 – Malali – Central market: This route serves Malali Housing Estate to Federal Training Centre (FTC) on Dawaki Road and through Ahmadu Bello Way to Central Market via Kaduna State Media Corporation and back to Malali.

The increase in the fleet of the authority's buses following the purchase of more vehicles correspondingly increased in its services too. More routes are now covered in Kaduna Township especially for post-primary students as follows:

1. **Route A:** Sabuwar Tasha to Rigachikun passing through junction road, Ahmadu Bello Way and Ali Akilu Road.
2. **Route "B"** Sabuwar Tasha to Kawo through western bye-pass, Kabala West, Rigasa, Unguwar Sanusi junction to Tudun Wada, Asibitin Dutse and Government College to Capital School.
3. **route "D"** – Malali low-cost to Kawo Bus stop through capital school Rabah Road, Unguwar Sarki. Also serving Sardauna memorial college (SMC), Unguwar-Dosa, G.G.S.S Kawo and Teachers College Kawo from Ali Akilu Road.

4. **Route "E"** – Kawo Road – Government day secondary school Tudun Wada through fire Bridage, Children Hospital on Ibrahim Taiwo Road to Polytechnic.

Inter-City Services

In the inter city service, the service origin and destination are within the state boundary.

Three routes are serve as follows:

i. Route 9 Kaduna – Kafanchan

ii. Route 12 – Kaduna – Zaria

iii. Route 13 – Kaduna – Birnin Gwari

Inter State Service

The inter state service is more viable and is covering many states. The service is aimed at generating revenue. The charges are relatively economic fare with little subsidy.

The following routes are served.

1. Kaduna – Abuja
2. Kaduna – Sokoto
3. Kaduna – Jos
4. Kaduna – Lagos
5. Kaduna – Katsina

6. Kaduna – Bida

7. Kaduna – Benin

8. Kaduna – Offa

9. Kaduna – Onitsha

10. Kaduna – Enugu

11. Kaduna – Makurdi

12. Kaduna – Kano

13. Kaduna – Yola

14. Kaduna – Oweri

4.3.4 Other Services of Kaduna State Transport Authority

In terms of routine of buses, an officer is usually assigned specifically to handle what is called routing of the buses. Before the officer route a vehicle, he has to ascertain the number of vehicles available, their conditions and viability of the areas to be routed as well as the availability of passengers in the routes. After the officer ascertained the aforementioned, he will indicate where the bus will travel. Also the way bill will indicate the fuel quantity, the total amount realised from the passengers and any other expenses such as engine oil and Net Balance. This way bill serve as the authority's direction for the driver.

Fare collection is done in KSTA in two forms. First, when the bus is travelling from the base i.e. Kaduna to other destinations, then there is bus

terminus like Kafanchan Bus Terminus. Passengers booked for their journey and pay to the station manger or his assistants and tickets are usually issued before a passenger can board the vehicle. It is the responsibility of the manager of that bus terminus to collect the money and dispatch the bus. This money is usually kept behind for onward submission to the Headquarters. Only what the driver may require in the course of his journey will be given to him; and such amount will be indicated on the way bill.

There is an inspectorate Unit that handles the monitoring aspect of the buses. This unit mostly crosschecks the activities of the drivers especially when they return from their journey. On the return journey, the authority's agent along with the driver does the system of collection. In most areas, which the authority travelled, there used to be agent for the authority. These agents represent the authority in all its activities within those areas.

The inspectorate Unit conduct it's checking, the roads when the drivers commence their journey. They stop and confirm the issuance of ticket to all passengers vis-à-vis the total amount recorded in the way bill.

Kaduna State Transport Authority has an equipped workshop that handles the repairs of the authority's buses. The workshop has personnel with experience in mechanical, electrical, panel beating and vulcanising and overhauling knowledge. Hence most of the repairs of the buses are affected at the authority's workshop.

The mechanics used to make periodic checking and servicing of the authority's vehicles. Contact is sometimes made with spare-parts for use in the authority's vehicles.

The authority was created to render socio-economic services to the public. It is an organisation purposely created to provide means of transport at affordable rate to the masses. The KSTA has a fare structure which adapt and reduce the existing fares charged by private operators, the fare rate is determine by the consideration of government subsidy and social service to the public.

The abandon vehicles of the authority are usually disposed through public Auction. By approval from the state government after assessment of their condition. A board of survey is usually constituted to assess whether the old buses are serviceable or they are beyond economic repairs. If it falls within the latter stage, then the Board of survey will recommend along with their prices to state government, who will appoint a public auctioneer.

Generally, KSTA vehicles are fuelled at commercial filling stations, but in periods of scarcity of fuel, the authority obtains permission from the government and arranges a convenient alternative with the major marketers.

CHAPTER FIVE

5.0 DATA PRESENTATION AND ANALYSIS

5.1 Introduction

In this chapter, the empirical data collected is to be presented, analysed and interpreted qualitatively and quantitatively. The presentation and analysis is structured into five sections, according to the instruments used in collecting the data and inclined with the four hypotheses formulated. The first section deals with the profile and demographic characteristics of the respondents, the second section relate to level of funding and financial performance, the third section relate to inadequate training, and quality of personnel for performance, the fourth section relate to operational input and operational performance and the fifth section relate to standard of service and patronage. However, section two, three and four analysed responses of staff respondents only, while section five analysed the responses of customers respondents only.

Finally, this chapter also contain the application of statistical tool of chi-square (X^2) distribution, to test the related hypotheses. Apart from the test of the hypotheses, the chapter also contain a discussion of the major findings from the analysis of the data.

5.2 Rate of Returns/Response of Questionnaire

The representative sample size of this investigation include 336 staff respondents which was arrived at using stratified random sampling and 300 customers respondents which was also arrived at using accidental sampling as was contained in the methodology chapter of this research report.

Inview of the above, 636 questionnaires were administered to the respondents. 336 of the questionnaires were administered to staff respondents of the two selected transport agencies (KSTA & NSTA), whereas 300 of the questionnaires were administered to customers respondent in the two selected transport agencies.

Table 5.1: Computation of Rate of Returns/Response of Questionnaire

Transport Authority	Staff respondents			Customers Respondents		
	No. of questionnaire administered	No. of questionnaire returned	No. of questionnaires duly completed	No. of questionnaires administered	No. of questionnaire returned	No. of questionnaire duly completed
Kaduna state transport authority	186	150	130	150	130	110
Niger State transport authority	150	130	120	150	110	100
Total	**336**	**280**	**250**	**300**	**240**	**210**

Source: Survey Research, 2009.

From table 5.1 above 336 questionnaires were administered to staff respondents out of which 280 were returned given 83.3% rate of returns. Out of the

280 questionnaire returned 250 were duly completed given 74.4% rate of response of the staff respondents.

In terms of customers 300 questionnaires were administered out of which 240 were returned given 83% rate of returns of questionnaires by the customers. similarly, out of the 240 questionnaire returned by customers 210 questionnaire were duly completed given 70% rate of response by customers.

The analysis above shows that for both staff and customers respondents rate of returns differs from rate of response because 36 questionnaires out of the 280 returned by staff respondents were not duly completed. Also, 30 questionnaires out of 240 questionnaires returned by customers were not duly completed. Nevertheless, the percentage returns for both staff and customers is considered reasonable enough for comprehensive analysis and generalisation bearing in mind that the basis of analysis for staff is 250 respondents and for customers is 210 respondents.

The calculation of the rate of returns and response of questionnaire for both staff and customers respondents captured from table 5.1 above are shown below:

1. Calculation for staff respondents

$$\text{Rate of return} = \frac{\text{Total Number of Questionnaires Returned}}{\text{Total Number of Questionnaires Administered}} \times \frac{100}{1}$$

$$= \frac{280}{336} \times \frac{100}{1} = 83.3\%$$

Rate of Response = Total Number of Questionnaires Duly Completed / Total Number of Questionnaires Administered to Staff X 100/1

$$= \frac{250}{336} \times \frac{100}{1} = 74.4\%$$

2. Calculation for customers respondents

Rate of Returns = Total Number of Questionnaires Returned / Total Number of Questionnaires Administered to Customers X 100/1

$$= \frac{240}{300} \times \frac{100}{1} = 80\%$$

Rate of Response = Total Number of Questionnaires Duly Completed / Total Number of Questionnaires Administered to customers X 100/1

$$= \frac{210}{300} \times \frac{100}{1} = 70\%$$

5.3 Respondents Profile

This section provide the classification of respondents according to gender. Age distribution, level of education and marital status, the classification is done cumulatively taken care of the two selected transport agencies (ICSCA and NSCA) for both staff and customers.

5.3.1 Respondents Classification According to Gender

Table 5.2 below gives the classification of respondents for both staff and customers of KSTA and NSTA in terms of gender i.e. to determine how many are male and how many are female.

Table 5.2

Classification of Respondents according to gender

Gender	KSTA		NSTA	
	No. of Staff	No. of Customers	No. of Staff	No. of Customers
Male	95 (73.15)	70 (63.6%)	80 (66.6%)	75 (75%)
Female	35 (26.9%)	40 (36.4%)	40 (33.4%)	25 (21%
Total	**130**	**110**	**120**	**100**

Source: Survey Research 2009.

From table 5.2 above the total number of staff respondents in both KSTA and NSTA is 250 out of which 175 respondents representing 70% are male while 75 respondents representing 30% are female. Similarly out of 210 customers in both KSTA and NSTA, 145 representing 69.04% are male while 65 respondents representing 31% are female. This analysis shows an opinion that cut across both sexes.

5.3.2 Respondents Classification According to Age Distribution

Respondents were asked to indicate their range of ages and their responses were presented on table 5.3 below:

Table 5.3: Classification of Respondents According to Age Distribution

Age range	KSTA		NSTA	
	No. of Staff Respondents	No. of Customers Respondents	No. of Staff Respondents	No. of Customers Respondents
21 – 30 years	30 (23.1%)	21 (19.1%)	10 (8.3%)	16(16%)
31 – 40 years	60 (46.2%)	53 (48.2%)	54 (45%)	61 (61%)
41 – 50 years	20 (15.4%)	16 (14.5%)	36 (30%)	15 (15%)
51 – 60 years	15 (11.5%)	18 (16.4%)	13 (10.8%)	5 (5%)
61 year above	5 (3.8%)	2 (1.8%)	7 (5.8%)	2 (2%)
Total	**130 (100%)**	**110 (100%)**	**120 (100%)**	**100 (100%)**

Source: Survey Research 2009.

