TITLE PAGE

THE PERFORMANCE OF PUBLIC CORPORATIONS IN NATIONAL DEVELOPMENT : A STUDY OF NITEL PLC

BY

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A THESIS SUBMITTED TO THE POSTGRADUATE SCHOOL, AHMADU BELLO UNIVERSITY ZARIA, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF PUBLIC ADMINISTRATION (M.P.A.)

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ZARIA

DECLARATION

I declare that this thesis is entirely my effort and that no thesis of this nature has been presented anywhere for academic purposes prior to the research. All materials used from other sources have been duly acknowledged.

CERTIFICATION

This thesis entitled "**THE PERFORMANCE OF PUBLIC CORPORATIONS IN NATIONAL DEVELOPMENT: A STUDY OF NITEL PLC**" by LYNDA CHINAELO EGWUATU, meets the regulations governing the award of the Degree of Master of Public Administration (M.P.A.), of Ahmadu Bello University Zaria and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

This research work is dedicated with love, admiration and profuse gratitude to my dearest parents, Rev. (Dr) and Mrs B.S.C. EGWUATU for their undying love, support and encouragement for as long as I can remember.

ACKNOWLEDGEMENT

TO GOD be the glory for making it possible for me to pursue the M.P.A. programme; I owe it all to Him.

I express my heartfelt appreciation to my supervisor Prof. I. Abdulsalami who buoyed my spirits greatly and offered the necessary guidance and assistance. In particular, the degree of commitment which he showed in this research work is highly appreciated. The final success of this thesis is certainly due to his intellectual input and very useful suggestions offered with an admirably critical eye.

I also owe much gratitude to Mr. Yakubu Sankey, a senior lecturer in the Department who apart from being one of my programme lecturers, assisted me immensely in the supervision of this thesis at the early stage and also gave me moral support especially at the most critical stage of this research.

Special gratitude also goes to Dr. A. A. Anyebe for his invaluable advice and concern in the supervision of this work.

Prof. Uka Ezenwe former Dean of the Faculty of Arts and Social Sciences and his family also deserves much gratitude for the keen interest and encouragement he gave

me right from the beginning to the completion of this programme - Thanks for being you.

Other lecturers who taught me in the course of this programme and offered useful advice and are highly worthy of my appreciation includes Prof. P.C.A. Daudu, Prof. (Chief) J.B. Adewumi, Prince (Dr) Kola Obaitan, Prof. O. Asemwota and Dr. I. Omale. I commend them highly for inculcating in me, a new dimension of knowledge.

I am greatly indebted to Prof. J.B. Longe (former H.O.D) Public Administration for his guidance and encouragement during the programme; may God bless you.

I use this medium also to thank Mr. Bala Ibrahim of the Public Relations Department, NITEL Headquarters, Tafawa Balewa Square (TBS) Lagos, for providing me with almost all the data needed for this study. I cannot fail to express my deep love and gratitude to Mama Osina (my grandmum) Vivian, Ifeatu and Olive (my sisters) and Chijioke and little Nonso (my brothers) for their understanding and love throughout my programme (YOU ARE THE BEST!!!).

I also wish to express my encomium to the family of Chief Ossy Egwuatu for the wonderful love and kindness they displayed to me. I pray God to reward them abundantly. May I also register my immense gratitude to Mr. Robert Ebot Tambe Ebot (my class Chairman) who contributed in no small way to the success of this research.

Not left out are Mr. Simon Otache and Barrister Austin Agom, both of whom must be commended for their magnanimity, support, kindness and understanding during the course of this programme.

Also of equal acknowledged importance are Fidelis O. Peminda, Takon Paulina Odu, Edwin Jose and Parker Maude, the Departmental Librarian and indeed all my M.P.A. 1993/94 classmates are not left out.

Abbas Musa must also be commended for doing a marvelous job in the keyboarding and printing of this thesis - Thank you so much.

There are many others whose names cannot be mentioned here but who have assisted me in making this study a success; to them I owe much gratitude - I thank God for knowing you all.

While I have been most grateful for the advice given by these good friends, I have not in all cases acted upon it, so they should not in any way be held responsible for any error(s) of fact or interpretation.

LYNDA CHINAELO EGWUATU

SEPTEMBER 1997

ABSTRACT

The issue of the proper role of public corporations in a developing society has always been a burning one especially as public corporations are seen as vital agents not only for national development but also for the development of wealth and resources.

Of specific interest in this study was to evaluate the extent to which NITEL Plc has met with the targets set by its enabling laws with a view to ascertaining its effectiveness within this period of dwindling natural resources. For the purpose of analysis, two hypotheses were constructed and tested viz:

a) Poor management style has resulted in NITEL's inability to acquire and maintain good facilities; overstaffing; and the engagement of poorly qualified and skilled staff.

b) The inability of NITEL to generate enough resources has limited its contributions to National Development.

In addition, aspects like the quality of services provided, academic/professional qualifications of staff and their personnel policies involved in the effective performance of NITEL were examined. The findings in this study show that all the hypotheses postulated were rejected suggesting that NITEL Plc has done quite well viz-a-viz national development.

The findings also reveal that although NITEL has been able to achieve some of its objectives, there is still a lot of room for improvement. The company is still confronted with a series of human and operational problems such as staff indiscipline, inadequate supply of services to meet demand and illegal connections to the network etc.

At the end of the study, recommendations were advanced. In view of the various problems impeding NITEL's smooth and efficient operation as revealed by this study, it is recommended that the entire work force of NITEL should re-dedicate themselves to the maintenance of very good telecommunication services. This means that NITEL staff should be much more dedicated to their job, so as to realise organisational goals.

NITEL should strive to increase the total number of digital exchanges and continue to make telecommunication services readily available to people. These and many other recommendations were advanced following our findings and hopefully, the management of NITEL would find them useful.

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ABBREVIATIONS

1.	P and T:	Post and Telecommunications
2.	NET:	Nigerian External Telecommunication
3.	NITEL:	Nigerian Telecommunications
4.	PLC:	Public Liability Company
5.	ADT:	African District Telegraph
6.	C&W:	Cable and Wireless
7.	TCPC:	Technical Committee on Privatisation and Commercialisation
8.	G.M:	General Manager
9.	D.G.M.:	Deputy General Manager
10.	S.M.:	Senior Manager
11.	A.M.:	Assistant Manager
12.	ELP.:	External Line Plant
13.	MGT.:	Management
14.	TDS.:	Telex Delivery Service
15.	RTA.:	Registered Telegraph Address
16.	ITU.:	International Telecommunications Union
17.	INMARSAT:	International Satellite Organisation
18.	ITSC.:	International Telephone Switching Centres
19.	DCL.:	Digital Communications Limited
20.	MTS.:	Mobile Telecommunication Services.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Public Corporations have a pivotal role to play when it comes to the national development of any nation especially developing nations like Nigeria. While there are justifiable expectations by most if not all Nigerians about the role of public corporations in ushering in a new post-independence society characterised by self-reliance and a buoyant economy, it is regrettable that in contemporary Nigeria, there is little awareness of the developmental potentials of public corporations.

The importance of public corporations in the socio-economic development of a nation like Nigeria can not be over-emphasized. Public corporations are vital agents for development and for the distribution of wealth and resources.

The impact of public corporations such as the National Electric Power Authority (NEPA), the Nigerian Postal Services (NIPOST), Nigerian Telecommunications Limited (NITEL), Nigerian Railways Corporation (NRC) to mention but a few is yet to be fully felt by the Nigerian citizenry especially the masses.

For any nation to attain a high level of industrialisation and political development, a good telecommunications network is indispensable. It was in view of this that the Federal Government voted ₦30 million on telecommunication infrastructure in the First National Development plan, ₦40.4 million, ₦1,180.21 million and ₦2 billion were subsequently allocated to this sector in the second, third and fourth national development plans respectively.[1]

However, despite the huge public expenditure and investment in the telecommunication sub-sector in the various development plans, the two bodies charged with the provision of telecommunication services in the country - the Post and Telecommunication (P and T) and the Nigerian External Telecommunication (NET) - have been characterised by inefficiency in the performance of their functions and have been unable to respond to the changing industrial and economic growth of the nation.

Thus with the growing business activities, industrial expansion, chaotic transportation system, the need for an efficient communication system, to act as a stabilising force in the economy became inevitable and the federal government realising that the two bodies could stand in the way of proper coordination of policy in the communication sector and determining to do away with the over-lapping and conflicting duties between the two bodies merged both to be known as the NITEL on the first of January 1985. This body is now responsible for the provision of both internal and external telecommunication services in Nigeria.[2]

The central purpose of this study is to appraise the contribution of public corporations to the national development of Nigeria based on a case study of the performance of NITEL as a public corporation.

1.2 STATEMENT OF THE PROBLEM

Public corporations are very powerful agents for national development especially in the areas of provision of employment and social services (like water and electricity). This explains in part why governments all over the world including that of Nigeria, have shown diverse interests in the establishment of public corporations, ranging from formulating policies guiding their establishment to outright ownership.

A critical survey of the economy of Nigeria shows that public corporations are established to accelerate national economic development under conditions of shortage of capital and structural defects in private business organisations to provide for the prosperity of every Nigerian by producing certain essential and vital goods and services to the Nigeria public so that the country is not held to ransom by a group of self centred, wanton and unscrupulous entrepreneurs.[3]

In terms of functional and operational efficiency the emphasis is on providing satisfactory services while minimising cost. The objective is to free basic commercial undertakings from civil service control and red tape to facilitate the coordination and

extension of national development. Thus public corporations have been recognised as vital institutions in Nigeria's struggle for enduring national development and NITEL is one such public corporations.

Although the aim of establishing public enterprises in Nigeria was to accelerate national development, these corporations have generally performed below expectation as attested to by criticisms and public statement levelled against them.

This view has been amply summarised by Aboyade when he said that

what has generally emerged from diverse studies, analyses, reports and comments can be characterised as a story of disillusionment..... whatever the laudable aims and however high hopes at initiation, one after the other, the Nigerian public enterprises have performed over the last two decades in a way that can only be described in polite language as disappointing.[4]

An empirical research into 150 companies and corporation as at the end of 1983 showed that the "returns on government N12.211 billion investment was only 1 percent. This included dividends, bonus issues, loans repayment and interest payment. Even then, this 1 percent was contributed by only a handful of companies like Nigerian National Petroleum Corporation (NNPC) and some banks"[5]

The federal government in the second plan listed five possible causes that could be attributed for their poor performance which are:

1. Deficient feasibility and pre-investment studies especially for the new industrial public corporations.
2. Wrong decision on the location of industrial plant.
3. Heavy, sometimes over-fraudulent over-capitalisation.
4. Inadequate and wrong timing of working capital.
5. Wrong staff policies.

All these according to the government can be traced ultimately to the nature and character of management especially with respect to the process of selection, appointment, promotion, incentive and discipline in the leadership hierarchy.

Mohammed is of the view that public corporation (like NITEL) in Nigeria are also criticized for being "unresponsive to the changing requirements of a growing and dynamic economy because they lack tools to translate into reality the hope of their successful commercial operation.[6]

However, the transition of NITEL from a non-commercialised to a commercialised public corporation has automatically transformed the basic operational principles and processes of the company to that of a business concern operating as a

profit making venture. Consequently the attainment of the goals of survival, growth development and profitability imposes upon NITEL the need to achieve efficiency in her internal and external transactions through sound management. This is particularly important in view of the vital role that telecommunications play in the socio- economic development of the country.[7]

In achieving its objective of providing adequate and efficient telecommunication services, NITEL has been confronted by a myriad of problems hindering the effective performance of its functions.[8] These problems range from lack of dedication on the part of both the top management and junior workers to sabotage in form of deliberate misuse of NITEL equipment; obsolete equipments and the inability and unwillingness by people, groups and organisations to pay for the services provided by NITEL to enable it achieve its objectives.

Most management scholars have often categorised all public corporations in Nigeria and treated them as a failure vis-a-vis their performance. They have failed to isolate individual public corporations like NITEL and try to critically evaluate the role it has played over the years in the development of the nation. In view of this development, some research questions became relevant in this study.

The following specific issues will be addressed, in respect of the local corporation:

a) Has NITEL as a public corporation been able to achieve its set objectives?

b) Has both the customer and subscribers been satisfied with the delivery of its services?

c) Has the management been able to evolve a system of administration that could be termed "efficient"?

d) Has NITEL as a public corporation made any significant contribution towards the national development of the country?

These are some of the questions and/or issues that have constituted the gaps in knowledge and for which this research aims at proffering solutions or answers to.

1.3 PURPOSE OF THE STUDY

The object of this study is to investigate the performance of NITEL in the national development of Nigeria. The researcher will set out to determine the extent to which NITEL Plc has performed such role(s) by:

1. Assessing the role(s) NITEL has played in the national development of Nigeria.
2. Assessing the performance of NITEL between 1985-1995 and how this has been affected by its performance or lack of it.
3. Evaluating the extent to which NITEL Plc has met with the targets set by its enabling laws.