Table 5.3 above revealed that the dominant age group for both staff and customers respondents in KSTA and NSTA was in the range of 31-40 years which represent 46% of staff as well as 54.3% of customers. This is closely followed by the age bracket 41-50 for staff respondents and 21-30 for customers. The analysis above indicate that the age distribution revealed that the respondents are skewed towards the youth and young adults who passes the strength to work as staff and the ability to patronise state owned transport agencies.

5.3.3 Respondents Classification According to Level of Education

Respondents were also asked to indicate the level of their educational qualification. Their responses were presented on table 5.4 below:

Table 5.4

Classification of Respondents According to Level of Education

Level of Education	KSTA		NSTA	
	No. of staff respondents	No. of Customers Respondents	No. of staff respondents	No. of Customers Respondents
Primary certificate/informal	40 (30.7%)	32 (29.15)	28 (23.31%)	31 (31%)
WAEC, GCE, NECO, SSCE	25 (19.25)	20 (18.1%)	40 (33.3%)	30 (30%)
NCE/OND/ND	35 (26.9%)	28 (25.5%)	12 (10%)	19 (19%)
Degree/HND	20 (15.3%)	10 (9.1%)	15 (12.5)	5 (5%)
Master	5 (3.8%)	2 (1.8%)	10 (8.3%)	5 (5%)
Others	5 (3.8%)	18 (16.3%)	5 (4.1%)	10 (10%)
Total	**130 (100%)**	**110 (100%)**	**120 (100%)**	**100%**

Source: Survey Research 2009.

Table 5.4 above revealed that the Opinion taken in this study cut across respondents with different level of educational qualification.

5.3.4 Respondent Classification According to Marital Status

Both staff and customers respondents of KSTA and NSTA were asked to indicate their marital status. This is necessary in the sense that marital status of

individuals sometime spours them to travel. The married couple might be domiciled in one location as a result of which one of the couple has to move to visit the other couple frequently. Their responses were presented on table 5.5 below:

Table 5.5

Classification of Respondents According to Marital Status

Marital Status	KSTA		NSTA	
	No. of staff respondents	No. of Customers Respondents	No. of staff respondents	No. of Customers Respondents
Single	38	60	41	60
Married	62	31	68	32
Divorced	20	10	9	6
Separated	10	9	3	2
Total	**130**	**110**	**120**	**100**

From table 5.5 above 79 staff in both KSTA and NSTA representing 32% are single, 130 staff representing 53%, are married, 29 staff are divorced representing 12%, 13 staff are separated representing 5.2%.

On the other hand, customers responses for both KSTA and NSTA has the following rate: 120 customers representing 57% are single, 68 customers representing 30% are married, 16 customers representing 7.6% are divorced while 12 customers representing 5.7% were separated.

5.4 Test of Hypothesis Number One

(Level of Funding and Financial Performance)

Funding is a very important variable determining whether an organisation is performing or is not performing. This is because finance is required in almost every thing that would enhance performance. To this end, the null hypothesis in hypothesis one state that the level of funding does not affect the financial performance of Kaduna and Niger state transport agencies. To test this hypothesis, that is to prove or disprove this, staff respondents were required to react to questions related to the finance variable.

The financial performance of the Kaduna and Niger State transport agencies is evaluated by relating revenue to cost of operations. This is in terms of the extent in which revenue is more than offset cost.

Table 5.6 below shows the situation of financial performance for both Kaduna transport authority and Niger state transport authority from 1999 to 2009 in terms of revenue and cost structure.

Table 5.6 The Revenue and Cost Structure of Kaduna and Niger State Transport Agencies

Years	Kaduna State Transport Authority (K.S.T.A)		Niger State Transport Authority (N.S.T.A)	
	Revenue	**Operating Cost**	**Revenue**	**Operating Cost**
1999	3.5 million	2 million	1.5 million	3.1 million
2000	4.7 million	3.6 million	2.5 million	3.5 million
2001	6 million	4.3 million	2 million	3.2 million
2002	9 million	7.2 million	3 million	4.1 million
2003	11 million	15.4 million	4 million	9 million
2004	13.5 million	14 million	5 million	4 million
2005	14 million	16 million	7 million	4.8 million
2006	17 million	20 million	6.5 million	4.5 million
2007	16.5 million	16 million	8 million	7 million
2008	19 million	17 million	9.5 million	9.3 million
2009	21 million	30 million	10 million	9.7 million
Total	**135.2 million**	**145.5**	**59 million**	**62.2 million**

Source: Researcher's Computation from the records available from the account department of the two transport agencies, 2009.

Table 5.6 above, shows the revenue and expenditure profile for both Kaduna Transport Authority (K.S.T.A) and Niger State Transport Authority (N.S.T.A) 1999-to-2009. For K.S.T.A available record from 1999 to 2002 shows that operating revenue has always been greater than cost, while for N.s.T.A within the same period from 1999 to 2002 total operating cost was greater than generated revenue.

From the year 2003 available figure in table 5.6. above shows that K.S.T.A generated 11 million naira and incurred a cost of about 15.4 million naira. The

situation is similar for the N.S.T.A which also generated 4 million naira in 2003 and incurred expenditure of 9 million naira. However, between 2004 to 2005 K.S.T.A's generated revenue of 44.5 million naira was less than cost of 50 million naira, while N.S.T.A's generated revenue of 18.5 million was greater than cost of 13.3 million naira.

Again, between 2007 to 2008 generated revenue in K.S.T.A was greater than cost while in 2009 cost outweighs revenue. For N.S.T.A, between 2007 to 2009 generated revenue of 27.5 million was greater than operating cost of 26 million naira.

From the above, it is plausible to state that between 1999 t 2002 while the financial performance of K.S.T.A was fair, that of N.S.T.A had a high operating cost in 2003. Again, between 2004 to 2006 the difference between revenue and expenditure was slight in K.S.T.A. In the same way the difference between cost and revenue from 2004 to 2007 in N.S.T.A was also slight. However both K.S.T.A and N.S.T.A recorded huge deficit between 1999 to 2009 as generated revenue of K.S.T.A stood at 135.2 million naira and incure and expenditure of 145.5 million naira. N.S.T.A on the other hand generated 59 million naira and incurre and expenditure of 62.2 million naira.

The above analysis shows that expenditure or total operating cost was greater than generated revenue in both K.S.T.A and N.S.T.A. This proves that the financial performance is poor.

Furthermore, in evaluating the financial performance of K.S.T.A and N.S.T.A in relation to level of funding. Table 5.7 below shows the staff responses on the variables related to finance.

Table 5.7

Opinion of the Staff Respondents on the Relationship between level of funding and financial performance of Kaduna and Niger state Transport Agencies.

Variables for Financial Performance of State Transport Agencies	K.S.T.A						N.S.T.A					
	SA	A	U	D	SD	Total	SA	A	U	D	SD	Total
1. State Transport agencies is not established to make profit but to provide social services to the people at affordable prices.	60 (46.2%)	42 (32.2%)	3 (2.4%)	15 (11.3%)	10 (7.7%)	130 (100%)	80 (66.7%)	21 (17.5%)	1 (0.8%)	16 (13.3%)	2 (1.7%)	120 (100%)
2. The money realised from the operations of the State Owned Transport Agencies goes into it account.	70 (53.9%)	10 (7.7%)	2 (1.5%)	28 (21.5%)	20 (15.4%)	130 (100%)	65 (54%)	30 (25%)	5 (4.5%)	15 (12.5%)	5 (4.2%)	120 (100%)
3. In the state owned transport agencies there was connivance between drivers. conductors. supervisors and managers to divert funds.	60 (46.2%)	35 (26.9%)	5 (3.9%)	15 (11.5%)	15 (11.5%)	130 (100%)	30 (25%)	25 (20.8%)	10 (8.4%)	25 (20.8%)	30 (25%)	120 (100%)
4. Government alone can provide all the funds needed for the smooth operations of the state transport owned agencies.	20 (15.4%)	10 (7.7%)	2 (1.53%)	70 (53.8%)	28 (21.5%)	130 (100%)	30 (25%)	20 (17%)	1 (0%)	29 (25%)	40 (33%)	120 (100%)
5. The level of government funding to state owned transport agencies ahs increased over the years.	15 (11.5%)	20 (15.4%)	10 (7.7%)	60 (46.2%)	25 (19.2%)	130 (100%)	18 (15%)	20 (16.6%)	2 (1.6%)	50 (41.6%)	30 (25%)	120 (100%)
6. The state owned transport agencies are successful in debt recovery for the vehicle chartered by top government functionary.	70 (53.8%)	30 (23.1%)	2 (1.5%)	18 (13.8%)	10 (7.7%)	130 (100%)	30 (25%)	10 (84%)	1 (0%)	60 (50%)	19 (15.5%)	120 (100%)
7. The operating revenue of the state owned transport agencies is often greater than the total operating cost.	20 (15.3%)	10 (7.7%)	10 (7.6%)	50 (38.4%)	40 (30.7%)	130 (100%)	15 (12.5%)	5 (4.2%)	2 (1.6%)	68 (56.6%)	30 (25%)	120 (100%)

Key: SA = Strongly Agreed A = Agreed U= Undecided D= Disagreed SD = Strongly Disagreed

From table 5.7 above, it is clearly shown that majority of the staff respondents in both KSTA and NSTa agreed with the view that the mandate of the state transport Agency is mostly social service to the people and not profit making. About 102

respondents representing 78.4% from KSTA and 101 respondents representing 84.1% from NSTA attest to this view. However, information gathered from interview shows that the issue of Dual Mandate is also associated with the state transport Agencies that is to provide social services and to make profit.

Item 2 on the table elicited information on the whereabouts of generated funds. Staff respondents were asked to express their view on whether the money realised from the operations of their transport agency goes into their account or not. Responses from staff respondents in KSTA shows that 50 respondents representing 60.23% while about 48% representing about 36.545 are in disagreement with viewpoint from NSTA, 95 respondents representing 79.165 agreed the money realised from the operations of NSTA goes to its account. However, 20 respondents representing 26.75 disagreed. Ideally, most of the respondents that disagreed are not in account department and their belief is that most of those in account department are engaged in fund diversion. This is captured from interview.

On the issue of connivance between drivers, conductors, supervisors and managers, towards diversion of funds; 95 respondents from KSTA representing about 725 agreed while 30 respondents representing about 23% disagreed. From NSTA 55 respondents representing 45.8% agreed with viewpoint and the same number disagreed with the view point.

The fourth item on the table is asking whether government alone can provide all the funds needed for the smooth operations of the Kaduna and Niger State Transport agencies. Responses from staff respondents in both KSTA and NSTa shows that majority

of the staff respondents are in disagreements with the viewpoint from KSTa 98 respondents representing 75% disagreed with the view while only 30 respondents representing 23% agreed. Also, from NSTA 69 respondents representing 58% disagreed while 50 respondents representing 42% agreed. This shows that government alone cannot provide all the funds needed for the smooth operations of the Kaduna and Niger state transport agencies. Similarly, from oral interview conducted with some management staff it was confirmed that government funding and money realised from operations cannot take care of the authorities projected activities.