4. Evaluating the problems militating against the smooth operations of NITEL.

5. Recommending possible steps to be taken towards the eradication of the problems identified in the study so as to ensure the smooth operation of NITEL as a public corporation.

1.4 SIGNIFICANCE OF THE STUDY

Public corporations which have been used extensively as an instrument for project execution appear not to have attracted the attention of scholars sufficiently. Apart from adding to the field of knowledge in an area where available literature is scarce, this study intends to contribute to the existing literature on ways of improving the performance of public corporation in Nigeria with particular reference to NITEL.

Secondly it attempts to provide an evaluative instrument or yardstick for measuring the extent for which NITEL has been able to carry out its set objectives thereby establishing whether or not NITEL Plc has contributed significantly to national development.

In other words, one main significance of this study is that it attempts to stress the importance of NITEL towards the stimulation of national growth in Nigeria. Like any other research work, this study serves as an invaluable document for present and future references by the corporation, anybody or other corporations wishing to know and

understand the activities, range of services and performance of NITEL Plc during the period covered by the study.

Finally, this study also intends to expose and throw light on ways of enhancing and improving the performance of NITEL by bringing out the shortcomings hindering its smooth operation towards the realisation of its set objectives. In this regard, it exposes areas of efficiency and effectiveness or otherwise as well as problems and challenges facing NITEL.

1.5 SCOPE AND LIMITATIONS

This work attempts to evaluate the role of public corporations in the national development of Nigeria based on the overall performance of NITEL Plc as a public corporation and covers a period of ten (10) years 1985-1995. This study was however, limited only to the Lagos Zone of NITEL Plc though the conclusion of the study is expected to be typical and relevant to other NITEL zones in the federation because the nature and procedure of NITEL activities are uniform, based on a unified system of operation throughout the Federation.

Useful information was gathered particularly from sources of the Federal Ministry of Communications and the corporate headquarters of NITEL Plc situated at 3/5 Tafewa Balewa Square in Lagos but the study was also limited by the inability of the author to

have access to relevant documents which are necessary for the effective, objective and also comprehensive coverage of the activities of NITEL Plc.

1.6 HYPOTHESES TO BE TESTED

The following hypotheses were tested in the course of the study.

a) The inability of NITEL to generate enough resources has limited its contributions to the national development of Nigeria.

b) Poor management has resulted in NITEL's inability to acquire and maintain good facilities, overstaffing and the engagement of poorly qualified and skilled staff.

1.7 RESEARCH METHODOLOGY

This study adopted the case study approach. Case study is a narrative that portrays how one or more persons seek to deal with a particular problem. Case studies are efforts to wrest significant knowledge and useful understanding from the infinite complexity and tangled interplay of forces and actions that make up the continuity of a real process.

The case study is thought of as a qualitative analysis and is also considered most efficient for use in social research. This approach has been accepted as a useful research method because of its use of personal documents, probing many facets of an organisations activities, a respondents life, adjusting the wording of questions to fit the

peculiar experience of the respondents, sharing experiences with the individuals being studied, gathering data over the life time of the organisation or individual among others. The case study is an approach in research which views any social unit as a whole.

In view of the above, this study made use of both the primary and secondary data in an attempt to collect significant knowledge and information.

a) **Primary Sources:** This method entailed the administration of questionnaires and oral interviews. The primary source of data covers data collected from administered questionnaires to NITEL staff and some selected customers. In all 200 questionnaires were administered. In addition to this, oral interview was conducted with some management staff of NITEL to generate factual and opinion information.

b) **Secondary Source:** This source of data was obtained from available records, documents, seminars and academic papers. Other sources of secondary information included Telecommunication publications, NITEL journals and newsletters. Other literature with information on the subject matter were also referred to e.g relevant books, published and unpublished materials and also magazines/newspapers a lot of which make extensive comments on the operations of NITEL Plc

This study made use of 200 respondents of the questionnaire based on a stratified random sampling in the Lagos zone of NITEL. The sample frame will be divided into two strata made up of NITEL staff and some selected subscribers in the Lagos Zone. 150 respondents of the corporations selected subscribers/customers were selected from the Lagos zone; this included both official and residential customers.

1.8 DATA ANALYSIS

The procedure for data analysis includes the collection of completed questionnaires, checking for the actually and appropriate completion and coding of the raw data. The responses were tallied and tabulated into simple frequency tables. Statistical methods such as frequency distribution, averages and percentages are used to present and analyse data.

1.9 DEFINITION OF TERMS

The operational definition of the key terms used in the study includes the following:

1. **Development**: The concept of development has been given different definitions to reflect the ideological bias and prejudices of the different authors. In this text, the definition of development given by Michael P. Todaro in his book 'Economics for developing world' has been adopted. The term development is

used to imply a multi-dimensional process involving changes in structures and also institution as well as acceleration of economic development, the reduction of inequality, the eradication of poverty. It is the re-organisation and the re-orientation of the entire social and economic system. Therefore for development to be complete, there must be development in the political, bureaucratic and economic aspect of the society. It thus becomes a qualitative transformation of the social system.[6]

2. **Social Development:** This involves the establishment of a new social order e.g equal distribution of social services. Among the symptoms of social development in developing countries are improvement in education, health social mobility and rapid urbanisation.

3. **Economic Development:** This connotes the establishment and promotion of a new economic system able by itself to raise production and the income levels of all groups in the society.

4 **Commercialisation:** This as interpreted by Decree No 25 of 1988[10] means the re-organisation of public enterprises wholly or party owned by the Federal Government in which such commercialised public enterprises shall operate as a profit making venture with the government still having 100 percent equity share in the entrepreneurs but without subvention from the federal military government.

5. **Public Corporation:** The term 'public corporation' denotes public institution which have responsibility for either general or specific areas of a country's national development. They operate (or are supposed to be operating) on

commercial principles wholly of partly owned and effectively controlled by the federal government. In this study, public corporation is used interchangeably with the term public enterprises and company.

FOOTNOTES

1. Federal Republic of Nigeria, **Third National Development Plan (1975-1980)**, Federal Ministry of Information, Lagos 1980, P. 229.

2. Federal Republic of Nigeria, **Second National Development Plan (1970-1974)**, Federal Ministry of Information Lagos, 1974 P. 6.

3. Teriba and Kayode, **Industrial Development in Nigeria;** Ibadan University Press (1979) P. 96.

4. O. Aboyade, "**Nigerian Public Enterprises as an Organisational Delemma**" Ibadan University Press April 1974 P. 28. Proceedings of the 1973 annual conference of the Nigerian Economic Society.

5. A.C.I. Mbanefor, **Capital Restructuring for Successful Privatisation**, Securities and Exchange Commission Kano 1986 P. 16. National Seminar Organised by the Commission at Central Hotel, Kano.

6. S. Mohammed, **Efficiency and Performance in Nigerian Corporation in Nigeria: "A republic in ruins"** Gaskiya Corporation, Zaria. P. 225.

7. Op. Cit, Development Plan, P. 76.

8. Federal Republic **of Nigeria, Fourth National Development Plan (1980-1985).** Federal Ministry of Information, Lagos, 1985 P. 43.

9. P. Tedaro Michael, **Economics for Developing World** Longman, London (1977).

10. Federal Republic of Nigeria Decree No. 25 of 1988, Federal Ministry of Information Lagos.

CHAPTER TWO

2.1 LITERATURE REVIEW

A lot has been written about public corporation. This is due partly as a result of their ownership structure, their rate of performance in the social, political and economic developments of any country.

2.1.1 Establishment of Public Corporations:

Many reasons have been attributed for the setting up of public corporations by governments in most third world countries. For example, the planners of the second National Development Plan (1970-1974) agreed that:

> Statutory Corporations and state owned companies have become an increasing tool of public intervention in the development process. Their primary purpose is to stimulate and accelerate National economic development under conditions of capital scarcity and structural defects in private business organisation. There are also basic considerations arising from the dangers of leaving vital sectors of the national economy to the whims of the private sector often under the direct and indirect controls of foreign large scale industrial combines. Public corporations are thus

crucial to Nigeria's quest for true national economic independence and self reliance[1]

Giving his own reasons for the setting up of public corporations, Aliko Mohammed states that:

> It is a well known fact all over the world that a private investor goes into business when he or she is convinced that there will be adequate return on the capital he or she is putting in. There are certain businesses where the return on the capital is very low, there are some that cannot even be undertaken by a private investor, things which are strictly unattractive that only government can undertake to do this. There are also other aspects because of the heavy investment required no private investor will put up such sums of money. Likewise for social and security reasons, it is very necessary in a country for the government to set up certain monopolies e.g ports, power supply roads, telecommunications etc.[2]

Thus, it can be seen that public corporations are established by government in order to control vital sectors of a country's economy to ensure a proper balance between social and economic objectives and to accelerate economic and social progress by producing certain essential and vital goods and services which are fundamental to national development.

In the view of Anthony Eweyamu, public corporations generally, irrespective of their legal status will fall under three categories based on their functions.[3] These are:

1. Business like organisations which are expected to compete with other private companies and show a profit either to re-invest into furthering the corporation itself or to generate revenue for the public sector as a whole. The NNPC, all state government owned banks and insurance corporation etc. fall into this category.

2. The second category are infrastructural organisations that undertake to provide basic services needed by the state to develop. He cited examples of these organisations to include transport, communications, public utilities, commodity marketing etc. However, while some of them may make profit, others may not.

3. The third category according to him are service organisations that are created to render services to the public in which no profits are expected from such services examples of which are health and educational organisations.

2.1.2 Management of Public Corporations:

With regards to this, Eweyamu argues that there is a confusion between the acknowledged need for government to control its public corporations in order to ensure

that they are functioning according to national priorities and the equally acknowledged need for the management of public corporations to have freedom and flexibility necessary to fulfil their functions and achieve their objectives. He felt that these two requirements in the management of public corporations can be achieved if these corporation are separate within a context of a clearly set and mutually understood aims and objectives.

Kolade Oshisami and Peter N. Dean feel that adequate methods must be evolved to fund and control public corporations and fund the social obligations which government imposes on them. They have observed that few public corporations have the same aims and objectives as private enterprises. Along with the aim of making money, they also have aims such as to act in the public interest, to provide services at minimum cost and to have due regards for the safety and the convenience of the public. In their analyses, they found that the financing of such institutions depends on their nature, objective and environment in which the financing methods is appropriate to the characteristics of public corporation consistent with the objective set by the government and in accordance with the economic development needs of the country if public corporations are to discharge their aims and objectives fully and effectively.[4]

2.1.3 Performance of Public Corporations:

Despite governments good intentions (economic and social objectives) of setting up public corporations; most if not all of these corporations have performed woefully and

thus failed to achieve fully their objectives for which they were set up. They have generally been condemned for their inefficiency, their irresponsiveness to the needs of a growing and a dynamic economy and their inability to insulate themselves from partisan pressures.

On the performance of public corporations in Nigeria, M.S.O. Olisa gave four factors which he considers for this. These are economic, socio-political, administrative and operational technical factors.[5]

In discussing the problem of economic factor, he highlighted the following: Problems of over-staffing, high labour turnover, high cost of equipment, uncompetitive or low quality products and services, markets and markets potential and problem of capital. All tend to underscore the high expectation of public corporation performance. His social factors dealt with problems of political intervention and control, tribalism and ethnicity, bribery and corruption, negative work attitudes and board members inability to make long reaching decisions and policies.

His administrative factors centred on management inefficiency, personnel administration, inadequate training and infusion of government bureaucracy; while the operational technical factors deal with problems such as quality of equipment and methods, professional expertise and experience and also the problem of infrastructure.

The above factors as further asserted by Olisa makes it difficult for Nigerian public corporation to be efficient and effective in their goal attainment bid. He reiterated the fact that performance measurement in the public sector should not be akin to the private sector since both of them have different frames of reference against which their levels of performance have to be measured.

While the performance of a private company might be measured against their level of profit per year, that of a public corporation may not. A good measure might be the level at which the corporation attain the given objectives and at what cost. Thus to him, the owners of private companies might be interested in both cost reduction and maximisation of profit while on the other hand, the government is only very much interested in a public corporations achieving its objectives of providing public service at reasonable cost. The different basis of measuring performance makes it difficult for a good comparison between the level of performance attained by private and public companies.

Dr. Udo Udoka in his own paper delivered at a NITEL seminar acknowledges that the original intentions and legal instruments creating public corporation were not adequate to ensure effective and efficient performance. The structure of these organisations, the qualifications of those appointed to the boards and the outlook of the management, places emphasis on output or the provision of services and not efficiency. Meeting social objectives was the criteria for assessing performance.[6]

On his own part, S.H.T Macauley[7] sees the problem of politics as the most militating factor against high performance by public corporation. He stated that though statutory corporation are primarily intended to be insulated from politics, they are in practice, linked with politics.