Regarding the issue of level of government funding, respondents were asked to express their opinions on whether the level of government funding has increased in recent years, 85 respondents representing about 65% in KSTA believe that government funding has not increased over the years, while 35 respondents representing 27.9% agreed. In NSTA, 80 respondents representing 715 also believe that government funding has not increased over the years while 38 respondents representing about 31% agreed.

On the issue of debt recovery for vehicle chartered by top government officials, responses from respondents in KSTA agreed that the agency is successful in debt recovery as 100 respondents representing about 75% agreed to this while 25 respondents representing 20% disagreed. However, the situation is different with NSTA, as 79 respondents representing 65.6% attests that the agency is not successful in their debt recovery, while 40 respondents representing 33.4% agreed. The success in KSTA is achieved through the method of deduction from source. Here, any government official

who chartered a bus, the amount will be deducted direct from his salary at the end of the month. The information has obtained during interview.

On the last item on the table respondents were asked to indicate whether they agreed with the view that operating revenue is often greater than total operating expenses. In both KSTA and NSTA, majority of the respondents are in disagreement with the viewpoint. For instance, in KSTA, 90 respondents representing 69.1% disagree while 30 respondents representing about 23% agree. On the other hand, responses from staff respondents from NSTA shows that 98 respondents representing 81% also disagree while 20 respondents representing 16.7% agree. This situation is further confirmed by the secondary data obtained on the relationship between revenue and operating cost which shows that both KSTA and NSTA are operated at deficit as cost if greater than revenue, which ultimately indicates that the financial performance is poor.

5.5 Test of Hypothesis Number Two

Training and Quality of Personnel for Performance

The null hypothesis formulated in the second hypothesis state that: inadequate training does not affect the quality of personnel for performance of Kaduna and Niger State transport agencies. Variables such as training, recruitment policy, fringe benefit, performance appraisal, are some of the variables used to measure the quality of personnel.

Table 5.8 below shows the staff detail of trained under the manpower development strategy of Kaduna State Transport Authority (K.S.T.A) and Niger State Transport Authority (N.S.T.A) for the year 1999 to 2009.

Table 5.8 Details of Staff Trained in K.S.T.A and N.S.TA 1999-2009

Year	Total No. of Staff Trained	University Training	Polytechnic Training	Vocational Training	Seminar and Workshop	Others	Total No. of Staff Trained	University Training	Polytechnic Training	Vocational Training	Seminar and Workshop	Others
1999	36	-	-	16	20	-	34	1	3	10	20	-
2000	17	-	2	8	7	-	25	-	-	3	20	-
2001	24	-	1	13	10	-	10	-	-	6	4	-
2002	10	-	-	7	3	-	5	-	-	3	2	-
2003	5	-	-	3	2	-	19	1	3	6	10	-
2004	37	-	4	13	20	-	7	-	3	2	2	-
2005	46	-	10	30	6	-	17	-	2	5	10	-
2006	17	-	2	10	3	-	5	-	3	2	-	-
2007	28	-	6	10	10	3	5	-	-	3	2	-
2008	21	1	3	5	10	2	9	-	4	2	3	-
2009	8	2	1	5	3	-	19	-	2	6	10	1
Total	240	3	29	117	994	7	153	2	20	48	83	1

Researcher's Computation from Record available in the personnel unit of the administration department of K.S.T.A and N.S.T.A 2009

Table 5.8 above give the details of staff trained for the various years 1999-2009. In K.S.T.A a total number of 240 were trained for the period under investigation. Out of this number 3 staff representing 1.25% were sent for university training mostly for degree programme, 29 staff representing 12.1% were sent for diploma programme in polytechnic. Again, 117 staff representing 48.8% were sent for vocational training, while 94 staffs representing 39.2% were sent for seminar and workshops and 7 staffs representing 2.9% were sent for other forms of training.

For N.S.T.A a total number of 153 were trained for the period of 1999-2009. Out of this number only 2 staffs representing 1.3% were sent for the degree

programme for the University, 20 staff representing 13.1% were sent for a training in the polytechnic, 48 staff representing 31.4% were sent for vocational training, 83 staff representing 54.2% were sent for seminar and workshops and only 1 staff representing 0.75 was sent for other forms of training.

From the record available in the table above it is clearly shown that in K.S.T.A majority of staff trained were in the area of vocational training followed by those sent for seminar and workshops with little attention given to management and engineering training in the university and polytechnic.

On the other hand, the record of N.S.T.A is quite disturbing because the majority of the staff were only sent for seminar and workshops, also little attention is given to management and engineering training. However, in both K.S.T.A and N.S.T.A staffs were not sent for training in other institution like the Nigeria Institute of Transport Technology for diploma, postgraduate diploma or masters in transport management or transport engineering.

From interview conducted the management staff in both K.S.T.A and N.S.T.A complained bitterly about lack of training opportunity in transport management and administration. They further complain that most seminar and workshops organized is mostly on traffic regulations, accident reduction, drug abuse and revenue generation without due regard to management training and capacity building. However, in K.S.T.A adequate attention was given to training of

drivers and mechanics making them to obtain their trade test grade 1,2and 3. This made most drivers of K.S.T.A to be drivers and mechanics. From the foregoing analysis, it is clear that training as an incentive to staff has not been adequately covered.

In evaluating the quality of personnel and performance, table 5.9 below provides the opinion of respondents with regard to personnel variable.

Table 5.9 Opinion of the Staff Respondents on the Relationship between Inadequate training of Personnel for Performance of Kaduna and Niger State Transport Authority

Variables relating to Quality of Personnel and Performance	K.S.T.A						N.S.T.A					
	SA	A	U	D	SD	Total	SA	A	U	D	SD	Total
1. Frequent Government interference on the employment of staff produce employees without pre-requisite and cogent experience for employment in transport agencies.	60 (46.2%	30 (23.1%)	5 (3.85)	25 (19.2%)	10 (7.7%)	130 (100%)	54 (45%)	30 (25%)	10 (8.3%)	16 (13.3%)	10 (8.3%)	120 (100%)
2. Recruitment in state transport agencies were characterized by primordial tendency of tribe, religion, political consideration and God fatherism.	32 (24.5%)	28 (21.5%)	10 (7.7%)	50 (38.5%)	10 (7.7%)	130 (100%)	45 (37.5%)	20 (16.6%)	10 (8.3%)	35 (29.2%)	10 (8.3%)	120 (100%)
3. Training Programme for staff is a very important aspect of performance enhancement.	62 (47.6%)	30 (23.1%)	3 (2.3%)	30 (23.1%)	5 (3.8%)	130 (100%)	60 (50%)	20 (16.6%)	5 (4.2%)	25 (20.8%)	10 (8.3%)	120 (100%)
4. Management sees training of staff as a benefit to the staff rather than a benefit towards improving the performance of the organization.	40 (30.7%)	32 (24.6%)	30 (23.1%)	30 (23.1%)	20 (15.3%)	130 (100%)	25 (20.8%)	10 (8.3%)	2 (1.7%)	68 (56.7%)	120 (16.6%)	120 (100%)
5. In state transport agencies the emphasis is more on vocational training as well as seminar and workshops.	60 (46.2%)	40 (36.7%)	18 (13.8%)	18 (13.8%)	10 (7.7%)	130 (100%)	64 (54.2%)	25 (20.8%)	2 (1.7%)	18 (15%)	10 (8.3%)	120 (100%)
6. Inadequate training affects quality of personnel for performance.	60 (46.2%	30 (23.1%)	10 (7.7%)	10 (7.7%)	25 (19.2%)	130 (100%)	70 (58.3%)	20 (16.6%)	5 (4.2%)	15 (12.5%)	10 (8.3%)	120 (100%)
7. State Transport Agencies Staff, were provided with fringe and motivational incentives to improve their quality.	30 (23.1%)	5 (3.8%)	50 (38.5%)	50 (38.5%)	40 (30.7%)	130 (100%)	25 (20.8%)	20 (16.6%)	10 (8.3%)	45 (37.5%)	20 (16.6%)	120 (100%)

Key: SA = Strongly Agreed A = Agreed U= Undecided D= Disagreed SD = Strongly Disagreed

In terms of frequent government interference on the employment process of the transport agencies, 90 staff respondents representing 69.3% from KSTA as captured on table 5.9 above claimed that such interference often leads to

employment of staff that do not possess the prerequisite qualification and cognate experience to work in a transport agency. This view also agree with the information obtained from oral interview which shows government do appoint chief executive of the transport agency and change them at will. However, 35 respondents representing 26.9% disagree with the view point. In NSTA on the other hand, as high as 84 respondents representing 70%also agree with the assertion which 26 respondents representing 21.6% disagree.

On the second item,60 staff respondents from KSTA representing 46% are of the view that recruitment in their transport agency is characterized by primordial tendencies of tribe, religion, political consideration and God-fatherism. 60 staff representing 46%also disagreed.

In NSTA, 60 respondents representing 54.1% agree with the view while 45 respondents representing 37.5% disagree. To this end, in both KSTA and NSTA quota system of appointment which is more representative and maintenance is absence.

Training programme was also considered by staff respondents in both KSTA and NSTA as very important towards performance enhancement. This is evident as 92 respondents in KSTA representing 70.7% agree while in NSTA, 80 respondents representing 66.6% also agree. The number of disagreement is low on both KSTA

and N.S.T.A This shows that running a mass transit agency is a professional job and should not be left in the hands of unqualified people.

Also, in K.S.T.A, staff respondents believe that management sees training of staff as a benefit to the staff rather than a benefit towards improving the performance of the organization. Here, 72 respondents representing 60.3% attest to this while 50 respondents representing 38.4% disagree. However, in N.S.T.A, the situation is not the same, only 35 respondents representing 39.1% agreed while 88 respondents representing 73.3% disagreed. This means that in N.S.T.A, management sees training as a benefit towards improving organizational performance.

In response to item 5 on table 5.9 above, the staff respondents in K.S.T.A totaling 100 representing 65.3% claimed that the emphasis on staff training is more on vocational training for drivers and mechanics as well as seminars and workshops. Without due regard to management training. Also, in N.S.T.A, 90 respondents representing 75% agreed with the same view point. These responses also tally with the secondary data captured on training in Table 5.8. Also, during the course of interview, it was observed that most senior staff are not trained on Administrative and financial procedures particularly those in finance and Personnel Administration Department.