The resultant effect as experience has shown is for government to interfere so much with the operation through the responsible minister such that initiatives are stifled and performance reduced. To him, for a public corporation to achieve the specific objectives for which it has been established, certain essential conditions must exist. These amongst others include:

a) A competent and knowledgeable board of directors and management.

b) Qualified and experienced managerial personnel.

However, looking at the public corporation he said the selection of most of the board members and management team are based on political considerations and therefore sometimes most of them are quite ignorant of the role they are to play within the organisation. Thereby, the policy formulation aspect of the corporation thus becomes an illusion hence when the policy formulation stage is defective, the implementation stage can not be effective.

With regards to qualified, experienced and managerial personnel he stated that politics has made it unfeasible among public corporations particularly in Nigeria. The problem of applying quota system to fill positions in these corporations, the idea of filling positions with party loyalists and on the basis of tribalism, god-fatherism and the like have made it clearly impossible to have the right man in the right position in these corporations, thus no such care of qualified and experienced management to take the corporation to a desirable level of performance.

Eyitoye Lambo identifies six reasons why private firms in the country are more buoyant and profitable than government corporations. He observed that the objectives of business establishment of the private sector are usually geared towards financial profitability whereas their counterparts in the public sector tend to aim at "social profitability."[8]

He stressed the fact that public firms are usually subject to political interference in their operations and that as long as people have the right connections, they would be appointed managers or boards of directors whereas in private business, the right people rather than those with the right connections are appointed. According to him, financial support for private firms is self generated hence their pre-occupation with minimising cost while maximising profit. On the other hand, public firms rely on government for subvention hence the need to be prudent in the management of resources do not exist. He finally stressed that unless every government enterprise which is allowed to operate

strictly along orthodox commercial lines, the tale of woe due to inefficiency and unprofitability in the public sector could continue unabated.

Due to the dismal performance of public corporations in majority of third world countries, there has been a growing demand championed by the world bank and other western interest for the privatisation of these corporations. One of such advocates is Goran Lyden.[9]

According to Lyden, policies involving a high measure of state intervention are misplaced because where society is still characterised by peasant modes of production the environment is not conducive to the business-like running of a corporation. To him, in this sort of environment, it is relatively easy for individual employees to divert public resources for their own private purpose. As a solution, he advocates for the transfer of all sorts of activities in the public sector into private hands.

He links this with a greater general emphasis on market forces, thus helping to build up effective institutions by encouraging people to think in a more business-like way. In the final analysis, he suggests that such measures will produce greater efficiency and thus help Africa move towards greater self reliance.

While his submission is sound at least theoretically, the writer has failed to take into consideration the socio-economic factors that exists in the third world countries and

makes it imperative for government to actively intervene in the production of some basic goods and services which can not be quantified. Thus to equate efficiency of these corporations with the extent of the profits generated is very hollow; besides since public corporations are often needed to pursue objectives besides purely commercial ones, privatisation by emphasizing profitability is likely to mean the subordination of those wider objectives.

Moreover, in the absence of an indigenous entrepreneurial class, privatisation may give economic opportunities to foreigners and multi-national corporations. This definitely will be politically unacceptable to many governments although in recent years, most third world countries (Nigeria inclusive) have been privatising state owned corporations in disregard for national interest.

However, it must be noted that public corporations do not exist and operate in a vacuum. These corporations are the creation of the government and the ideology and style of governance of the incumbent administration and their functionaries.

Several points emerged from the literature review which is summarised as follows:

a) With minimum government intervention in the operations of public corporation and with a team of competent, honest and committed leadership of boards of

directors and management staff, public corporations can successfully translate government policies into realities and therefore become pre-requisite for the much needed economic development.

b) The existence of public corporations are necessary in order to ensure equitable distribution of income, the eradication of poverty through the acceleration of economic growth and development and unearned private income for production for use rather than profit.

c) The desire for quick economic development immediately after independence brought about the promotion of public corporations. It was felt that the private sector was not properly placed yet to undertake and cope with the problems of development in a new nation hence the intervention of the government.

It is instructive to note that in any organisation, motivation works side by side with the degree of performance of the employees; motivation enhances performance. It is only when employees are motivated that they can gear their efforts towards achievement of organisation objectives. In view of this emphasis should be placed on adequate motivational programmes as a factor for the poor performance of public corporations.

In conclusion, the contributions of the literature cited in tracing the objective development and role of public corporations has greatly widened our reference base and sharpened our focus in undertaking this research.

2.2 THEORETICAL FRAMEWORK

For any organisation (be it small and simple or large and complex) to live up to expectations in performing its clearly defined socio-economic, socio-cultural or socio-political roles and consequently achieve the specific (short-term) and general (long term) goals, there has to be some tested and workable conceptual and/or theoretical framework put in place by the individual or group of individuals charged with the responsibility of piloting the affairs of that organisation.

To this end, social scientists and educationists had propounded some theoretical frameworks found to be workable and result oriented in organisational set ups especially in corporate bodies. Notable among such administration and management theories are the concepts of efficiency, effectiveness and autonomy.

2.2.1 The Concepts of Efficiency and Effectiveness:

Max Weber, a famous writer on organisational efficiency was quoted as conceptualising efficiency to mean precision, speed, unambiguity minimal friction and

reduction of cost. Another writer, Etzioni defined organisational efficiency as the amount of resources (input) used to produce a unit of output; thereby assuming that efficiency in an organisation could be measured in the same manner that mechanical efficiency is measured.[10] That is to say that machines are rated according to their abilities to convert energy into useful work.

However, even though organisational input (including human and material resources could be measured to some extent, the total output of most organisation can not be accurately quantified). Moveover, while mechanical energy input can easily be measured, some organisational inputs like human energy resources constitute an indiscreet unit, in that the productivity of an individual in any organisation does not follow a predictable pattern over time and even an average measure of such productivity is unreliable.

While productive efficiency could be measured to a great extent in input output terms in most profit making corporations and business organisations, such measure is impracticable in non-profit making ventures.

Since non profit making organisations intrinsically lack objective criteria for measuring efficiency or a feedback system in the sense of immediate losses or profit from daily operations, they tend to become rigid and instead cling to their inefficiencies until there is crisis. In any case, all business organisations tend to have multiplicity of goals

and while the efficiency in the attainment of some goals may lend itself to direct measurement in terms of input output ratio or profit and loss, a number of other goals exist whose efficiency attainment can not be measured.

In government circles, efficiency is identified in the rationality in the choice of means as well as ends.[11] This explanation is derived from the writings of scholars like Herbert Simon who wrote on rationality in administrative decision making. The explanation has led to confusion and the inter-changeable use of the terms "efficiency and effectiveness" in the public and private service. A closer examination of the two concepts may hopefully clarify the issue.

From the critical point of view, both efficiency and effectiveness have concrete measures of organisational performance. The two concepts evaluate the conditions under which public corporations operate and the degree to which the organisations are attaining their various goals. These concepts therefore provide useful tools and indicators of the ability of an organisation to survive in its environment. Moreover, while efficiency could be technically defined as the ratio of useful work performed or output produced to the total energy or input expended, effectiveness can be generally viewed as the extent to which an organisation realised its goals or objectives. From these definition, we can see that while efficiency is a ratio calculated or measured in terms of the amount of output relative to the amount of input and thereby focusing mainly on organisational "means", effectiveness relates more directly to "ends."

Etzioni defined organisational goals to mean the desired state of affairs which the organisation attempts to realise.[12] Such future state of affairs which the organisation as a collectivity is trying to achieve therefore constitutes in ideal, the progress towards which measures the effectiveness of the organisation. Almost all organisation have both official and unofficial goals. Perrow (1972) has in fact identified five (5) types of organisational goals to deal with the question of whose point of view is being recognised: the investor, the society, the top executive or others. He has therefore classified organisational goals under societal goals, output goals, system goals, product goals and derived goals.[13]

In other words, organisations here are regarded as having internal goals, the most important of which is productivity. This may mean different things to different organisation. To NITEL, it may refer to better or enhanced services at affordable prices.

However, in order to ensure productivity official and unofficial goals have to be met. The official goals are those stated by the status establishing the organisation and the non-official goals are the implicit informal goals that have to be met by the organisation. Such goals includes maintaining the morale of the organisation members, ensuring minimum absenteeism of turnover of personnel ensuring the stability of the organisational rules and goals and maximising individual potentials through constant training and evaluation[14] to the extent that these subsidiary goals directly impinge upon the organisation ability to meet its official goals, they become a set of constraints on the

organisation. In any case, the effectiveness of any organisation can be measured and therefore predicted by the extent to which those subsidiary or unofficial goals have been met.

If it is an established fact that all organisations are subsystems within a larger social system (its environment) then organisation also has obligation and responsibilities to the environment within which they exist and this is especially so with non-profit making public corporations. Therefore the contribution of some values to the external environment constitutes an important external goals of the organisation but how can this contribution be evaluated or determined. Its determination can be rather difficult except in terms of clients perception or feed back. However, since the viability of any organisation could also be predicted by the amount of values it contributes to its environment, this also becomes an important measure of organisational effectiveness.

To summarise, efficiency could be calculated to a considerable extent in an organisation in terms of output and cost factors; effectiveness can be inferred when all other things bearing upon the organisational goals are taken into consideration. While efficiency is basically an internal concern of an organisation, the effectiveness of an organisation transcends the internal considerations of the organisation members and justifies the very existence of such an organisation in its environment. Primarily efficiency is concerned with organisational means whereas effectiveness is concerned with organisational ends.

Paradoxically, efficiency may enhance effectiveness but effectiveness does not necessarily imply efficiency. Measures of efficiency is summarised as resource input, output and costs while that of effectiveness are productivity, stability, morale, turnover rate, degree of integration, maximisation of individual potentials and values contributed to the society.[15] Efficiency therefore, is not equivalent to effectiveness and over emphasis on one may minimise the probability of attaining the other in most cases.

2.2.2 The Concept of Autonomy:

Autonomy can simple be defined as acting independent of outside control. The concept of autonomy is very central to this research because it plays an important role in determining the efficiency and effectiveness of public corporations which engage in the production of specified goals and services. The debate about autonomy or strict government control of public corporations has become of great concern to the management of public corporations, eminent scholars, the general public and government.

The problem usually arises with a need to strike proper balance between independence from the existing civil service system on the one hand and public control on the other. While the public corporations need independence (autonomy) to conduct their affairs with business flexibility and behave commercially within limits, they are accountable to the general public.

What sort of autonomy or independence do public corporations like NITEL require to make them become efficient and effective? To begin with, public corporations should not be compelled to operate under the same rules or regulations and procedures which apply to the regular government ministries and departments. For instance, they should be autonomous to design their own rules, regulations and procedures in terms of their staff. Promotion, appointment and disciplinary control should be left entirely in the hands of the corporations. This should include the appointment, promotion and discipline of the general manager, secretary and other management staff of the corporations. They should be at liberty to pay salaries, commission and bonuses adequate to attract and retain superior management personnel and skilled workers.

Public corporations should be free to procure raw materials, spare and replacement parts when needed and at the most advantageous prices. They should be free to make operating and policy choices as to products, styles, models prices, distribution techniques and so on in the light of the specialised knowledge. Such freedom will enable the corporations to operate efficiently.

These corporations also need some freedom in their financial management. A corporation should be free from cumbersome procedures in such things as budgeting; its independent borrowing power and its freedom from annual appropriation by assembly men through the use of permanent appropriation and capital funds. In order to ensure that the principle of autonomy and flexibility are maintained, public corporations, as far

possible should be free from ministerial control. Although it has been observed that if they are kept completely outside the control of the ministry, then it may not be possible to bring their policies and programmes in line with the general policy of the government and to coordinate them with the overall national plan. This does not mean that they should not enjoy considerable freedom from ministerial control. The ministry should still continue to appoint and remove members of the governing boards of corporations while that of the managers and other management staff of the corporation should be left entirely in the hands of the corporation. The ministry should still continue to issue general policy directives but the overriding powers over finances of the corporation. Ministries should not be closely involved in the management of the corporation particularly in investment.

Public corporations should enjoy considerable freedom from strict assembly control. The assembly should limit itself to laying down policies for the corporation. However, the supervision and control over corporations should be exercised through the ministers responsible for the corporations. These corporations need to be fee from constant appearance before the assembly or a selected committee of the assembly to answer questions.

Public corporations by implication should be accountable to the public because they derive most of their funds from the government. Therefore the very fact that such and such is a public corporation makes her activities come under scrutiny by the press, customer, workers, indeed every citizen. While we believe that parastatals should be

publicly accountable, we do not think they should devote most of their time in answering complaints, requests or attending customers council meetings. This is better left in the hands of the ministers responsible for such corporation. After all, the ministerial control is mainly to safeguard public interest and this being the case, the minister should also answer complaints, requests or attend customers council meetings as part of his official duties.

Public corporation should therefore be free from always having to answer to one complaint or the other. They should be allowed to devote most of their time to other important functions such as planning.

The relationship among the concepts as presented above is that they measure organisational performance. They evaluate the conditions under which public corporations operate and the degree to which the organisations are attaining their various goals. While efficiency can be said to be an internal concern of an organisation, effectiveness transcends the internal consideration of an organisation and justifies the very existence of such an organisation in its environment. The idea behind autonomy is that job satisfaction and hence employee morale can be enhanced if employees work together (with little or no external government intervention) to achieve their production goals. An organisation with autonomy is one with a self organised work group which is held responsible for the rate and quality of its output. The linking pin here is that for an organisation to be given autonomy, it must have a high performance rating vis-a-vis

efficiency and effectiveness. The concept of autonomy is very central because it plays an important role in determining the efficiency and effectiveness of public corporations.

There are certain factors that affect or cause these forms of organisational behaviour, that is, effectiveness, efficiency and autonomy. Factors that cause or affect effectiveness and efficiency include among others, proper planning, availability of resources and high quality personnel, profit, and motivation. Factors that affect or cause organisational autonomy include, the type of goods/services provided by the corporation; the nature of the organisation, that is, the strategic nature of the corporation and the ownership pattern of the corporation and availability of finance.

All the factors mentioned above, affect the organisation performance in relation to output or productivity. When employees are adequately motivated, they will put in their best effort to realise the organisational goals in an effective and efficient way; aspects like absenteeism, waste and corruption will be eliminated or minimised. For efficiency and effectiveness to be attained, there is a need for proper planning. The availability of high level manpower also brings about efficiency and effectiveness in the activities of the organisation. When there is the availability of finance coupled with proper management, the effectiveness and efficiency of an organisation can be enhanced. When all these happen in an organisation, the output or productivity of that organisation will be increased.

In general therefore, the concepts of efficiency, effectiveness and autonomy are very vital to this research. It is hoped that the analysis of these three concepts will be of great help in the subsequent chapters where they will be employed as framework or guide for effective analysis.

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CHAPTER THREE

HISTORICAL EVOLUTION OF NITEL

3.1 INTRODUCTION

Communication is very vital in the national planning of any nation; consequently, its role in the rapid economic development of the country cannot be over emphasized. Communication involves the dissemination of information to either an individual or a large/small group of audience. All aspects of communications are now being propagated by a simple carrier or technology referred to as telecommunications.

Telecommunications is the art and science of communicating over a distance by telegraph, cable, telephone, radio or television. The transmission, reception and the switching of signals-electrical or optical, by wire, fibre or electromagnetic means are part and parcel of telecommunications.

3.2 HISTORICAL EVOLUTION OF NITEL

The historical development of telecommunications infrastructure and services in Nigeria dates back to the British colonial era. The Post and Telecommunications (P &

T) came into existence in 1851 as a very small postal organisation under the British Postmaster-General and was operated as a branch of the British post office, London.

The internal communication arm of the organisation was established in 1855 with the introduction of the key and sounder system. The facility was for the exclusive use of the colonialists.

Before independence in 1960, series of studies were carried out by various groups on how to improve the different aspects of operations of the national telecommunications network. These reports dealt with the various aspects of the technical and administrative issues of the organisation of telecommunication in Nigeria. In 1966, the P and T was constituted into a quasi-commercial organisation through Decree 22 (miscellaneous provision), the status it maintained until the formation of NITEL in 1985.

The external telecommunication arm was established in Nigeria with the installation of the direct telegraph service between Nigeria and London with submarine cable in 1886 by the African District Telegraph (ADT) and Cable and Wireless (C & W) Company of London.

In 1962, the Federal Government acquired 51 percent equity participation in the cable and wireless company. This resulted in the restructuring of the organisation which was incorporated in Nigeria and renamed Nigeria External Telecommunications (NET).

In October 1972, the Federal Government bought over the remaining 49 percent shares from cable and wireless of London thus making NET a fully commercialised Federal Government company established mainly to provide external telecommunication services to the nation. Up till the end of 1984, the two separate corporate bodies, the Post and Telecommunication P&T Department and the Nigeria External Telecommunication Limited (NET) provided telecommunication services in Nigeria as separate entities. Consequently there were problems of unhealthy rivalry between P&T and NET Limited such as duplication of infrastructure and efforts and lack of proper coordination.

In December 1984, the Federal Government decided to merge the two organisations. This led to the birth of the NITEL. NITEL was incorporated on 20th December 1984 as a private limited liability company under the companies Decree of 1968. It officially commenced business on the 1st of January, 1985.

NITEL became a public liability company in May 1992. This was borne out of economic necessity in pursuance of the nation new philosophy in public enterprise management. NITEL became a public Limited Liability company on Friday 22nd May 1992 by virtue of the performance contract signed by the Federal government and the Technical Committee on Privatisation and Commercialisation (TCPC). However, with the re-registration of NITEL on 18th June 1992 as a Public Liability Company, it then became statute bound to include the suffix "PLC", after its name.

The new body (NITEL) was mandated as its objective "to carry on for profit the business of internal and external or overseas telecommunications and to that end conduct telecommunication service of all kinds of such points within and outside Nigeria (including ship to shore communication services within Nigeria's territorial waters) as the company sees fit."

In sum, NITEL was charged with the task of ensuring efficient, reliable, cost-effective, self sustaining and self accounting telecommunications for the country.

The advantages expected from the merger of P&T and NET by the Federal Government are:

1. More effective telecommunication network for development needs of the country.

2. The vesting of the production and distribution of telecommunication services throughout the country in one organisation.

3. More effective utilisation of human, financial and other resources available to the telecommunication industry throughout the country.[1]

3.3 MANAGEMENT/ORGANISATIONAL STRUCTURE OF NITEL

The organisational structure of any organisation is the design developed through the use of organisational charts by which functions are separated and allocated, authority and responsibility are delegated and employees are related to each other. In other words, the role of each employee in the organisation must be spelt out in detail to avoid any ambiguity that may lead to role conflict. A framework of formal relationships must also be provided. The formal relationships are usually described or translated into charts and position which provides a network of authority, accountability and communication flows. NITEL as a formal organisation has been properly structured based on its business, objectives, strategies and the geographical spread of the country. The management structure of NITEL is four pronged:

a) The Federal Ministry of Communication with a minister as the Chief Executive.

b) The Board of Directors with a Chairman as the Chief Executive.

c) The management with a Managing Director as the Chief Executive.

d) The Zonal Headquarters having Zonal Managers as the Chief Executive.

The zone comprises a group of states while the territorial are based on state structure except Lagos state. Based on this, NITEL has five (5) zones.

a) **Lagos Zone:** This consists of Lagos state with Lagos serving as the zonal and also the national administrative headquarters.

b) **South-West Zone**: This comprises of Oyo, Ondo, Osun, Ogun, Edo and Delta states with the zonal headquarters at Ibadan.

c) **South-East Zone:** This is made up of Abia, Anambra, Enugu, Imo, Cross-River, Rivers and Akwa-Ibom states with Enugu serving as the zonal headquarters.

d) **North-West Zone:** Kaduna, Katsina, Jigawa Kano, Sokoto, Kebbi, Niger, Kwara, Kogi and the Federal Capital Territory (FCT) Abuja make up this zone. Headquarters is at Kaduna.

e) **North-East Zone:** This consists of Bauchi, Borno Taraba, Plateau, Adamawa and Benue states with the headquarters at Bauchi.

Each zone is headed by a General Manager who is also the Chief Executive of the zone. At the zonal headquarters, are five (5) Deputy General Managers in charge of operation and maintenance planning and utilisation, personnel long-distance communication, finance and corporate affairs. Five (5) Heads of Departments (H.O.D) report to the General Managers and are the Chief Executives of their territories. The territorial managers report directly to the General manager.

The territories handles all operational aspects of NITEL's activities; as it is seen as the bedrock of the company's operation. Its organisational set up is therefore designed to bring about the effective delivery of NITEL's services to the public. Each territory

is charged with the responsibility of providing efficient reliable and cost effective telecommunication services to the public. A close examination of the Territory's organisational structure shows activities are grouped in accordance with the function of the organisation.

a. Territorial Manager.

b. Senior managers.

c. Managers.

d. Assistant Managers.

e. Senior Officer I.

f. Senior Officer II.

g. Officers II.

h. Assistant Officers I.

i. Assistant Officers II.

j. Clerks.

k. Assistant Clerks.

l. Messengers.

Each territory comprises the following division:

1. Territorial Manager's office.

2. Personnel Division.

3. Finance and Accounts Division.

4. Planning and Works Division.

5. Exchange Systems Division.

6. Support Services Division.

7. Customer Services Division.

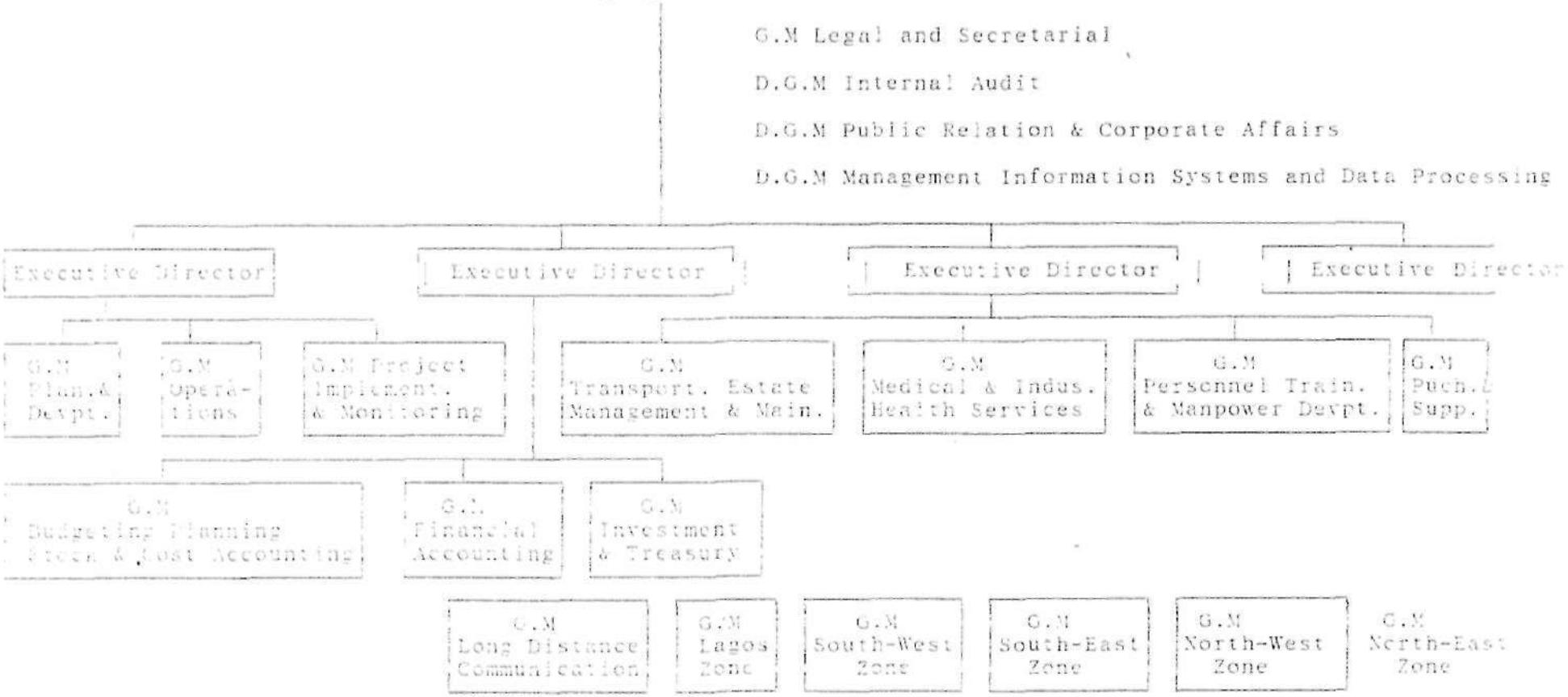
8. Customer Engineering Division.