Also, it was gathered from the above table that inadequate training actually affects the quality of personnel for performance. Here, 90 staffs respondents from K.S.T.A representing 69.4% agreed with this while 90 respondents from N.S.T.A representing 74.9% agreed.

In terms of motivation and fringe benefits to staff for improvement of quality, majority of the respondents in both K.S.T.A and N.S.T.A were in disagreement that their transport agencies do provide motivational incentives. Here, 90 respondents representing 69.4% in K.S.T.A and 65 respondents representing 54.15 in N.S.T.A attest to this.

On the spot assessment of facilities during systematic observation shows that in K.S.T.A, most offices have modern furniture, some offices no rotating fans nor air conditioners. In NSTA, we still see old structures and office materials. The above presentation, is a clear indication of inadequate training which will ultimately affect the quality of personnel for performance.

5.6 Test of Hypothesis Number Three

(Provision of Operational Input and Operational Performance)

The third hypothesis under investigation in this study states that; Better provisions of operational inputs does not have significant impact on the operational performance of Kaduna and Niger States Owned Transport Agencies. The main operational performance indices utilized here are fleet utilization rate and

passenger volume for which secondary data would be employed for it presentation and analysis. However, variables for operational input and operational performance derived from primary data include stock of spare part, fuel supply, workshops and garages, purchase of new vehicle, maintenance culture, attitude of drivers and conductors.

Table 5.10 below shows the fleet utilization rate for K.S.T.A and N.S.T.A 1999 to 2009.

Years	K.S.T.A			N.S.T.A		
	Total fleet available	No. of Fleet Operable	% Operable	Total fleet available	No. of Fleet Operable	% Operable
1999	170	90	53%	200	40	20%
2000	200	105	53%	230	90	39%
2001	210	120	57%	250	100	40%
2002	230	150	65%	270	120	44%
2003	250	100	40%	280	80	29%
2004	300	190	63%	300	160	53%
2005	320	140	44%	350	200	57%
2006	370	167	45%	390	220	56%
2007	400	260	65%	400	250	63%
2008	410	220	54%	450	230	51%
2009	435	278	64%	500	280	56%

Source: Researcher's Computation from Record available from the Operation Department 2009

Table 5.10 above shows the fleet utilization rate for K.S.T.A and N.S.T.A from 1999 to 2009 inclusive. The table shows that K.S.T.A fleet utilization rate varied as low as 40% and as high as 65%. For N.S.T.A on the other hand the rate varied as low as 20% as high as 68%.

Again, for K.S.T.A between 1999 to 2002 the Fleet utilization rate is higher than that of the N.S.T.A for the same period. However, between 2004 to 2009 N.S.T.A has fleet utilization rate of 50 and above constant while K.S.T.A was fluctuating rate for the same period. From the above table for the period of 1999 to 2004 the operational performance of K.S.T.A is satisfactory while that of N.S.T.A is relatively good. However, on the whole K.S.T.A have an average index of 555 while N.S.T.A have and average index of 46%. To this end therefore, in terms of fleet utilization rate index the operational performance for both K.S.T.A and N.S.T.A cannot be called satisfactory but relatively good.

In terms of passenger volume table 5.11 below provide the rate for both K.S.T.A and N.S.T.A for the year 1999 to 2009.

Table 5.11; The trend for the General Passenger Volume for K.S.T.A and N.S.T.A 1999-2009

Year	K.S.T.A	N.S.T.A
	No. of Passenger	No. of Passenger
1999	50,905,441	23,146,212
2000	65,419,223	28,141,203
2001	51,218,116	30,112,106
2002	47,872,614	31,214,212
2003	3,611,429	2,613,214
2004	4, 031,071	5,212,978
2005	4,210,961	56,308,112
2006	5,121,340	6,121,240
2007	4,811,426	6,111,189
2008	4,981,847	5,212,267
2009	52,212,107	5,111,184

Source: Researcher's Computation from record available in the operation department in K.S.T.A and N.S.T.A 2009

From the above table the patterns of passengers volumes for both K.S.T.A and N.S.T.A to an extent reflect the fleet utilization patterns. For instance, in the case of K.S.T.A from 1999 to 2009 the passenger volume is more than that of N.S.T.A for the same period this is because fleet utilization rate for K.S.T.A from 1999 to 2009 is higher than that of N.S.T.A. For the same period. Similarly, passengers volume for N.S.T.A higher than that of the K.S.T.A for the period of 2004 to 2009, this is so because fleet utilization rate is higher than the same period.

The opinion of respondents on the relationship between operational input and operational performance are presented on table 5.12 below

Table 5.12 Opinion of the Staff Respondents on the relationship between provision of the operational input and operational performance of Kaduna and Niger Transport Agencies

Variables for Operational Input and Operational Performance	K.S.T.A						N.S.T.A					
	SA	A	U	D	SD	Total	SA	A	U	D	SD	Total
1. State transport agencies usually have stock of spare part to avoid delay repairs and fast ageing of vehicles.	40 (31%)	10 (7.7%)	5 (3.8%)	60 (46.2%)	25 (19.2%)	130 (100%)	50 (41.7%)	40 (33.3%)	10 (8.3%)	5 (12.5%)	5 (4.2%)	120 100%
2. State Transport agencies have adequate provision for fuel supply.	60 (46.2%)	25 (19.2%)	10 (7.7%)	25 (19.2%)	10 (7.7%)	130 (100%)	60 (50%)	28 (23.3%)	2 (1.7%)	17 (14.2%)	13 (10.8%)	120
3. The state transport agencies encountered few cases of accident since inception.	65 (50%)	30 (23.1%)	10 (7.7%)	20 (15.4%)	5 (3.8%)	130 (100%)	45 (37.5%)	35 (29.2%)	10 (8.3%)	16 (13.8%)	14 (1.6%)	100%
4. The state transport agencies have convenient location of bus stop.	50 (38.5%)	38 (29.2%)	2 (1.5%)	22 (16.9%)	18 (13.8%)	130 (100%)	20 (16.7%)	35 (29.2%)	2 (1.7%)	43 (35.8%)	20 (16.7%)	120
5. The workshops and garages of the transport agencies are well equipped with modern technological devices.	20 (15.4%)	25 (19.2%)	5 (3.8%)	60 (46.2%)	20 (15.4%)	130 (100%)	29 (24.2%)	20 (16.7%)	1 (0.8%)	45 (37.5%)	25 (20.8%)	100%
6. Purchase of new vehicles is usually carried out by the management of the transport agencies and not the government.	30 (23.1%)	18 (13.8%)	2 (1.5%)	70 (53.8%)	10 (7.7%)	130 (100%)	10 (8.3%)	20 (16.7%)	5 (4.2%)	65 (54.2%)	20 (16.7%)	120
7. The operational capacity of the mass transit vehicle in terms of high utilization enhances operational performance.	50 (38.5%)	35 (26.9%)	10 (7.7%)	25 (19.2%)	10 (13.8%)	130 (100%)	40 (33.3%)	30(25%)	5 (4.2%)	25 (20.8%	20 (16.7%	100%

Key: SA = Strongly Agreed A = Agreed U= Undecided D= Disagreed SD = Strongly Disagreed

Source: Survey Research, 2009.

In table 5.12 above, regarding stock of spare parts, 50 respondents in K.S.T.A representing 28.7% agree that state transport agencies do have stock of spare to avoid delayed repairs and fast ageing of vehicles. However, majority of the staff respondents totaling 85 representing 65.4% disagree with the viewpoint. However, in N.S.T.A, 90 respondents representing 75% agree with the viewpoint which means that while in K.S.T.A, there was absence of stock of spare parts, in N.S.T.A there was stock of spare parts. However, information gathered from some staff of the operations dependent, some of the spare parts in stock are fake and substandard.

In terms of adequate provision of fuel supply both staff respondents of K.S.T.A and N.S.T.A attest to the fact that the state transport agencies do have adequate provision for fuel supply 85 respondents representing 65.4% from K.S.T.A and 88 respondents representing 73.3% from N.S.T.A attest to this.

Also, both staff respondents in K.S.T.A and N.S.T.A agreed with majority responses that their transport agencies recorded few cases of Accident, since inception 95 respondents of KS.T.A representing 73.1% agree while 80 respondents from N.S.T.A representing 67.7% are of the same view.

On the issue of convenient location of bus stop, K.S.T.A has convenient location as 88 respondents representing 67.7% claimed this. However, in N.S.T.A,

the situation is not the same as majority of the staff respondents totaling 63 representing about 555 disagree with the view point.

The 5th item on table 5.12 above provide similar responses from both K.S.T.A and N.S.T.A. Majority of the respondents totaling 80 for K.S.T.A representing 61.9% and 70 for N.S.T.A representing 58.4% admitted that the workshops and garages of both N.S.T.A and N.s.T.A are not equipped with modern technological devices.

On the purchase of new vehicles both staff of K.S.T.A and N.S.T.A have consensus of opinion as majority believe that purchase of new vehicles is not done by the management of the transport agencies but the government, 80 staff respondents from K.S.T.A representing 61.5% disagree with the item No.6 while 88 respondents representing 70.45 from N.S.T.A also disagree.

The 7th item on the table elicited responses on the operational capacity of the mass transit vehicle. In terms of high utilization and operability. Here, 85 respondents of K.S.T.A representing 65.4% claimed that operational capacity of the vehicles in terms of high utilization enhances operational performance. Also, 70 respondents from N.S.T.A representing 38.3% are of the same view.

5.7 Test of Hypothesis Number Four (Quality of Service and Patronage)

Hypothesis number four was formulated to elicit the views of customers respondents. The hypothesis states that: the standard of service delivery 'does not

affect the patronage of the services provided by Kaduna and Niger states transport agencies by commuters.

The standard of service of the agencies is evaluated through the customer's perception of the standard of services measures. The assessment is based on what the customers report as the attractive and the unattractive and the unattractive standard of service attributes of the agencies operations. In particular, the emphasis is on why some individuals choose them and others do not use the services provided by the agencies.

The reasons for the utilization of the services provided by Kaduna and Niger State Transport Agencies are presented on Table 5.13 below:-

Table 5.13 Reasons for the utilization of Services provided by K.S.T.A and N.S.T.A

Reasons	K.S.T.A	N.S.T.A
Comfort	10 (.1%)	5 (5%)
Cheapness	60 (54.5%)	65 (65%)
Convenience	5 (4.5%)	5 (5%)
Safety	13 (11.8%	8 (8%)
Ready/availability	7 (6.4%)	4 (4%)
Speed/safe-time	6 (5%)	3(3%)
Neatness	2(1.8%	2(2%)
Spacious/Luggage accommodation	3 (2.7%)	5 (5%)
Orderliness/Courteous	4 (3.6%)	3 (3%)
Total	100	100

Source: Survey Research 2009.

Table 5.13 above displayed the reasons for the utilization of the services provided by K.S.T.A and N.S.T.A. The responses indicate that cheapness that is affordability is most fundamental factor accounting for the patronage of the services. From the table, 60 respondents representing 54.5% from K.S.T.A and 65 respondents representing 65% from N.S.T.A attest to this.

The reasons of non-utilization of the services provided by K.S.T.A and N.S.T.A table 5.14 provides the answer.

5.14 Reasons for non-utilization of the Services Provided by K.S.T.A and N.S.T.A

Reasons	K.S.T.A	N.S.T.A
Buses not regular	39 (35.5%)	34 (34%)
Low speed/ waste time	35 (32%)	26 (26%)
Buses not available	16 (15%)	10 (10%)
Impolate conductors	13 (12%)	20 (20%)
Toutes/pick-pocket problem	5 (4.5%)	18 (18%)
Has personal cars	2 (1.8%)	12 (12%)
Total	100	100 (100%)

Source: Survey Research 2009.

In terms of criteria of regularity, speed and ready availability as shown in table 5.14 above the standard of service of both K.S.T.A and N.S.T.A is quite low. This is because, 36% of the respondents in N.S.T.A indicates the issue of non-regularity as the reason of non-utilization of the services. The factors of non-regularity is closely followed by low speed/waste of time and non-availability. Although the service of service on this four criteria is low it is encouraging that

impolateness of conductors and pick pocketing do not constitute any men deterrent to use of K.S.T.A & bus service as well N.S.T.A bus service.

Moreover, table 5.15 below provides respondents opinion with regards to the variables on standard of service and patronage.

Table 5.15. Respondents opinion on the relationship between standard of Service and patronage of Services of K.S.T.A and N.S.T.A

Variable for Standard of Service and Patronage	K.S.T.A						N.S.T.A					
	SA	A	U	D	SD	Total	SA	A	U	D	SD	Total
1. In most vehicles of the state transport agencies there are comfortable seat and adequate – leg space.	20 (18.2%)	10 (9.1%)	5 (4.5%)	35 (31.8%)	40 (36.4%)	110 (100%)	20 (20%)	10 (10%)	5 (5%)	40 (40%)	25 (25%)	110 (100%)
2. Overloading of passengers and goods is a common practice in the vehicles of the state transport agencies.	40 (36.4%)	28 (27.4)	2 (1.8%)	25 (23.6%)	14 (12.7%)	110 (100%)	35 (35%)	30 (30%)	5 (5%)	16 (16%)	14 (14%)	110 (100%)
3. Mass transit vehicle always arrive on time for departure.	15 (13.6%)	10 (9.1%)	10 (9.1%)	55 (50%)	20 (18.2%)	110 (100%)	10 (10%)	17 (17%)	3 (3%)	40 (40%)	30 (30%)	110 (100%)
4. Passengers are always refunded when mass transit vehicles breakdown on the way and no hope for immediate repairs.	20 (18.2%)	10 (9.1%)	5 (4.5%)	65 (59.1%)	10 (9.1%)	110 (100%)	10 (10%)	20 (20%)	5 (5%)	10 (10%)	55 (55%)	110 (100%)
5. The services of the state transport agencies is accessible in all parts of the state.	25 (22.7%)	15 (13.6%)	2 (1.8%)	48 (43.6%)	20 (18.2%)	110 (100%)	15 (15%)	25 (25%)	2 (2%)	20 (20%)	10 (10%)	110 (100%)
6. The standard of service of the state transport agencies is high.	32 (29.1%)	17 (15.5%)	1 (0.9%)	25 (22.7%)	35 (31.8%)	110 (100%)	17 (17%)	29 (29%)	1 (1%)	40 (4%)	20 (20%)	110 (100%)

Key: SA = Strongly Agreed A = Agreed U= Undecided D= Disagreed SD = Strongly Disagreed

Source: Survey Research, 2009.

From Table 5.15 above with regard to the issue of comfortable seats and adequate leg space 75 respondents representing 67.4% from K.S.T.A disagree with the assertion while 30 respondents representing 27.3% agreed with the assertion. The situation is the same for N.S.T.A as 65 respondents representing 65% also disagree and 30 respondents representing 30% agreed.

Majority of the respondents in both K.S.T.A and N.S.T.A agree with the viewpoint that overloading of passengers and goods is a common practice with the state transport agencies' vehicles. Here 68 respondents of the K.S.T.A representing

61.8% at least to this while 65 respondents representing 65% from N.S.T.A hold the same view.

On the issue of early arrival for departure by mass transit vehicles, majority of the respondents in both K.S.T.A and N.S.T.A disagreed with the assertion as 75 respondents representing 68.2% from K.S.T.A disagree and also 70 respondents representing 70% from N.S.T.A also disagree.

Majority of the respondents from both K.S.T.A and N.S.T.A also disagree with the assertion that passengers are always refunded when mass transit vehicles breakdown. On the way and no hope for immediate repairs. Here 75 respondents from K.S.T.A representing 68.2% disagree and also 65 respondents representing 65% from N.S.T.A also disagree.

Again with regards to the accessibility of the services of K.S.T.A and N.S.T.A, majority of the respondents disagree with the view that the services are accessible to all parts of the state, observation shows that the services do not reach one local government most especially in Kaduna State. Here, 68% respondents from K.S.T.A representing 61.8% disagree and 58 respondents from N.S.T.A representing 58% disagree.

On the level of standard of service for state transport agencies, majority of the respondents in both K.S.T.A and N.S.T.A are of the view that the standard is low. This is why they disagree with item 6 on table 5.15 above. Here, 60

respondents from K.S.T.A representing 54.5% disagree while 60 respondents representing 60% disagree.

5.9 Statistical Testing of Hypotheses of the Study

Data were presented, analysed and interpreted generally but this section tries to apply result in testing the four hypotheses earlier formulated.

The operation of Chi-Square (X^2) distribution was carried out using the computer package as earlier mentioned. The presentation for the hypothesis testing were as follows:-

Hypothesis One

H_I: The level of funding does not affect the financial performance of Kaduna and Niger state owned transport agencies.

H_1: The level of funding does affect the financial performance of Kaduna and Niger state owned transport agencies.

From hypothesis one above the independent variable is level of funding and dependent variable is financial performance. The responses on both the independent variable (level of funding) and the dependent variable (financial performance) were taking on five point likert scale and presented on tables 5.16 and 5.17 respectively.

Table 5.16

Cummulative Responses of Staff Respondents of K.S.T.A and N.S.T.A on Level of Funding (Independent Variable)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	33	13.2	13.2	13.2
	Agree	40	16.0	16.0	29.2
	Undecided	12	4.8	4.8	34.0
	Disagree	110	44.0	44.0	78.0
	Strongly disagree	55	22.0	22.0	100.0
	Total	250	100.0	100.0	

Source: Survey Research, 2009.

Table 5.17

Cummulative Responses of Staff Respondents of K.S.T.A and N.S.T.A on Financial performance (Dependent Variable)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	35	14.0	14.0	14.0
	Agree	15	6.0	6.0	20.0
	Undecided	12	4.8	4.8	24.8
	Disagree	118	47.2	47.2	72.0
	Strongly disagree	70	28.0	28.0	100.0
	Total	250	100.0	100.0	

Source: Survey Research, 2009.

For purpose of performing Chi-Square operations on the computer for hypothesis one, responses for independent variable (level of funding) and responses for dependent variable (Financial Performance) were coded and the computer using SPSS package cross tabulated the responses to produce the chi-square output presented on Table 5.18 below.

Table 5.18

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	564.570[a]	16	.000
Likelihood Ratio	463.974	16	.000
Linear-by-Linear Association	210.616	1	.000
N of Valid Cases	250		

Source: Survey Research, 2009.

From the Chi-Square out put on Table 5.18 above, hypothesis one testing procedures is as follows:-

Chi-square calculated value is the pearson Chi-Square value which is

= 564.570

Degree of Freedom (df) =16

Level of significance (α) = 0.05

Critical or table value at 16 df and α value of 0.05 = 26.296

Decision Rule

Accept null hypothesis (Ho) against the alternate

Hypothesis (Hi) if X^2 calculated value is less than X^2 critical (tabulate) value.

Reject null hypothesis (Ho) in favour of alternate

Hypothesis (Hi) if X^2 calculated value is greater than X^2 critical (tabulated) value.

Comparison

Comparing the chi-square calculated value of 564.570 with chi-square critical (tabulated) value of 26.296 it could be deduced clearly that the X^2 calculated value is greater than the X^2 tabulated value as such the null hypothesis (Ho) will be rejected in favour of the alternate hypothesis Hi.

Conclusion.

Because the null hypothesis (Ho) is rejected in favour of the alternate hypothesis (Hi) it could be concluded therefore that the level of funding affect the

financial performance of Kaduna and Niger transport agencies. This further proved that there is a significant relationship between performance as the dependent variable and funding as the independent variable, meaning that adequate funding brings about better performance while inadequate funding brings about poor performance.

Hypothesis Two

H_0: Inadequate training does not affect the quality of personnel for performance of Kaduna and Niger transport agencies.

H_1: Inadequate training affects the Quality of personnel for reference of Kaduna and Niger states transport agencies in the area of training.

In the above hypothesis, the independent variable is inadequate training while the dependent variable is quality of research for performance. Responses for both the independent variable (inadequate training) and the dependent variable (quality of personnel were presented on table 5.19 and 5.20 below respectively.

Table 5.19

Cummulative Responses of Staff Respondents of K.S.T.A and N.S.T.A on Inadequate Training (Independent Variable)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	125	49.8	50.0	50.0
	Agree	65	25.9	26.0	76.0
	Undecided	4	1.6	1.6	77.6
	Disagree	36	14.3	14.4	92.0
	Strongly disagree	20	8.0	8.0	100.0
	Total	250	99.6	100.0	
Missing	System	1	.4		
Total		251	100.0		

Source: Survey Research, 2009.

Table 5.20

Cummulative Responses of Staff Respondents of K.S.T.A and N.S.T.A on Quality of personnel for performance (Dependent Variable)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	130	51.8	52.0	52.0
	Agree	50	19.9	20.0	72.0
	Undecided	10	4.0	4.0	76.0
	Disagree	25	10.0	10.0	86.0
	Strongly disagree	35	13.9	14.0	100.0
	Total	250	99.6	100.0	
Missing	System	1	.4		
Total		251	100.0		

Source: Survey Research, 2009.