9. International Communication Services Division.

All the divisions except the territorial manager office are headed by a senior managers.[2] The organisational structure of NITEL, is vividly presented in figures 1 and 2 below:

Fig: I

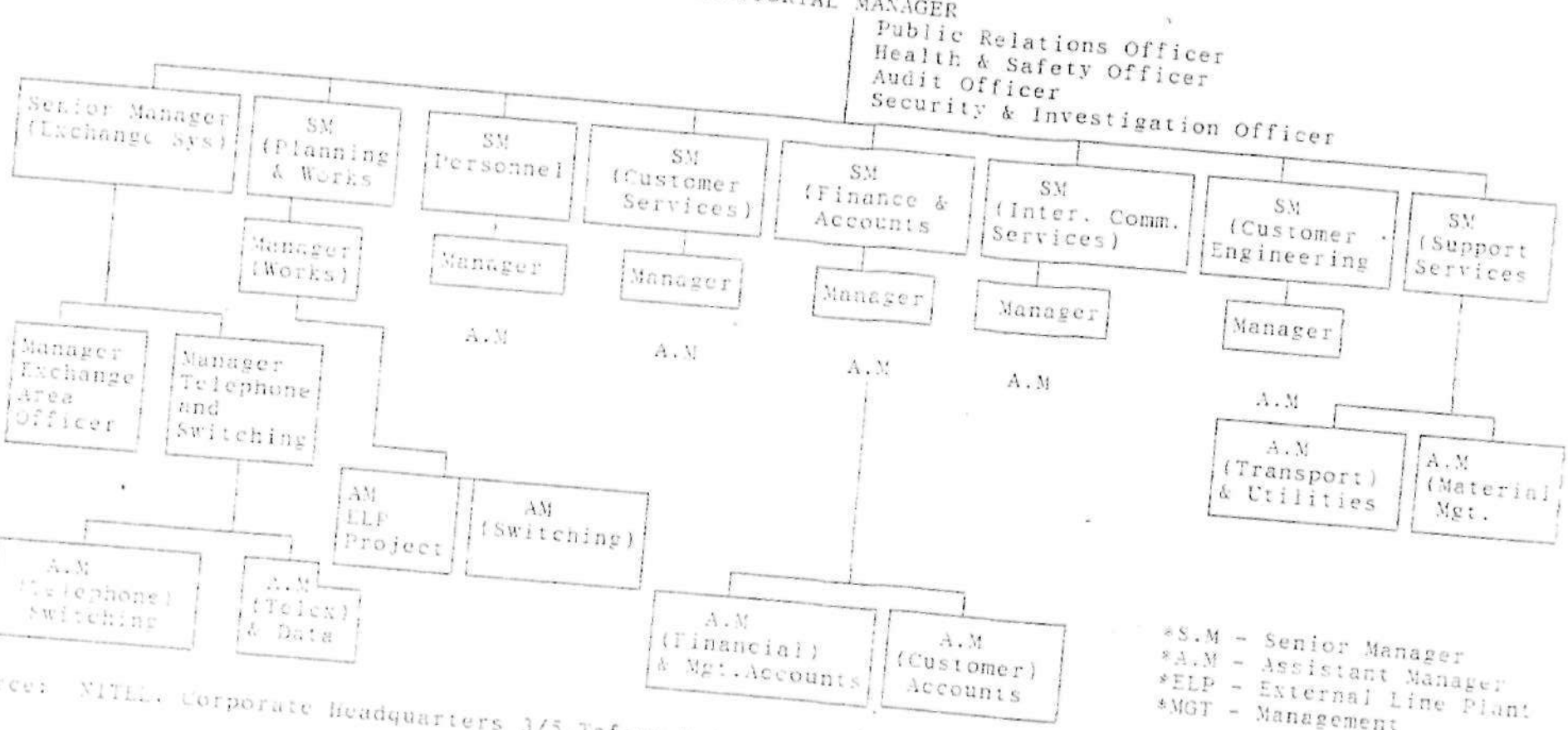
NATIONAL MANAGEMENT STRUCTURE OF NITEL PLC



G.M - General Manager, D.G.M - Deputy General Manager.
Source: NITEL Corporate Headquarters 3/5 Tafawa Balewa Square Lagos.

Fig: 2

TERRIRORIAL MANAGEMENT STRUCTURE OF NITEL PLC



*S.M - Senior Manager
*A.M - Assistant Manager
*ELP - External Line Plant
*MGT - Management

Source: NITEL Corporate Headquarters 3/5 Tafewa Balewa Square - Lagos.

3.4 FUNCTIONS OF NITEL

Apart from the provision of efficient, reliable and cost effective telecommunications services to the public, NITEL is also charged with other various functions which include the processing of customers request for telephone services, the development and maintenance of customers records; the sale of telecommunication service equipment and appliances, the production and sale of telex directories and other market related publication.

Other functions are the operation and the maintenance of power plants, vehicles, air conditioners, buildings, roads, drive-ways, electrical systems and general workshop duties in different NITEL location. NITEL also is charged with the installation and management of the budgetary system in its territories, revenue generation and collection, billing, credit control and debt recovery as well as staff training, discipline, recruitment and keeping of staff records.

However, the more specific function of NITEL cover both the national and the international arms and these include:[3]

A. **TELEPHONE SERVICES:**

1. Emergency services: In the event of fire outbreak police or ambulance services, by dialling 911 there is immediate and easy connection through NITEL for quick and prompt action.
2. Telephone with the international direct dial provides easy and immediate connections on international lines. With this facility provided by NITEL, there is a more accessible and direct link with other countries of the world.
3. Operator Assistance and information services: With these services, NITEL operators can easily be reached by the general public for help when needed.

Other telephone services provided by NITEL include the public pay phone and also the call office and public counter services.

B. **TELEX SERVICES:** The telex is a telegraphic method of passing printed messages from one place to another by a teleprinter. It is dialling service in form

of a computer. A sender punches out the message which appears as holes on the paper but the receiver gets it in decoded form on his own telex printer. There is a telex number from NITEL to this effect and it is used by most organisations.

NITEL has made provisions for both the domestic and the international telex services and also the Telex Delivery Service (TDS) whereby NITEL acts as a go-between, between the sender and the receiver.

C. **TELEGRAPH SERVICES:** Through the provision of these services, messages can be sent along wire by electric signals; the received message is the telegram. With the Registered Telegraph Address (RTA), a customer can receive telegraph via NITEL which puts it in a post office box registered for that purpose. This can be used for both local and international telegraph.

Other telegraph services provided by NITEL include the telegraph domestic, the international telegraph the phonograph and also the telegraph facsimile.

D. **SPECIALISED SERVICES:**

1. Transmission and reception of real time live T/V and radio programmes at high frequency: NITEL has been the force behind the successful transmission of NTA national and other foreign programmes reaching out to all parts of the country via satellite.

2. High speed data transmission: Phone lines attached to computers for sending data information used mostly by banks and oil companies. With this service, a banker with a deposit branch at Awka, Anambra States can withdraw money from another branch elsewhere. The data is quickly computerized to show an individuals assets.

3. Alternate voice data (circuits): Exclusively for diplomatic use, by embassies and international organisation so they do not have to go via NITEL.

4. Leased Circuits: special lines dedicated to big organisation like banks and oil companies for their exclusive use only. With these lines, they can reach any part of the country with a special code.

5. Voice cast and press reception and teleconferencing: Transmission of international programmes whereby someone in another state or country can answer press question or attend a conference in another country without actually being there, but he/she is shown on a T/V screen. So far, no body has applied for such services from NITEL but this not withstanding, the services are there for any interested customer.

6. pal-Secam Tape Conversion: This service is mostly rendered to big companies or private T/V station and organisations. Pal Secam is the tape commonly used in Nigeria, so in the event that a customer buys another tape that cannot function in the country e.g NTSC which is the American type, then NITEL comes to the rescue and aids in converting such taps to Pal-Secam.

7. International Maritime Services: NITEL provides easy communication even at sea e.g from sea to shore or vice versa, and sea to sea or sea to air and vice versa both within and outside Nigerian territorial waters.

8. Data Switching System: This is just like high speed data transmission. It is used for sending data information via computers.

9. Electronic (E) Mail: This function via a computer and with the E mail address, information can be received through another computer.

10. Word/Data Processing: NITEL has computer centres across the country and through this, can process raw data for organisation e.g during the 1991 National Population Census, NITEL aided in processing raw data together according to age, sex, status etc.

11. NIFAX: This the NITEL FAX whereby message can be sent from one locality or international area to another using a fax machine. The message comes out in printed form on paper. This is not possible except a FAX number is obtained from NITEL.

Other specialised services include private wire collect calls, training of operators, cellular radio and mobile telephones and finally the international and local card pay phones. With the introduction of the INTERNET system, NITEL is also expected to play a vital role in information dissemination.

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3.5 ACTIVITIES OF NITEL (1985 - 95)

The past 10 years for NITEL (1985-1995) has been historic in the annals of the telecommunication industry in the country. After the merger of NET and P&T in 1985, at the take-off of the new company NITEL, the marching order, very tall, was clear and at the same time instructive provide efficient and reliable telecommunications services for Nigeria at a marginal profit.

On becoming a public limited company, NITEL immediately worked out strategies to ensure its survival in the industry. Consequently, a three pronged approach was worked out to ensure its survival. These were network expansion, facility modernisation and improved staff welfare. The general focus of all these was ensuring customer satisfaction.

On embarking on network expansion, the company realised that there was a wide gap between the demand for telecommunication services and their supply. To reduce this gap and increase the supply of service availability, the company embarked on the provision of additional lines in existing exchanges and the installation of new ones. Between 1985 and 1995, about 300,000 telephone lines have been installed. Some of the towns to which the expansion programme was extended include Abuja (20,000 lines) Lagos 45,000 ;lines) Enugu (30,000), Kaduna (10,000), Kano (30,000), Minna (5,000) and Ibadan (25,000). Other towns and cities are Ilorin, Abeokuta, Gusau, Port-Harcourt

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and Benin. In Lagos state, some of the areas whose capacity were expanded include Apapa Ikeja and Isolo.

To further increase telephone penetration, telecommunications services were extended to rural communities in support of governments rural development programme. Hence rural exchanges were installed in some states while the celluphone system was introduced thereby further extending service to more communities. Some of these communities include Ilewo Orile and Owode Egba (both in Ogun State), Birnin Kudu and Kafin Maiyaki (in Jigawa state), Lapai and Wushishi (in Niger state), Obiazara and Ohuhu (Abia State) and Ipetumodu (in Oyo state).

Through the adaptation of cellular technology NITEL was able to provide services to the rural areas and the impact on such areas include the springing up of both medium and large scale agricultural, commercial and manufacturing enterprises. The establishment of such business outfits has helped to reduce unemployment and also increase the standard of living in these localities. The multiplier effect of these telecommunication services in these communities increase the Gross Domestic Product (GDP) and per capita income of the country.

In addition, contracts for other expansion projects were awarded and are expected to be completed soon. These include the 130,000 telephone line expansion programmes

for Lekki, Akowonjo, Ketu Ojodu, Ipaja, Ajegunle and Ejigbo, all in Lagos state. Others are Jos (20,000 lines) Bauchi (10,000) and Maiduguri (5,000 lines).[4]

Today, NITEL has in the area of switching asset, 219 analog local subscriber exchanges providing a total of 450,000 subscriber lines, 52 digital total exchanges, providing a subscriber capacity of about 200,000 lines, 44 analog toll exchanges with 5 digital toll exchanges, two analog International Telephone Switching Centres (ITSC) and two digital International Telephone Switching Centres (ITSCS) at Marina, Lagos and Kaduna and Victoria Island Lagos and Enugu respectively.

Analog means a calculating machine that works by measuring rather than by counting while digital is a calculating machine or computer that perform operation by counting rather than measuring.

On network transmission, the existing facilities are 1,700 million channel kilometres of analog radio, 1.6 million channel Kilometres of digital radio, 0.5 million channel of fibre optic transmission and 0.3 million channel kilometres of coaxial cable transmission. Based on this, at the local level, NITEL has been the force behind the successful transmission of NTA national network and programmes reaching out to all parts of the country via satellite. As the sole telecommunication carrier in Nigeria it is the nation representative at world telecommunication bodies like the International Telecommunication Union (ITU), the International Satellite Organisation (INMARSAT)

etc. This is mostly as a result of the company's ability to have access to other parts of the world via 3 standard "A" satellite. Earth stations and 4 standard "A" satellite Digital Earth station, one international telex exchange and Ore computer Oriented Switch for International Telephone (COSIT).

During its ten (10) years of corporate existence, NITEL made it a policy to modernise its facilities and gradually replace obsolete ones to reduce maintenance costs and keep in step with developments in the sector worldwide. Consequently, digital technology is being employed in the new exchanges being installed and in those being expanded. All exchanges in the Lagos zone have been inter-connected with fibre optic cables. Also the Lagos,-Abuja, Lagos-Enugu and Lagos-Ibadan transmission routes have been connected using the same technology. In addition, 22,222 trunks were introduced to replace the existing 5,800 trunks which had become inadequate.

Two modern, hi-tech, digital gateways were installed in Lagos and Enugu each with dual antennas. Each of these gateways has a digital International Telephone Switching Centres (ITSC) system to ensure efficient transmission of telecom services. As a result of the use of the various services offered by the country's improved telecommunication network NITEL has in no small measure, contributed to the efficiency of all facets of public administration in the country. In addition, contracts have been awarded for another digital gateway in Kaduna with an accompanying ITSC while Lagos is being connected to Port-Harcourt using a submarine fibre optic cable facility.[5]

With the dual objectives of modernising facilities and extending services to users, NITEL went into a joint venture with Digital Communication Limited (DCL) to set up the Mobile Telecommunications Service (MTS). This outfit provides modern highbrow, mobile cellular telephone system and some other value-added services such as voice mail and pager services. Presently, there are about 10,000 cellular lines in NITEL's three cellular areas (Lagos, Enugu and Abuja). This capacity is already being expanded and plans are on ground to digitalise the system. The versatility and ease of the cellular system makes it indispensable to many of NITEL's moving subscribers as more data and information can now be transferred faster and more efficiently. The cellular mobile was introduced in 1992 to address the additional demand of the industry and the entire business community. With NITEL's specialised and conventional telecommunication service, all sectors and sub-sectors of the nation can adequately meet the publics expectation with the flow of information at both the national and the international levels.[6]

Revenue is very important parametre of improvement in human endeavours. On this too, NITEL's expansion and modernisation programme which extended of people with ease, had a multiplier effect in the sense that more calls were completed hence more revenue was generated. In terms of revenue generation, NITEL has progressively been generating and collecting revenue for services provided and enjoyed despite the fact that the company's tariff has remained very low compared with what is obtainable in other countries.

Indeed NITEL's financial health improved so tremendously that it became a cas study of exemplary performance in corporate circles in the socio-economic spheres of th country. For instance, with a total asset base of ₦1.5 billion, NITEL's turnover ros from ₦296 million in 1985 to ₦1.5 billion in 1989 while in 1992 traffic revenu amounted to ₦6.367 billion giving an increase of 104 percent over the 1991 figure Also, its traffic sales increased from ₦3.124 billion on 1991 to ₦6.367 billion in 199 and the gross profits increased from ₦1.571 billion in 1991 to N2.334 billion in 1992. Also between January and June 1994, the company generated ₦5.30 billion during the same period as against ₦3.97 billion in 1993.

In other words in June 1992, NITEL's revenue rose by about 200 percent and by the end of that year, it had gone up by another 300 percent while by May 1994, it had reached 400 percent. In the same way, between January and June 1994, the company's generated revenue rose by about 33.5 percent from the 1993 figures of the same period. Factors like the improvement in telephone connectivity and penetration are believed to be partly responsible for the improvement in NITEL's revenue drive and performance.[7]

NITEL realised that even with the right equipment and technology in place, if its staff are not adequately catered for, then the returns on the huge investments would be minimal. A number of welfare measures were therefore mapped out to ensure that the company's staff are physically and emotionally stable to do their work. Such measures covered staff transportation, medical emoluments and other benefits, housing, training

and retirement benefits. With such motivation coupled with NITEL's recruitment policy which is based on both the federal character nd merit system, every employee in NITEL strives to rise to his level of incompetence.[8]

This notwithstanding, NITEL is still confronted with a series of operational and human problems such as the inadequacy of supply of services to meet demand, system failure, obsolete equipment, staff indiscipline, illegal connections and fraud and cable vandalization among many others.

However, although NITEL has not reached the ultimate in communication service provision, the level so far attained within this decade (1985-95) is worth commending.

FOOTNOTES

1. R. Adeniyi (1985) **Evolution of Telephone Services in Nigeria,** Headline Lagos Vol. 149, July P.2.

2. J. N. Ofulue (1994) **The Role of Communication in National Planning**. Page Publishers Services Ltd P. 17.

3. NET (1979) Annual Report. Lagos, Nigeria External Telecommunication Ltd P. 11-15.

4. NITEL Journal, January - March, 1995 Vol. 14 Pp. 4-5 & 28.

5. Privatisation and Commercialisation Decree 1988 in Federal Republic of Nigeria Decrees 1988.

6. NITEL Journal, October 1994 P. 17.

7. NITEL Journal, March 1995, Vol. 14 P. 29-31.

8. Ibid, P. 29-31.

4. NITEL Journal, January - March, 1995 Vol. 14 Pp. 4-5 & 28.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

Most public corporations have multiple objectives. A very keen examination of these objectives usually reveals that they consist of a mixture of different dimensions. By and large, the success or failure of public corporations is judged by the results and results quite often are tantamount to the achievement of policy goals. The achievement of the goals and objectives of public corporations should be assessed, not so much at the level of policy makers alone but also at the level of the purpose(s) for which they were established. In giving this study that background, the performance of public corporations can only be effective and efficient to the extent that it is adequate to the total amount of need. It is only then that the decision makers and the people can be satisfied that the development policy goals have been achieved.

In the last chapter, the historical development and functions of NITEL were discussed. The theoretical framework for this study as seen in chapter two, was based on such concepts as efficiency, effectiveness and autonomy as seen by various scholars of management thought of public corporations. In doing this the study provided not only

an insight into the way(s) NITEL has been operating but also an analysis on why it has succeeded or failed in some areas.

The objectives of this chapter therefore is to present and analyse the data collected for this study; hence in this chapter, the analysis involves the use of data from primary and secondary sources to test whether NITEL Plc has achieved the objectives of its establishment or met with the yearnings and aspirations of the government and people. In the final analysis, locating the shortcomings of its operation will help in proffering useful suggestions for necessary adjustment or improvement.

4.2 SUMMARY OF DATA ADMINISTRATION

In testing the hypotheses, the questionnaires were drawn and distributed using the stratified random sampling method. In all, seven different sets of questionnaires were administered to the Managing Director of NITEL, Staff of the Finance and Accounts Department, support services, Admin/personnel department, customer engineering department, general staff and to the NITEL subscribers/customers.

The questions asked in the questionnaires sought opinion on various hypotheses that were tested such as the inability of NITEL to contribute significantly to the socio-economic development of Nigeria due to lack of adequate funds and poor management practices over the years.

The close and open-ended questions were used in the questionnaires. The open-ended questions sought opinion of the respondents particularly on how to revitalise the activities of NITEL Plc. Descriptive statistics of mean, simple percentages and frequency distribution were used for data analysis. Furthermore interviews conducted and information from secondary sources were also used extensively to validate the findings or survey made from the primary sources.

On the whole, 200 questionnaires were administered to the target population and 167 of them were completed and returned representing a total of 83.5 per cent of respondents while 33 copies (or 16.5 percent) were not returned. Based on this, it was felt that 83.5 percent was a good response to work with. Those who did not fill out the questionnaires complained of over-crowded schedule. The detailed breakdown of the questionnaire administration is shown in Table 4.1 below:

TABLE 4.1:

QUESTIONNAIRE ADMINISTRATION

TARGET POPULATION	NO OF RESPONDENTS	ACTUAL RESPONSE	% OF ACTUAL RESPONSE
Managing Director	1	1	0.5
Finance & Accounts	10	6	3
Support Services Dept.	10	7	3.5
General Staff	9	5	2.5
NITEL Subscribers	150	131	5.5
Customer Engineering	10	8	4.5
Admin/Personnel Dept	10	9	4
TOTAL	200	167	83.5

Source: Research Survey, 1997.

4.3 TEST OF HYPOTHESES

The two hypotheses earlier stated in chapter one are here tested in turns.

4.3.1 Test of Hypothesis One:

This hypotheses states that "Poor management style has resulted in NITEL's inability to acquire and maintain good facilities; overstaffing and the engagement of poorly qualified and skilled staff."

By management style is meant the pattern of carrying out of operation by leaders designed to accomplish aims and effectuate the policies which are determined by the policy making Units. Factors that constitute management style are the personality of the leader(s), previous experience and educational background among others. Factors that influence management style include the level of staff indiscipline in an organisation, identifying problems and alternative solutions.

To test this hypothesis, an opinion survey was undertaken using varied question from the questionnaires and oral interviews. Apart from this, some documentary records were also used to provide vital information that gave the results of the tested hypothesis some degree of validity. The Managing Director and other management staff of NITEL are in a good position to determine whether the inability of NITEL to acquire and maintain good facilities, overstaffing and the engagement of poorly qualified and skilled staff has been as a result of poor management practices.

The respondents were asked whether the inability of NITEL to acquire and maintain good facilities has been as result of poor management practices. The following results were obtained from the survey presented in table 4.2 below

TABLE 4.2:

POOR MANAGEMENT PRACTICES HAS RESULTED IN NITEL'S INABILITY TO ACQUIRE AND MAINTAIN GOOD FACILITIES

OPINION	NUMBER	PERCENT
Strongly Agree	-	-
Agreed	1	2.8
Undecided	3	8.3
Disagree	24	66.7
Strongly Disagree	8	22.2
TOTAL	36	100

Source: Research Survey 1997.

A glance at the table above has clearly indicated that most of the respondents have disagreed with the stated hypothesis. While only 2.8 percent of respondents agreed that NITEL's inability to acquire and maintain good facilities is as a result of poor management, 66.7 percent disagreed; while 22.2 percent strongly disagreed, barely 8.3 percent of the respondents were undecided.

Those that disagreed with this view strongly held that NITEL has been able to acquire and maintain good facilities over the years especially after its commercialisation in 1992. They buttressed their argument by listing the number of new products\services and modernisation that NITEL has introduced. Examples are the voice activated telephone set, card pay phone, digital telephone services, telephone with the IDD (international Direct Dial), amongst others.

During its ten years of corporate existence, NITEL made it a policy to modernise its facilities and gradually replace obsolete ones to minimise maintenance costs. As contained in NITEL's official documents and confirmed by the General Manager during the overall interview, two hi-tech digital gateways were installed in Lagos and Enugu with dual antennas and each of these gateways have a Digital International Telephone Switching Centre (ITSC) system to ensure efficient transmission of telecommunication . Other services provided by NITEL are the modern high-brow mobile cellular and some value added services.

Contrary to the views of some critics, the management style has not been responsible for some difficulties encountered in their acquisition and maintenance of good facilities. The reasons for these shortcomings have been extraneous. The high cost of some imported vital spare parts have been partly responsible for that.

Even when NITEL acquires and instals good facilities, acts of vandalism, arson, theft and calculated sabotage of NITEL's equipments has partially been responsible for the inability of the Corporation to maintain some of its facilities. Furthermore, the inability of some of its customers especially government ministries and parastatals to pay up their huge and enormous bills has deprived NITEL of some huge amounts of money to acquire and maintain good facilities.

Government interference in or the politicisation of NITEL's activities has at times made it very difficult for NITEL to acquire and maintain good facilities. Government interference comes in the form of appointment of top management staff, clearance for the procurement of foreign exchange and spare parts and the approval of the budget of the organisation. Politicisation takes place in the form of staff appointment based on the quota system or the " federal character". Being a government owned Corporation, NITEL has to seek clearance when it comes to certain vital issues in the acquisition of facilities especially when it has to do with foreign partners or countries. Such clearances often comes very late due to the bureaucracy inherent in the civil services. This lack of adequate autonomy has greatly impeded NITEL's ability to acquire and maintain good facilities as and when due.

With the involvement of the federal Government in some of the personnel policies of NITEL especially in the areas of recruitment, many staff even though that they are not qualified, are recruited. The ideal level of staffing in an organisation is often determined by the operations and\or activities of that organisation. It can also be determined by the policy makers of that organisation. Presently, from statistical records, the staff strength of NITEL is 14000 and it can be increased or reduced from time to time as the activities of the organisation expands or contracts. The staff of NITEL were asked to express their opinion on whether or not management practices has resulted in the overstaffing and the engagement of poorly qualified and skilled staff. The survey produced the following results as shown in table 4.3:

TABLE 4.3

MANAGEMENT PRACTICES HAS RESULTED IN OVERSTAFFING AND THE ENGAGEMENT OF POORLY QUALIFIED AND SKILLED STAFF.

RESPONSE	NUMBER	PERCENTAGE
YES NO UNDECIDED	5 29 2	13.8 80.6 5.6
TOTAL	36	100

Source: Research Survey 1997

From the response of table 4.3 above, it can be seen that while 80.6 percent disagreed with this view, barely 13.8 percent agreed while only 5.6 percent of the respondents were undecided. Those who disagreed with the view buttressed their opinion by arguing that the regular retrenchment, recruitment and placement exercises carried out by NITEL has made it possible for the Corporation to "weed off dead wood" and replace them with young and dynamic personnel to ensure that only the best staff are recruited into NITEL. External advertisement is always made to solicit for prospective, skilled and qualified manpower.

In expressing their opinion on overstaffing and the management of poorly qualified and skilled staff, the head of department and staff of administration and personnel department responded as shown in table 4.4 below:

TABLE 4.4

POOR MANAGEMENT IS RESPONSIBLE FOR OVERSTAFFING AND THE ENGAGEMENT OF POORLY QUALIFIED AND SKILLED STAFF

RESPONSE	NUMBER	PERCENTAGE
YES	-	-
NO	8	100
TOTAL	8	100

Source: Research Survey 1997

As seen from the table above, all the respondents were of the view that management practices in NITEL are not prone to overstaffing or the engagement of poorly qualified and skilled staff. The Managing Director said that though the principle of the Federal character is taken into consideration in employment matters, merit accounts for a greater percentage in the employment procedure. This is so because the jobs in NITEL are of a technical nature that needs mainly skilled or at worst semi-skilled labour even at the lowest cadre. Out of the over 14,000 staff in NITEL, 11,200 (80%) are skilled while the remaining 2800 (20%) are either semi-skilled or unskilled.