For the purpose of performing Chi-Square operations, the responses were cross tabulated to produce the chi-square output prescribed on table 5.21 below.

Table 5.21

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	571.893[a]	16	.000
Likelihood Ratio	509.875	16	.000
Linear-by-Linear Association	235.739	1	.000
N of Valid Cases	250		

a. 12 cells (48.0%) have expected count less than 5. The minimum expected count is .16.

Source: Survey Research, 2009.

From the computer output above, hypothesis testing procedures are presented below:

Calculated Value: which is Pearson Chi-Square from the table above is equals to 571.893

Degree of freedom (df) = 16

Level of Significance (α) = 0.05

Critical or tabulated value at 16 (DF) and 0.05 (α) value is equal to 26.296

Decision Rule

Accept null hypothesis (Ho) against the alternate hypothesis

(Hi) if X^2 calculated value is less than X^2 critical (tabulated) value.

Reject null hypothesis (Ho) in favour of alternate hypotheses

(Hi) if X^2 calculate value is greater than X^2 critical (tabulated) value.

Comparison

Comparing the chi-square calculated value 571.893 with chi-square critical (tabulated) value of 46.296, it could be deduced clearly that the X^2 calculated value is greater than X^2 tabulated value as such the null hypothesis (Ho) will be rejected in favour of the alternate (Hi).

Conclusion

Since the null hypothesis (Ho) is rejected in favour of the alternate hypothesis (Hi), it could be concluded therefore that inadequate training affect quality of Personnel for performance of Kaduna and Niger States transport agencies. This further proved that there is a significant relationship between training and quality of personnel for performance which further shows that trained personnel will improve quality and bring about better performance.

Hypothesis Three

H_0: Better provision of operational inputs does not have significant impact on operational performance of Kaduna and Niger state transport agencies.

H_1: Better provision of operational input have significant impact on the operational performance of Kaduna and Niger state transport agencies.

From the above hypothesis, the independent variable is operational inputs while the dependent variable is operational performance, responses for both the

independent variables (operational input) and the dependent variable (operational performance) were presented on table 5.22 and 5.23 below respectively.

Table 5.22

Cummulative Responses of Staff Respondents of K.S.T.A and N.S.T.A on Spare part (Independent Variable)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	90	36.0	36.0	36.0
	Agree	50	20.0	20.0	56.0
	Undecided	15	6.0	6.0	62.0
	Disagree	65	26.0	26.0	88.0
	Strongly disagree	30	12.0	12.0	100.0
	Total	250	100.0	100.0	

Source: Survey Research, 2009.

Table 5.23

Cummulative Responses of Staff Respondents of K.S.T.A and N.S.T.A on Operational performance (Dependent Variable)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	90	36.0	36.0	36.0
	Agree	65	26.0	26.0	62.0
	Undecided	15	6.0	6.0	68.0
	Disagree	50	20.0	20.0	88.0
	Strongly disagree	30	12.0	12.0	100.0
	Total	250	100.0	100.0	

Source: Survey Research, 2009.

From the responses above and for the purpose of running the Chi-Square the two responses were cross tabulated to produce the chi-square output presented on table 5.24 below.

Table 5.24

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	750.000[a]	16	.000
Likelihood Ratio	661.352	16	.000
Linear-by-Linear Association	237.069	1	.000
N of Valid Cases	250		

Source: Survey Research, 2009

From the Chi-Square out put above, hypothesis III testing procedures are as follows:

Calculated Values which is also the Pearson Chi-square in the table the above is equals to 750.000

Degree of freedom (df) 16

Critical or tabulated value at 16 (df) and X value of 0.05 is equals to 26.296

Decision Rule

Accept the null hypothesis (Ho) against the alternate hypothesis (Hi) if X^2 calculated value is less than X^2 critical (tabulated) value.

Reject the null hypothesis (Ho) in favour of the alternate hypothesis (Hi) if X^2 calculated value is greater than X^2 critical (tabulated) value.

Comparison

Comparing the chi-square calculated value of 750.000 with chi-square critical (tabulated) value of 26.296, it could be deduced clearly that the X^2

calculated value is greater than X^2 tabulated value as such the null hypothesis (Ho) will be rejected in favour of alternate hypothesis (Hi).

Conclusion

Since the null hypothesis (Ho) is rejected in favour of the alternate (Hi) hypothesis, it could be concluded therefore that better provision of operational inputs such as spare parts have significant impact on the operational performance of Kaduna and Niger states transport agencies. This further establish the fact that the higher the provision of operational inputs, the higher the operational performance and the lower the provision of operational inputs, the lower the operational performance.

Hypothesis Four

H_0: Standard of service does not affect the patronage of the services provided by Kaduna and Niger state owned transport agencies.

H_1: Standard of service does affect the patronage of the services provided by Kaduna and Niger state owned transport agencies.

From the above hypothesis the independent variable is standard of service while the dependent variable is patronage. Respondent for both the independent (standard of service delivery) and the dependent variables (patronage) that were needed for chi-Square operation were presented on the table 5.25 and 5.26 below respectively.

Table 5.25

Cummulative Responses of Customers Respondents of K.S.T.A and N.S.T.A on Standard of Service (Independet Variable)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	42	20.0	20.0	20.0
	Agree	46	21.9	21.9	41.9
	Undecided	2	1.0	1.0	42.9
	Disagree	65	31.0	31.0	73.8
	Strongly disagree	55	26.2	26.2	100.0
	Total	210	100.0	100.0	

Source: Survey Research, 2009.

Table 5.26

Cummulative Responses of Customers Respondents of K.S.T.A and N.S.T.A on Timeleness (patronage) (Dependent Variable)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	25	11.9	11.9	11.9
	Agree	27	12.9	12.9	24.8
	Undecided	13	6.2	6.2	31.0
	Disagree	95	45.2	45.2	76.2
	Strongly disagree	50	23.8	23.8	100.0
	Total	210	100.0	100.0	

Source: Survey Research 2009.

The responses on the above tables were cross tabulated using the computer for the purpose of Chi-Square operation and produce the output below on table 5.29

Table 5.27

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	410.215[a]	16	.000
Likelihood Ratio	398.276	16	.000
Linear-by-Linear Association	165.014	1	.000
N of Valid Cases	210		

Source: Survey Research, 2009.

From the chi- Square output above, hypothesis four testing procedures are as follows:

Calculated value which is also the Pearson chi-Square value from the table above is equal to 410.215

Degree of freedom df : 16

Level of significant (α) : 0.01

Critical or tabulated value is equal to 5.812.

Decision Rule

Accept the null hypothesis (Ho) against the alternate hypothesis (Hi) if X^2 calculated value is less than X^2 critical (tabulated) valued.

Reject the null hypothesis (Ho) in favour of the alternate hypothesis (Hi) if X^2 calculated value is greater than X^2 critical (tabulated) value.

Comparison

Comparing the chi-square (X^2) calculated value of 410.215 with chi-square (X^2) critical (tabulated) value of 5.812, it could be deduced clearly that the X^2 calculated value is greater than X^2 tabulated value as such the null hypothesis (Ho) will be rejected in favour of alternate hypothesis (Hi).

Conclusion

Since the null hypothesis (Ho) is rejected in favour of the alternate hypothesis (Hi), it could be concluded therefore that standard of services does

affect the patronage of Kaduna and Niger states owned transport agencies by commuters. This further establish the fact that commuters will at all time be ready to patronise the services of states transport agencies provided there is high standard of service delivery in terms of its comfortability, timeliness, safety, convenience, reliability, cheapness, affordability and accessibility.

5.8 DISCUSSIONS OF MAJOR FINDINGS OF THE STUDY

This research was set out to evaluate the performance of Kaduna and Niger State Transport agencies in Nigeria. With the focus of investigating the relationship between the level of funding and financial performance, the adequacy of training and quality of personnel for performance, provision of operational input and operational performance, as well as the relationship between the standard of service and patronage of the services provided by the agencies.

From the analysis of the idea generated and presented as well as the statistical test of the four hypotheses formulated and derived from the four objectives and the four research questions raised, the following major findings are obtained.

1. On the relationship between the level of funding and financial performance of Kaduna and Niger State transport agencies take 5.6 and 5.7 provide the assessment. In the discussions that followed table 5.6 it was observed that

the financial performance of Kaduna State Transport Agencies (K.S.T.A) between 1999 to 2004 on the bases of the ratio of operating to total operating expenditure is fear because revenue outway expenditure for Niger State Transport Authority (N.S.T.A), the financial performance within the same period is poor because expenditure is greater than revenue. On the whole assessment 1999 to 2009 both KS.T.A and K.S.T.A have poor financial performance as expenditure or total operating cost was greater than generated revenue. From table. 5.7 the study revealed that the mandate of both K.S.T.A and N.S.T.A is not profit maximization but provision of social services at affordable prices to the citizens. The study also revealed that in both KS.T.A and N.S.T.A the government alone cannot provide all the funds needed for the smooth operations of the agencies and that government level of funding has not increased over the years. Again, while K.ST.A is successful in debt recovery for vehicle chartered on credit by top government official N.S.T.A was not successful in this direction. This point to the fact that the level of funding or financial support to the agencies is low. On the statistical test of hypothesis it was observed that the calculated value of chi-square was greater than the critical value. This means that there is a relationship between level of funding and financial performance of the state transport agencies. Sequentky, high level of funding will bring about

good performance whereas low level of funding will bring about poor performance.

2. Trained employees are the single greatest asset available to an organisation in performing it duties on the relationship between inadequate training and quality of personnel for performance, Table 5.8 and 5.9 provides the assessment. From the number of staff trained in both K.S.T.A and N.S.T.A as revealed on table 5.8 it is cleared that the administrative structure of the state transport agencies are defect in term of quality of personnel, running a mass transit agencies is a professional job and should not be left in the hands of unqualified people. For example between 1999 to 2009 in both K.S.T.A and N.S.T.A less emphasis was given to management training and more emphasis was given to vocational training as well as seminar and workshop. This provided the opportunity for technicians who perhaps rose through the ranks instead of qualified engineers to head the engineering workshops. Similar, the account section depends on people without accounting qualification. From table 5.9 it was observed that frequent government interference in the employment of staff in both K.S.T.A and N.S.T.A produced employees without pre-requisite and cogent experience for employment in transport agencies. This is manifested further by

consideration of primordial tendencies of tribe, religion, political affiliation and God fatherism with prominent in K.S.T.A than N.S.T.A.

On the whole, training is viewed as very important to the staff of both K.S.T..A and N.S.T.A, its provision is very inadequate in both organisation and this ultimately affects the quality of personnel for performance. On the statistical test of hypothesis, it was also observed that calculated value of chi-square was greater than the critical value this means that there is an association between level of training and quality of personnel for performance. Adequate training will bring about high quality of personnel and subsequently high performance. On the other hand, inadequate training will bring about low quality of personnel and low performance.

On the relationship between provision of operational input and operational performance of both K.S.T..A and N.S.T.A table 5.10 and 5.11 provide the assessment. From table 5.10 fleet utilization rate for K.S.T..A between 1999 to 2002 was favourable while that of N.S.T.A was unfavourable of the same period. On the whole therefore, in terms of fleet utilization rate indice 1999 to 2009 the operational performance of both K.S.T..A and N.S.T.A is not satisfactory but relatively good. Operations of the states transports agencies is aided by some operational input. On the stock of spare part K.S.T.A do not have enough stock as N.S.T.A in order ot avoid delay repairs and fast

ageing of vehicle. However, in both agencies there was consensus on frequent supply of fuel. Again, K.S.T.A have convenient of bus stop while that of N.S.T.A is very inconvenient. Also, the workshops and garages of both K.S.T..A and N.S.T.A and not equipped with modern technological devices. On the statistical test of hypothesis it was also observed that the calculated value of chi-square was greater than the critical value, this means that there is a relationship between provision of operational input and operational performance. This is to say that better provisions of operational input will bring about good performance while poor provisions of operational input will surely bring about poor performance.

4. The last area of assessment is on the relationship between standard of service and patronage of the services provided by both K.S.T..A and N.S.T.A. Here, table 5.13, 5.14 and 5.16 provide the assessment. From table 5.13 the study revealed that cheapness or affordability is the most fundamental factor accounting for the patronage of the services provided for by the K.S.T.A and N.S.T.A. On the other hand non-regularity, low speed/waste of time are some of the reasons for non-utilization of the services provided by both K.S.T..A and N.S.T.A. On the standard of service generally the study revealed that there are not comfortable seat and adequate leg space in most vehicle of K.S.T..A and N.S.T.A, overloading of

passengers and goods is a common practice, no refund is giving to passengers of breakdown, the services are not accessible in all part of Kaduna and Niger State. The above revelation clearly shows that the standard of service in both K.S.T..A and N.S.T.A is low. On the statistical test of hypothesis it was observed that the calculated value of chi-square is also greater than the critical value. This means that there is a relationship between standard of service and patronage of the services provided by K.S.T..A and N.S.T.A. This further indicates that high standard of service will bring about higher patronage whereas low standard of service would bring about non-utilization of patronage of services provided by K.S.T..A and N.S.T.A.

Finally, there are certain areas in which the Kaduna State Transport Authority and the Niger State Transport Authority have done better than one another, for instance in the area of probity and accountability, the K.S.T.A do published their statement of revenue generated in dailies monthly. There is nothing like this from the Niger State Transport Authority. Again, in K.S.T.A, any government official who chartered a Vehicle without making payment the amount is deducted directly from his salary at the end of the month. In N.S.T.A, the government official may even go free without

payment. To this end therefore, the management of N.S.T.A can draw a lesson from these financial virtues implemented by K.S.T.A

In terms of training of drivers, the K.S.T.A have a register called drivers training register (D.T.R) which provide mandatory training for drivers on trade test 1,2, or grade 3 and any driver who refuse to attend the course is ultimately dismissed. This trade test makes the drivers of K.S.T.A to be both drivers and mechanics. In N.S.T.A drivers do not have this incentive, this is the very reason why if N.S.T.A vehicle broke down on the way the drivers cannot carryout the repairs until mechanics are invited. Therefore, the management of N.S.T.A can borrow a leaf in this direction.

In the area of location of bus stop, the K.S.T.A has more convenient location of bus stop, in the sense that the bus stops, are many, well constructed with enough shade and roofing to protect customers from sun and rain. The N.S.T.A has no constructed bus stop, and therefore can take a lesson from K.S.T.A.

One area, which N.S.T.A have done better than K.S.T.A is in area of control of toutes and pick-pocketers in the garage through the use of special marshals called Garage Provost Marshall (GPM). Here, the K.S.T.A can learn from N.S.T.A

Again, in N.S.T.A there is what is called annual staff award night, in which, outstanding staff received fantastic award for their hardwork and productivity such as the most accident free driver of the year, most polite conductor of the year, most disciplined revenue collector of the year, etc. This system of motivation is absent from the K.S.T.A, as such the K.S.T.A can also borrow a leaf in this directions.

The lessons derivable by the K.S.T.A and N.S.T..A from one another had widened the frontier of knowledge by this research, and fundamentally contribute to knowledge.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter is the concluding section of this research report. It will provide the summary, conclusions and recommendations as follows:

6.2 Summary

This research work was carried out to evaluate the performance of Kaduna and Niger state transport agencies from 1999 – 2009, with focus on road transportation. Essentially, the study was carried out to determine to causality between government effort and performance of the selected transport agencies. Determinants such as level of funding, provision of operational inputs, quality of personnel and patronage were used to express government efforts as the determinants of performance.

From chapter one which is an introductory chapter, it was highlighted in the statement of the problem that a gap existed in the sense that symptoms such as large number of vehicles grounded and parked at mechanical workshop, delay and breakdown of vehicles on the way, overloading and non utilisation of vehicles. The specific objectives of the study include determining the extent in which lending affect financial performance. To also find out the extent in which inadequate

training affects quality of personnel for performance of the transport agenesis, to examine the effect of operational inputs such as spare parts, fuel and workshop equipment affect the operational performance of the transport agencies and to determine the impact of standard of service on the area of comfortability, affordability and timeliness on the patronage of the services provided by the transport agencies. Four hypotheses were formulated and tested which include the relationship between the level of funding and financial performance, the relationship between inadequate training and quality of personnel and performance, the relationship between provision of operational inputs and operational performance as well as the relationship between standard of service and patronage. The study is significant to researchers, academicians, transport practitioners and administrators, politicians in the sense that due to similarities of the operation of the various transport agencies in Nigeria observations for Niger, Kaduna and Bauchi State transport authorities could be used as a significant reference point. The major limitations of the study are that of insufficient financial resources, time, confidentiality of some records and so on. Major terms such as funding, personnel, operations, patronage and performance were classically and operationally defined.

Fundamentally, for the achievement of research objectives chapter two, three, four and five are included in the research report for the understanding of data

gathered and analysed. In chapter two for instance, the rich literature reviewed the concept of public enterprises. Including its definitions, classification, characteristics, justifications as well as problems. It also reviewed the concept of transport including financial management of transport agencies, "Personnel and Operations as well as review of previous studies on performance evaluation of state owned transport agencies the concept of management is also reviewed. However, the system theory of David Easton was adopted as the theoretical framework of the study. Inline with the system approach the Kaduna and Niger state transport agencies are operating as a system with inputs (vehicles, personnels, funds, offices, workshop etc) that are transformed into output (conveyance of people and goods to various destinations) and the system gets self regulated through the feedback of its activities of the organisations in transporting the commuters.

In chapter three, the research methodology adopted for the study was discussed. Here the survey research method was adopted. The study consist of two population elements namely staff and customers population. The staff population consisted of Two Thousand and Eighty Staff (2,080) drawn from all cadre (management and operational) in the two selected transport agencies while the population of the customers was unknown. Yemani's formula was used to select a sample size of 366 for the staff population while the sample size for the customers

population was 300 consisting of 150 customers from each transport agency. Stratified sampling technique was used for staff population and questionnaire were administered randomly on them. While accidental sampling technique was used in both questionnaire and interview for the customers population. Data for the study was generated from both primary and secondary sources, the instrument of primary data include the questionnaire, interview, and observation. The instruments of secondary data include published and unpublished text materials as well as the internet. In terms of questionnaire administration 336 questionnaires were administered to the staff respondents in both K.S.T.A and N.S.T.A to elicit information on the determinants of performance (funding, personnel and operation). Out of 344 questionnaires 280 were returned given 83.3% rate of returns in all. Out of the … questionnaire returned 250 were duly completed given 74.4% rate of response. On the other hand 300 questionnaires were administered to customers which illicit information on the standard of service and their satisfactions with the services rendered by the selected transport agencies (patronage). Here also 240 questionnaire were returned given 80% rate of returns. Out of the number of questionnaire returned by customers 210 were duly completed given 70% rate of response by customers in both K.S.T.A and N.S.T.A. In terms of data analysis both the descriptive and inferential statistical analyses were carried out on the collected data. The descriptive tool used include frequency

tables and simple percentages. The inferential statistical tool used was the chi-square (x^2) test which measured the discrepancies between the observed and expected frequencies.

Moreover, chapter four of the research report contained the historical and structural overview of the Kaduna and Niger transport agencies area focused included their mandate, years of establishment departments and their functions, routine system, inter and intra-state services as well as their organogrammes.

Data gathered on the basis of initial hypotheses postulated were presented, analysed and interpreted in chapter five. Frequency tables, simple percentages were used for this purpose. The statistical test of the hypotheses shows that all the four null hypotheses were rejected using the chi-square (x^2) decision rule parameter which state that the null hypothesis is to be rejected if x^2 calculated value is greater than x^2 tabulated or critical value. In the first hypothesis on the relationship between level of funding and financial performance the calculated x^2 value is 564.570 while the x^2 tabulated value is 26.296. For the second hypothesis which is on the relationship between inadequate training and quality of personnel for performance, the calculated x^2 value is 571.893 and the x^2 critical value is 26.296. For the third hypothesis which shows the causality between provision of operational input and performance, the x^2 calculated value is 750.00 while the x^2 critical value is 26.296. For the last hypothesis on the relationship between

standard of service and patronage, the x^2 calculated value is 410.215 while the x^2 tabulated value 5.812. The discussions of major findings of the study were also done in this chapter.

6.3 Conclusions

The research was set out to evaluate the performance of Kaduna and Niger State Transport Agencies. From the preceding discussion, there is no doubt that in all the two state transport agencies evaluated, the objectives of the mass transit services are been made although at varying degree of success. It is clear from the study that the advent of mass transit services in the various state have provided to a great extent an additional means of road transportation that can be affordable by the masses.

It was demonstrated in this study that there similar characteristics in the operations of management of mass transit services in Kaduna and Niger State transport agencies, variations occurred in revenue generated, operating cost, fleet utilization, quality of personnel, financial viability, operational efficiency as well as standard of services.