The results of the primary data collection show that all the NITEL staff who responded to the questionnaire were graduates or holders of HND certificate. This is shown on table 4.5

Table 4.5

EDUCATIONAL QUALIFICATION OF NITEL STAFF

OND	-	-
HND	4	11.1
B.Sc	19	52.8
M.Sc	10	27.8
Ph.D	3	8.3
TOTAL	36	100

Source: Research Survey 1997

As seen from table 4.5, 52.8 percent of the respondents are graduates while 27.8 percent are holders of Masters degree. Apart from their qualifications, they also have various professional qualifications like IPM and ICAN, and quite a number of them have had some vocational training. Further more, many of them had attended short courses in higher institutions or professional institutions like Administrative Staff College Of Nigeria (ASCON).

The various heads of departments interviewed were of the opinion that the Management practices of NITEL were good enough to motivate the workers to be hard

working. This means that there is a carefully worked out motivation scheme put in place by NITEL to encourage the staff to achieve organisational goals effectively and efficiently. Moreso, the management practices of the corporation encourage the training and re-training of its staff. The respondents in the Admin\personnel department of NITEL agreed to this assertion as indicated in their responses in table 4.6 below.

Table 4.6

HAS NITEL AN EFFICIENT IN-SERVICE TRAINING AND RE-TRAINING PROGRAMME FOR ITS STAFF

Response	Number	Percentage
Yes	8	100
No	-	-
Total	8	100

Source: Research Survey 1997

The table above shows that there is an efficient in-service training programme for NITEL staff to meet up with high technical demands of the present day. This means that the staff of NITEL are regularly and adequately trained to enable hem achieve organisational goals. Most of this training is carried out in the NITEL training Centre in Lagos. Moreover, NITEL's training Centres are of the highest standard and in

addition to the technology, are based on the open learning system hence they facilitate learning and provide world class training in management.

The Managing Director in the course of the oral interview, strongly disagreed with the view that the Corporation is over staffed. According to him, recruitment into NITEL is only done where there are vacancies and when there is a need. With a staff strength of 14,000, the Managing Director believes that this cannot be regarded as over staffing for an organisation like NITEL.

In support of this, the head of Department of Admin and personnel said that before any recruitment exercise takes place, a lot of jobs description, analysis, classification and specification exercises are carried out to the extent that no staff can be recruited when and where he\she is not needed hence there has not been a case of over staffing especially during and after the commercialisation exercise. According to him, the commercialisation exercise will not even allow the Organisation to recruit excess hands since the act in itself will negate one of the fundamental principles of commercialisation. On the strength of the average opinion of the survey, interview conducted and other secondary data examined in the discussion, the hypothesis that "Poor Management style has resulted in NITEL's inability to acquire and maintain good facilities, over staffing and the engagement of poorly qualified and skilled staff" has been rejected.

4.3.2 Test of Hypotheses Two:

The second hypotheses states that "NITEL's inability to generate adequate resources has limited its contribution to national development."

Revenue has always been seen as a very important parametre of improvement in human endeavours. In terms of revenue generation, NITEL has progressively been generating and collecting revenue for services provided and engaged despite the fact that the Company's tariff has remained very low compared with what is obtainable in other countries. The organisation was able to collect much revenue due to its expansion and modernisation programme which extended to people with ease. This had a multiplier effect in the sense that more calls were completed hence more revenue was generated.

Due to the modernisation and also the expansion of its facilities, NITEL has been able to provide efficient services which has gone a long way in generating huge revenue for the corporation. When asked to state whether NITEL has efficient services or not, the following responses were obtained.

Table 4.7

QUALITY OF SERVICES PROVIDED BY NITEL

Quality of NITEL Services	Number	Percentage
Impressive	144	86.2
Not impressive	23	13.8
Undecided	-	-
Total	167	100

Source: Research Survey 1997.

From the table above, there is a very strong positive response to the assertion that NITEL has been producing good services over the years. The total response shows that the highest number was recorded under "impressive" with a frequency score of 86.2% while those who were not impressed scored barely 13.8 percent with a frequency of 23. None of the respondents was undecided in their response.

The response obtained can be relied upon because all the NITEL staff who responded to the questionnaire, have a minimum of first degree and had worked for a minimum of four years in the Organisation while most of the private\corporate

subscribers who responded to the questionnaire had been NITEL's customers for a minimum of Nine years.

The 13.8 percent of the respondents who were not impressed or satisfied with the internal and external services provided by NITEL held that it is often difficult if not impossible to get through with internal short distance calls talk less of external calls. They also hold that NITEL bills its clients with huge and unjustifiable bills even when such services were not rendered as indicated in the bills.

To this end, the various heads of departments squarely laid the blame of some of their shortcomings on the activities of some unpatriotic and unscrupulous Nigerians who either vandalise NITEL properties or connive with some few NITEL staff to defraud the corporation. The management staff of NITEL posits that NITEL has over the years significantly improved on the quality of its services which has equally led to increased revenue and positive contributions to national development. The table below shows some of the improved services provided by NITEL during the period under study (1985-1995)

Table 4.8

IMPROVED SERVICES PROVIDED BY NITEL (1985-1995)

1.	Public Card Payphone
2	Voice Activate Telephone Set
3	Digital Telephone Services
4	Electronic Mail
5	Cellular Mobile Telephone Service
6	Solar Powered Cellular Payphone
7	International Card Payphone
8	International Maritime Satellite Service
9	International Direct Dial
10	Collect Calls
11	Electronic Mail

Source: Official Records; NITEL HQ(CORPORATE), Lagos 1997

There has been a significant transformation of the telecommunication network by the use of the digital system and the general efficiency of the Network. The transformation and digitalisation of the telephone industry in Nigeria and the tremendous

improvement in the areas of service provision considering the improved network performance, newly introduced services and products and the provision of various new exchanges that have been added to the national network has really gone a long way in improving the revenue yield of NITEL.

Table 4.9

SUBSCRIBERS OPINION ON QUALITY OF NITEL'S SERVICES

Opinion	Number	Percentage
Very Satisfactory	34	26.0
Satisfactory	68	51.9
Average	24	18.3
Unsatisfactory	5	3.8
Total	131	100

Source: Research Survey 1997

From the table above, 34 or 26.0 percent of the respondents claim to be very satisfied with the significant improvement with the quality of services provided by NITEL. Five of the respondents sampled were however not satisfied with the quality of services provided by NITEL and they complained of constant interruption on their lines and also frequent lack of dialling tones. This is however due largely to the activities of

vandals, theft and also calculated sabotage of NITEL. The Managing Director however assured that with the construction of the submarine project in the coastal region, the paucity of telephone services especially in the South-Eastern and South-Western parts of the country will be eliminated once and for all.

Indeed, NITEL's financial health improved so tremendously due to the modernisation and the expansion of its facilities that it became a case study of exemplary performance in corporate circles int eh socio-economic spheres of the country. In this regard, NITEL has shifted from its pushier as a social establishment to a profitable self sustaining company. With an asset base of ₦5.5 billion, NITEL's turnover rose from ₦296 million to ₦1.56 billion in 1989 while in 1992 traffic revenue amounted to ₦6.367 billion, giving an increase of 104 percent over the 1991 figure. Furthermore, its traffic sales increased from ₦3.124 billion in 1991 to ₦2.334 billion in 1992. Also between January and June of 1994, the company generated ₦5.30 billion during the same period as against ₦3.97 billion in 1993[2]. Going by NITEL's generated revenue, then..... inadequate fund definitely cannot be said to be the problem. Factors like the improvement in telephone connectivity and penetration are believed to be partly responsible for the improvement in NITEL's revenue drive and performance.

When asked if the services provided by NITEL are efficient enough to generate enough revenue and contribute to the socio-economic development of Nigeria, the following result shown below was obtained.

Table 4.10

IMPACT OF NITEL'S SERVICES ON NATIONAL DEVELOPMENT

Opinion	Number	Percentage
Highly Contributed	34	20.4
Moderately Contributed	127	76.0
Poorly Contributed	6	3.6
Not Contributed	0	0
Total	167	100

Source: Research Survey 1997

From the table above only 6 respondents representing 3.6 per cent felt that NITEL's contribution to national economy has been poor. However, when interviewed, most business men and corporate organisations agreed that the efficient services now rendered by NITEL has greatly improve their business operations.

The revenue yield of NITEL has grown systematically over the years particularly since its commercialisation in 1992. In June of 1992, its revenue had gone up by 200 percent and by the end of that year, it rose by 300 percent while by May of 1994, it had reached 400 percent[3]. This systematic increase in revenue yield has enhanced NITELs contribution in national development in every sector of the economy.

In the area of employment, NITEL presently has a strong workforce of 14,000 staff and the company also provides indirect employment due to its improvement in facility connectivity and penetration. The Corporation also assists in the area of education through the establishment of an educational trust fund and the provision of in-service training and retraining programmes to employees to meet up with high technical demands of the present day. NITEL has also invested in the area of sports development in Nigeria especially through the NITEL sponsored squash and open-golf championships and also in the area of tennis and football (e.g NITEL Football Club)[4].

Secondary sources of data have clearly validated the average opinion in the survey that NITEL has been able to provide efficient services with the attendant increase in revenue and has through these services contributed to national development. It is agreed that the present status of the telecommunication services is supportive of the national economic and social development in line with NITEL,s Corporate Objectives.

However, one major contribution of NITEL to national development is the provision of services to rural areas. NITEL's modernised and enhanced services are not only limited to the urban centres alone. Though the adaptation of cellular technology in line with Government programme of developing these areas to reduce rural-urban movement, various rural communities are now enjoying the company's rural telephone project tagged "Celluphone Project".

In sum, the positive improvement in the telecommunication industry with its attendant increased revenue has greatly enhanced NITELs contribution to national development.

On the strength of the average opinion of the survey and the documentary records illustrated in the course of this analysis, we reject the hypothesis that "NITEL's inability to generate adequate resources has limited its contributions to national development".

4.4 SUMMARY OF RESEARCH FINDINGS

Aspects involved in the effective performance of NITEL were examined. These among others are the adequacy of funds and personnel polices. Results of statistical tests appeared to have vindicated pertinent assumptions discussed in the literature review. The theoretical framework indicted that for an organisation to be effective, efficient and autonomous, there is a need for adequate finance, qualified staff and sound personnel policies. All postulated hypotheses were rejected, indicating that NITEL has done quite well in its operations vis-a-vis national development. Findings also revealed that NITEL is faced with series of problems hindering its smooth operations and these include activities of vandals and the variability of customers to pay up the huge debts owed NITEL.

FOOTNOTES

1. NITEL JOURNAL, A House Magazine of the Nigeria Telecommunications Ltd. Vol. 12, April-June, 1994, P. 15.

2. NITEL Journal, A House Magazine of the Nigeria Telecommunication Ltd, Vol. 14, January-March 1995, P. 14

3. Ibid; P. 16.

4. Ibid; P. 5.

5. Adegbayega, H.A. (1995), **NITEL AT TEN (1985-1995)** Page Publishers Ltd, Lagos, P. 28.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 CONCLUSION

In the last chapter, data was analysed and the hypotheses which were postulated were rejected. Prior to the postulation of the hypotheses, some research questions were posed, to serve as a guide to the study. These research questions which readily became relevant in the course of this research, sought to find out the extent to which NITEL as a public corporation has been able to achieve its set objectives, whether the customers are satisfied with the corporations delivery of its services, if the management has been able to evolve a system of administration that could be termed "efficient" and if NITEL as a public corporation has made any significant contribution to development.

These were basically the questions that constituted the gaps in knowledge and for which this study aimed at providing answers to.

The hypotheses which have been tested in this study through the use of primary and secondary data have enormously helped in providing answers to the research question. It is these answers that will form the cardinal point in the generalisation to be made. It is also worthwhile to briefly restate the results or outcome of our findings as

they relate to the hypotheses. The results are as follows: NITEL Plc has been able to develop efficient internal and external services which has gone a long way in its contribution to the socio-economic development of Nigeria, NITEL's inability to acquire and maintain good facilities is not as a result of poor management over the years but due largely to various factors like the calculated acts of sabotage, fraud, theft, vandalisation of NITEL's properties, arson, huge and enormous debts owed the corporation and above all, lack of adequate autonomy. Finally, the personnel policies of NITEl is such that no room is made for overstaffing or the engagement of poorly skilled and qualified staff.

The generalisation in this study helped to provide answers to the research questions posed in chapter one of the study. In order to put matters in their right perspective, some elaborations were made.

Telecommunication has witnessed increased capacity, improvement in service provision and has been very remarkable in the socio-economic development of the country.[1] With an asset base of ₦5.5 billion, NITEL has shifted from its posture as a social establishment to a profitable self sustaining company in its efforts to achieve it set objective of ensuring efficient reliable, cost effective, self sustaining and self accounting telecommunication for the country. For the past decade of providing telecommunication services to the nation, NITEL has no doubt actualisd its purpose of being established in terms of aims and objectives. There has been a tremendous improvement in the areas of service provision considering the improved network performance and the newly

introduced services and products. Aside from the great technological advancement that has been achieved by NITEL over the past decade, the management of NITEL has also been trying hard to meet its set aims and objectives as spelled out by the government.

In this regard, NITEL to a certain extent has achieved most of its aims and set objectives though there is room for improvement. Of course, the company is still confronted with a series of human and operational problems such as the inadequacy of supply services to meet their demand, staff indiscipline and having to deal with illegal connections to the network. Consequently, although NITEL has not reached the ultimate in telecommunication services provision, the level so far attained within this single decade is worth commending.[2]

NITEL's commitment to customer satisfaction is therefore a burning desire which is further propelled by the present level of achievements which the company considers challenging. Subscribers are today known to enjoy paging, voice mail and other enhanced services which the digitalisation of NITEL's technology has introduced.

The findings of this study based on the analyses of the preceding chapter has vividly provide an answer to the fourth research question. As a public corporation, having the responsibility for general and specific areas of Nigeria's economic development and as a fully commercialised profit making venture NITEL has in no small measure contributed to national development in Nigeria.

The present status of the telecommunications service is supportive of the national economic and social development in line with NITEL's corporate objectives. With NITEL's improved services and the extension of such services to the required parts of the country NITEL is ultimately one of the main agents controlling the socio-economic activities of the country.

NITEL as a public corporation has contributed quite significantly to national development through the improvement of its services and which has had a tremendous multiplier effect on all the other subsectors of the economy. The end result is that NITEL has been steadily and progressively been making giant strides in providing reliable and cost effective telecommunication services for the economic as well as the social development of Nigeria. This conclusion agrees with the report of Bajoga (1983)[3] that telecommunications plays important roles in national development in terms of economic growth, social activities, education, cultural development and industrial growth. It also agrees with the reports by Zome (1984)[4], Bolodeoku (1995)[5] and Nwokenne (1995)[6] that NITEL had contributed to the national development of Nigeria in terms of social well-being of citizenry, revenue generation, welfare packages, scholarship awards etc.

5.2 RECOMMENDATIONS

In the pursuit of its objective of providing an efficient and reliable telecommunication services, NITEL is being confronted by a number of factors obstructing the effective and efficient delivery of its services as highlighted in chapters one (1) and four (4). These problems include amongst others; acts of vandalism, arson, huge debts (bills) owed the corporation, illegal connections and calculated sabotage of NITEL's equipment.

In view of the above, this researcher recommends that an appeal should be made to the entire workforce of NITEL to re-dedicate themselves to the cause of the provision and maintenance of very good telecommunications services so as to be in line with what obtains in advanced countries. They should make foremost the interests of customers, NITEL as an organisation, staff as individuals, and department interests so that the set achievements of the organisation could be actualised.

To this end, customer satisfaction should occupy the heart of all NITEL staff because if customers requests and complaints are not treated with due attention, then the present degree of success will not be sustained and improved upon.

Also the issue of cable thefts and vandalism should be looked into with a view of finding lasting solutions to it. In this direction, NITEL should liaise closely with the

police and make its security system (especially the patrol team) effective and formidable. There should be the deployment of qualified security personnel, the procurement of necessary equipment to aid this team in its work and the constant funding of the team. Adequate and reliable paraphernalia for telecommunication services like vehicles, telephone cables and booths, telex machines and enough spare parts to be provided to ensure effective maintenance of vehicles and plants. Moreso, NITEL should invest more on underground cables and it is hoped that this will go a long way in checking the activities of vandals.

NITEL should engage in the acquisition of modern technology (sophisticated equipment) which will minimise, if not eradicate the problem of illegal connections on NITEL lines by miscreants. These equipment will also make it quite impossible for the few unscrupulous NITEL staff to carry out their acts of calculated sabotage by illegally connecting into subscribers lines. Furthermore, appropriate punitive measures should be taken against erring staff to serve as a deterrent to other staff members.

In the course of this research, it was discovered that NITEL was owed huge sums of money running into billions of Naira by its customers for services already provided. Incidentally, the greatest culprits are highly placed government officials, ministries and parastatals, the police, the military and other government departments and establishments; and without the necessary finance, NITEL finds it quite difficult to maintain its equipment. To this end, it is suggested and duly recommended that the Federal

Government should order the payment of such debts owed NITEL by Federal Government establishment or have the money deducted from source of subvention or statutory allocations by the Federal Ministry of Finance, or face total disconnection.

NITEL should strive to increase the total number of digital exchanges in the country and continue to make telecommunications services readily available to people and also sustain the workability of these lines so that the actual impact would be felt in every section of the country. There is also the need to build facilities into the network that would engender greater customer confidence in the billing system.

It is imperative at this juncture to point out that NITEL still has a long way to go. The company's objective as always should remain the provision of effective and efficient telecommunication at cost effective rate. To fully achieve this, NITEL should aim to continue with the expansion and modernisation projects nationwide with much vigour and this will enable NITEL to bequeath to the nation, an excellent telecommunications system which will launch Nigeria into years far beyond the year 2000AD. To this end, all hands must be on deck to successfully steer the ship of progress ashore.

As the company forges ahead to surmount even greater challenges, there is no doubt that today, NITEL is more than ever before determined. Indeed, given the level of accomplishment and commitment, the sky is the limit.

FOOTNOTES

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Section A

a) Name of Ministry/Organisation

b) Department/Section

c) Position

d) Length of service

e) Sex Male ..... Female .....

f) Educational Qualification

a) OND
b) HND
c) Ph.D
d) B.Sc
e) Masters Degree
f) Others (please specify)

CUSTOMER ENGINEERING DEPARTMENT

1. Has NITEL performed satisfactorily in the provision of international and domestic telephone and telegraph services?

.....
.....
.....

2. What is the quality of the transmisison and reception of real time radio and TV services via satellite?

.....
.....

3. Has NITEL made any significant contributions in the area of marine mobile services including distress calls, hotel and flight bookings?

.....
.....

4. How has NITEL been able to contribute to infrastructural development in these areas?

.....
.....

a) Schools
b) Road Construction
c) Hospitals/Clinics
d) Housing
e) Electricity
f) Pipe-borne water

5) What is the state of functionality of these infrastructural equipment.

.....
.....

a) Satellite
b) Transmission Systems
c) BAck-up Systems

6) What improvements (if any) are required in these equipment?

.....
.....

7) Has NITEL efficient and viable exchange facilities?

.....
.....

8) IF NITEL's performance in its provision of services is not satisfactory then in what way(s) do you think that services can be improved?

.....
.....
.....
.....

9) Has NITEL contributed in the provision of efficient telephone sets and lines?

.....
.....

10) How efficient is NITEL in the delivery of its services?

.....
.....
.....

MANAGING DIRECTOR

1. In what ways have NITEL services contributed to the development of this country?

   .....
   .....
   .....

2. How has NITEL contributed to the socio-economic development of Nigeria?

   a) Socialcontributions.....

   b) Economic contributions.....

3. Has NITEL's telecommunications network hindered or contributed to efficient operations of government in Nigeria?

   .....
   .....
   .....

4. To what extent has NITEL been able to achieve its set objectives?

   .....
   .....
   .....

5. How has the lack of sufficient autonomy (on the part of management) made it difficult for the organistion to acquire and maintain good and up-to-date facilities?

   .....
   .....
   .....

6. Have the activities of NITEL between 1985 - 1995 contributed to rural development in Nigeria?

   .....
   .....
   .....

7. If the answer to the question above is yes, then in what way(s) have these activities contributed to rural development in Nigeria?

   .....
   .....
   .....

8. How has NITEL been able to maintain industrial harmony despite recurrent nationwide industrial unrests?

.....
.....
.....

9. What other ways can NITEL further contribute to the socio-economic development of Nigeria?

.....
.....
.....
.....

SUPPORT SERVICES

1. In what way(s)/area(s) has the support services department assisted NITEL towards the realisation of its socio-economic goals?

.....
.....
.....

2. What improvements (if any) do yo consider necessary for the improvement of efficiency in NITEL?

.....
.....
.....

3. How many of your staff do you consider to be skilled and qualified?

.....

4. How many unskilled?

.....

5. Do you have sufficient funding for your activities?

.....

6. If not, then how has insufficient funding hindered the efficiency of support services?

.....
.....

7. How satisfied are you with the overall performance of NITEL?

.....

8. What is the state of functionality of your support facilities:

.....

a) Power Plants
b) Electrical Systems
c) Transport and Utilities

9. What suggestions can you make for a better and more efficient NITEL?

.....
.....
.....

FINANCE AND ACCOUNT DEPARTMENT

1. Are NITEL's charges adequate for generating sufficient funds to acquire and maintain good services?

   .....
   .....

2. Do you believe that NITEL has widened Nigeria's revenue base by generating revenue and foreign exchange?

   .....
   .....

3. How much (revenue) has NITEL generated between 1985-1995 (with annual figures)?

1985	1989.....	1992.....
1986	1990.....	1993.....
1987	1991.....	1994.....
1988		1995.....

4. Are NITEL's services delivered at affordable prices?

   .....

5. Do you believe that effective and efficient banking and finance subsector in Nigeria are being facilitated by NITEL's specialised services.

   .....
   .....

6. Are the funds available to NITEL adequate for the provision of efficient services?

   .....

QUESTIONNAIRE FOR ADMIN./PERSONNEL DEPARTMENT

1. Has NITEL any recruitment/personnel policy?

   .....

2. On what criteria do you base your recruitment

   .....

   a) Merit
   b) Federal character

3. Is NITEL's personnel policy responsible for the engagement of unqualified and unskilled staff?

   .....
   .....

4. Does the recruitment process of NITEL allow for regular external advertisement to solicit for prospective skilled and qualified manpower?

   .....
   .....

5. How many workers has NITEL employed between 1985 - 1995?

1985.....	1991.....
1986.....	1992.....
1987.....	1993.....
1988.....	1994.....
1989.....	1995.....
1990.....	

6. Has NITEL an efficient in-service training and retraining programme for its staff to meet up with high technical demands of the present day?

   .....

7. How has the introduction of technology based open learning system improved training in NITEL?

   .....
   .....
   .....

8. What is your opinion about the promotion and disciplinary procedure in NITEL?

.....
.....
.....

9. What can be done to improve upon the promotion and the disciplinary procedures to bring about a higher efficiency in NITEL?

.....
.....
.....

10. Do you agree that poor staff training, development and motivation policies are responsible for the unqualified and unskilled employees in NITEL?

.....
.....

11) Has NITEL a policy for the award of scholarship to deserving Nigerians?

.....
.....
.....

12) IF yes then how many foreign and local scholarships has NITEL awarded in the last 10 years (1985-95)? Please provide actual figures.

1985.....	1990.....	1995.....
1986.....	1991.....	
1987.....	1992.....	
1988.....	1993.....	
1989.....	1994.....	

13. In what ways do you think that NITEL has maintained industrial harmony despite recurrent nationwide industrial unrests.

.....
.....
.....
.....
.....

GENERAL

1. To what extent has NITEL been able to achieve its set objectives between the years 1985-95?

.....
.....
.....

2. In what ways has NITEL promoted international tourism and industrial growth?

.....
.....
.....

3. What in your opinion are those problems militating against the smooth operations of NITEL?

.....
.....
.....

4. Kindly mention the recreational facilities which NITEL has provided for the use of its workers as well as the general public?

.....
.....
.....

5. In what ways has NITEL contributed to socio-economic development of Nigeria?

.....
.....
.....

6. Has NITEL done enough in the area of sports development?

.....
.....

7. If yes, please specify the areas of sports development NITEL has significantly contributed?

.....
.....

8. Generally, what suggestions would you give us a way of improving NITEL's contributions to the socio-economic development of Nigeria?

.....
.....
.....
.....

9. Are the internal and external services rendered by NITEL efficient enough to contribute to the socio-economic development of Nigeria?

.....
.....
.....

QUESTIONNAIRE FOR NITEL SUBSCRIBERS

1. Do you consider the prices of NITEL's products/services affordable to the general public?

.....
.....
.....

2. Has there been any significant improvement in the quality of NITEL's services between 1985-95?

.....
.....

3. Has NITEL succeeded in providing effective services for the developmental needs of the country?

.....
.....
.....

4. Do you consider NITEL as very efficient in the delivery of its services?

.....
.....
.....

5. What do you think that NITEL can do to provide more effective and efficient delivery of their services?

.....
.....
.....

6. Do you believe that NITEL has been able to achieve its set objectives between 1985/95?

.....
.....

7. How satisfied are you with the overall performance of NITEL?

.....
.....

8. Has NITEL contributed significantly in the provision of efficient telephone sets and lines.

.....

9. Do you believe that NITEL has contributed significantly to the socio-economic

development of Nigeria between 1985-95?

.....

10. If yes, then in what ways have these contributions been made?

.....
.....
.....

11. Are the new services introduced by NITEL geared towards the promotion of socio-economic development of Nigeria?

.....

12. Has NITEL contributed significantly in the provision of efficient inland telecom facilities?

.....

13. What in your opinion is the quality of the transmission and reception of real time radio and TV services via satellite?

.....
.....
.....