In view of the above, it could be concluded that the performance evaluation of Kaduna and Niger State transport agencies is very difficult, considering the fact that the services provided are geared towards welfare of the citizens and not profit

making. Despite this mandate, the financial performance of both agencies is poor as operating cost is higher than revenue, training is inadequate as such quality of personnel in both agencies is low. Similar, operational performance in both K.S.T.A and N.S.T.A cannot be called satisfactory but relatively good. The standard of service in both K.S.T.A and N.S.T.A is set to be low hence, the level of patronage is also low. However, this constraints and challenges required policy attention in order to improve upon their performance.

6.4 Recommendations

Based on the findings and conclusions of the study the following recommendations are made:

1. In terms of poor financial performance there should complementary source of funding for state transport agencies. Here, it has been suggested that the Federal government should establish specialised banks to be known as 'National Transport Development Bank" (NTDB) which will be financed by the Federal government and the Central Bank of Nigeria, the bank should provide medium and long-term credit to the state transport agencies at low interest. The funds can be provided through equity participation, identify and properly articulate investment proposals that would go a long way to improve the financial performance to the state transport agencies. It also suggested that the state

transport agencies should go partnership with the private sector under the public-private partnership initiative which improves cost effectiveness and in turn enables them generate sufficient returns to support further investment in additional transit vehicle. Again, the stat transport agencies should device the method of deduction from salary sources for all government officials who shattered the vehicles of the agencies on credit.

2. In terms of inadequacy of training and quality of personnel, there should be comprehensive agencies. Here, full in service training in relevant institutions should be mounted for the development of driver skills and knowledge and motor vehicles technology courses at Kano should be made use of for the training of drivers. Middle level and top management staff of the agencies should be seen for training at the universities and also to attend management courses offered at the administrative staff College of Nigeria (ASCON), Nigeria Institute of Transport Technology (NITT). Employment of new staff should be purely on merit throughout the quota system and accounting officers should possess professional competence offered by ICAN and ANAL.
3. Operational performance could improve through adequate stock of spare part to enhance regular maintenance. Here, the agencies should utilised vehicle whose spare parts are readily available in the market. The workshops and garages

should be equipped with standard modern tools including sophisticated technological devices.

4. The standard of service of the state transport agencies could be improved upon if the agencies purchase vehicles with comfortable seat and adequate leg space, overloading of passengers and goods is avoided to ensure safety, the time wasted by passengers before drivers arrive for departure should be minimised again. Passengers should refunded when vehicles breakdown as practice in private transport operations. The services should accessible in all part of the state and adequate security should be provided at the motor park to checkmate the activities touts and pick pocketers.
5. Further research should be carried out in the following area.
   i. Comparative analysis of this financial performance, private transport service and government owned transport service.
   ii. The impact of managerial training on the operational efficiency of government owned transport service.

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APPENDIX I

QUESTIONNAIRE FOR STAFF RESPONDENTS

Department of Public Administration,
Faculty of Administration,
Ahmadu Bello University,
Zaria.

30th March, 2008.

Dear Respondent,

I am a Ph.D student in the Department of Public Administration, Ahmadu Bello University, Zaria, undertaking a research on "**An Evaluation of the Performance of Public Transport Services in Some Selected State of Northern Nigeria**".

I will be grateful if you can fill the attached questionnaire. Please be rest assured that all information provided by you would be used purely for academic purpose and shall be treated with absolute confidentiality. Note also, for sections B, C and D, you are to tick the most appropriate option. However, the following key will guide you:
SA = Strongly Agree
A = Agree
U = Undecided
D = Disagree
SD = Strongly Disagree

Thanks for anticipated cooperation.

Yours faithfully,
Signed.
Adamu Abdul Yunusa.

SECTION A

(PERSONAL DATA OF RESPONDENTS)

Please tick [√] as appropriate.

1. GENDER OF RESPONDENT

   (a) Male [ ]

   (b) Female [ ]

2. AGE OF RESPONDENT

   (a) 21 – 30 years [ ]

   (b) 31 – 40 years [ ]

   (c) 41 – 50 years [ ]

   (d) 51 – 60 years [ ]

   (e) 61 years and above [ ]

3. LEVEL OF EDUCATION

   (a) Primary Certificate [ ]

   (b) WAEC, GCE, NECO, SSCE [ ]

   (c) NCE/OND/ND [ ]

   (d) Degree/HND [ ]

   (e) Masters [ ]

   (f) Others

specify.....

4. MARITAL STATUS

   (a) Single [ ]

   (b) Married [ ]

   (c) Divorced [ ]

   (d) Separated [ ]

   (e) Others

   specify.....

SECTION B

LEVEL OF FUNDING AND FINANCIAL PERFORMANCE OF KADUNA AND NIGER STATE TRANSPORT AGENCIES

S/NO	VARIABLES	SA	A	U	D	SD
5.	State Transport agencies is not established to make profit but to provide social services to the people at affordable prices.					
6.	The money realised from the operations of the state owned transport agencies goes into it account.					
7.	In the state owned transport agencies there was connivance between drivers, conductors, supervisors and managers to divert funds.					
8.	Government alone can provide all the funds needed for the *smooth operations of the state transport owned agencies.*					
9.	The level of government funding to state owned transport agencies has increased over the years.					
10.	The state owned transport agencies is successful in debt recovery for the vehicle chartered by top government functionary.					
11.	The operating revenue of the state owned transport agencies is often greater than the total operating costs.					

SECTION C

INADEQUATE TRAINING AND QUALITY OF PERSONNEL FOR PERFORMANCE OF KADUNA AND NIGER STATE TRANSPORT AGENCIES

S/NO	VARIABLES	SA	A	U	D	SD
12.	Frequent Government interference on the employment of staff produces employees without pre-requisite and cogent *experience for employment in a transport agencies.*					
13.	Recruitment in state transport agencies were characterised by primordial tendency of tribe, religion, political consideration and God fatherism.					
14.	Training programme for staff is a very important aspect of performance enhancement.					
15.	Management sees training of staff as a benefit to the staff rather than a benefit towards improving the performance of the organisation.					

16.	In state transport agencies, the emphasis is more on vocational training as well as seminar and workshops.					
17	Inadequate training affects quality of personnel for performance					
18.	State transport agencies staff were provided with fringe and motivational incentives to improve their quality.					

SECTION D
PROVISIONS OF OPERATIONAL INPUTS AND OPERATIONAL PERFORMANCE OF KADUNA AND NIGER STATE TRANSPORT AGENCIES

S/NO	VARIABLES	SA	A	U	D	SD
19.	State transport agencies usually have stock of spare parts to avoid delay, repairs and fast ageing of vehicles.					
20.	State transport agencies have adequate provision for fuel supply.					
21.	The state transport agencies encountered few cases of accident since inception.					
22.	The state transport agencies have convenient location of bus stop.					
23.	The workshop and garages of the transport agencies are well equipped with modern technological devices.					
24.	Purchase of new vehicles is usually carried out by the management of the transport agencies and not the government.					
25.	The operational capacity of the mass transit vehicle in terms of high utilization enhances operational performance.					

APPENDIX II

QUESTIONNAIRE FOR CUSTOMER'S RESPONDENTS

Department of Public Administration,
Faculty of Administration,
Ahmadu Bello University,
Zaria.

30th November 2008.

Dear Respondent,

I am a Ph.D student in the Department of Public Administration, Ahmadu Bello University, Zaria, undertaking a research on "**An Evaluation of the Performance of Public Transport Services in Some Selected States of Northern Nigeria**".

I will be grateful if you can fill the attached questionnaire. Please be rest assured that all information provided by you would be used purely for academic purpose and shall be treated with absolute confidentiality. Note also for section B, you are to tick the most appropriate option. However, the following keys will guide you.

SA = Strongly Agree

A = Agree

U = Undecided

D = Disagree

SD = Strongly Disagree

Thanks for anticipated cooperation.

Yours faithfully,
Signed.
Adamu Abdul Yunusa.

SECTION A

(PERSONAL DATA OF RESPONDENTS)

Please tick [√] as appropriate.

1. **GENDER OF RESPONDENT**

   (a) Male [ ]

   (b) Female [ ]

2. **AGE OF RESPONDENT**

   (a) 21 – 30 years [ ]

   (b) 31 – 40 years [ ]

   (c) 41 – 50 years [ ]

   (d) 51 – 60 years [ ]

   (e) 61 years and above [ ]

3. **LEVEL OF EDUCATION**

   (a) Primary Certificate [ ]

   (b) WAEC, GCE, NECO, SSCE [ ]

   (c) NCE/OND/ND [ ]

   (d) Degree/HND [ ]

   (e) Masters [ ]

   (f) Others

specify.....

4. **MARITAL STATUS**

   (a) Single [ ]

   (b) Married [ ]

   (c) Divorced [ ]

   (d) Separated [ ]

   (e) Others

specify.....

SECTION B:

STANDARD OF SERVICE AND UTILISATION (PATRONAGE) FOR THE SOURCES OF KADUNA AND NIGER STATE TRANSPORT AGENCIES.

S/NO	VARIABLES	SA	A	U	D	SD
5.	In most vehicles of the State transport agencies there are comfortable seat and adequate leg space.					
6.	Overloading of passengers and goods is a common practice in the vehicles of the state transport agencies.					
7.	Mass transit vehicle always arrive on time for departure.					
8.	Passengers are always refunded with mass transit vehicles breakdown on the way and no hope for immediate repairs.					
9.	The services of the state transport agencies is accessible in all part of the state.					
10.	The standard of service of the state transport agencies is high.					

INTERVIEW FORMAT FOR STAFF AND CUSTOMERS OF STATE OWNED TRANSPORT AGENCIES

Sir/Madam,

We are carrying out an empirical investigation on the evaluation of the performance of state owned transport agencies in Nigeria focusing our attention on the Kaduna State Transport Authority and Niger State Transport Authority. This would enable us to recommend better strategies for effective and efficient performance of government owned transport agencies. Therefore, we would be glad if you discuss with us in good faith the following issues:

I. **FUNDING**

1. How would you describe the mandate of your transport agencies in terms of social welfare and profit making?
2. How would you describe the level of funding of your state transport agency?
3. Do you think drivers and conductors are aware of the where about diverted revenue for the agency?
4. If government stop funding your transport agency do you agree that the agency can stand on its own?

II. **QUALITY OF STAFF**

5. In terms of technical competence, how would you describe the staff of your transport agency?
6. Would staff training improve their performance?

III. **OPERATIONS**

7. Do you consider the availability of spare parts to be a prerequisite for longevity of vehicles?

IV. STANDARD **OF SERVICE**

8. Are the vehicles of your transport agency convenient, reliable and affordable?
9. In your own opinion do you think that the patronage for the services of your transport agency depend on safety and timeliness?

V. **OVERALL PERFORMANCE**

10. Is it true that your state transport agency is performing below expectation?
11. What strategies would you recommend for improve performance of your transport agency?