HUMAN RESOURCE DEVELOPMENT AS A BUSINESS PLANNING STRATEGY
CASE STUDY OF KRPC (NNPC) KADUNA

BEING A RESEARCH PROJECT SUBMITTED TO POST GRADUATE SCHOOL ABU ZARIA, IN PARTIAL FULFILLMENT FOR THE AWARD OF (MBA) MASTERS DEGREE IN BUSINESS ADMINISTRATION

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APPROVAL

The research work entitled Human Resources Development as a Business Planning Strategy has been studied and approved as having meet the requirement Degree of Ahmadu Bello University, Zaria, for the award of Masters in Business Administration. Decree of Ahmadu Bello University, Zaria.

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DECLARATION

I hereby declare that this project titled HUMAN RESOURCES DEVELOPMENT AS A BUSINESS PLANNING STRATEGY; A case study of KRPC (NNPC) Kaduna: is a product of my research work.

This study has never been submitted for the award of any certificate. All relevant materials used for the study have been appropriately acknowledged.



AMINU AHMAD

DEDICATION

I have the pleasure to dedicate this study to my late father Alh. Ahmad (Yero) son of Mall. Aminu son of Sheikh Umaru Wali Zaria, And my mother Hajiya Aminatu (Gambo) daugther of Mall. Umaru.

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ABSTRACT

This study Human Resources Development (HRD) As A BUSINESS PLANNING STRATEGY; A CASE STUDY OF KADUNA REFINING & PETROCHEMICAL COMPANY LTD is meant to articulate the hitherto dormant Human Resources Development and Business Planning Policies with a view to responding to current and future challenges. The study assesses Human Resource Development policy in relation to the organisational goals and the impact of Human Resources Development Programme of the organisation. It also identifies the defect with a view to suggesting solutions.

Human resources is the prime agent of production and development processes in every organisation or country. It is contended that people plan and implement the plans for every plan to be effective, those who are involved in setting up the plans and their executions must have the knowledge, the ability and the skills to carry out the task. This is where human resource development comes in. From the questionnaires issued, and interviews conducted it is found that there are some serious defects with the policy implementation for example staff are not nominated for relevant courses, training is not being adequately financed, courses are not monitored

This research work make the following recommendations; adequate attention should be paid to human resources development, staff should be encouraged to pursue training for self improvement, the effort of affiliation with relevant training institutions should be actualised, staff career development should be monitored through appraisal etc. The study is structured on five chapters, chapter one deals with the introduction, chapter two discusses the literature review, chapter three research methodology, chapter four findings and analysis and lastly chapter five deals with the summary recommendations and conclusions.

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CHAPTER ONE

GENERAL INTRODUCTION

1.0 INTRODUCTION

In this chapter the concepts of Human Resources as a strategic business Planning tool shall be introduced. The problem of the study shall be identified and hypothesis stated. Scope and limitations as well as the significance of the study shall be briefly discussed. Some concepts shall be defined contextually and the arrangements of Chapter provided.

1.1 CONCEPTS OF HUMAN RESOURCES DEVELOPMENT AND BUSINESS PLANNING

People produce and utilise other resources. They are responsible for initiating, developing, implementing, controlling and maintaining the processes, methods and systems which companies use to provide products and services to their customers. To ensure these procedures, methods, and systems work successfully, it is essential that all the people fully understand the things they do, why and how they do them and of course, help to specify, modify, implement and control their duties.

Human resources, as the most valuable factor in the production process, could not assume its strategic and foremost position without under-going development process in order to play its role effectively. Thus, human resources development becomes a strategic issue to any organisation in terms of its development, survival and growth.

Human resources development has been variously defined as follows: "An approach to

the systematic expansion of peoples work related abilities focused on the attainment of both Organisational and individual goals" Professor Jones (1980).

It is also defined as "the process by which the Organisation ensures that it has the people it needs, it enables management to anticipate personnel requirements and therefore to retain and train such personnel in readiness for the future.

It is a dynamic strategy of increasing the performance efficiency of people through well integrated and systematic approach" S.A. Oladunni: (1998).

Human Resources Development can also mean the process of increasing the knowledge, skill and capacities of all the people in the society: (Hearbison and Myers).

It is also conceived as "the process of improving the productive output and the quality of the work force through education, training, conditioning of attitude and skills over a period of time". Professor A. Akerele.

Thus human Resources is one of the pillars upon which an organisation is built along with money and materials. It forms the basis, the corner stone of the goals and objectives of the organisation.

An organisation can have a huge natural resources and substantial capital but still be poorly managed because very few competent Human Resources are available to put resources efficiently together in production and distribution of useful goods and services towards achieving its objectives.

Much as human resources are vital for survival and growth for any organisation to develop, it must plan its activities towards achieving its mission. The place of planning as a business activity cannot be underrated. In recognition of that, business enterprises embark on hourly, daily and periodic business development plans which would ensure their survival and progress.

Generally, these development plans were aimed at achieving so many objectives and goals which among others include increase in capacity utilisation, capital, income distribution, network, cost reduction, increase in turnover, business diversification, domestication of raw materials, improved public image etc.

From these objectives, it can be seen that business development plans are well intended. Their implementation and execution however, may suffer serious set-back attributed to some identifiable problematic factors which shall be highlighted in the course of this study.

The concepts of strategic business planning is defined differently by Scholars as;

"Continuous Process of making present entrepreneurial decision systematically and with greatest knowledge of their futurity; organising systematically the efforts needed to carry out these decision and measuring the results against expectations" (P. Druker). Philip Cotler, defines strategic Business Planning as "the management process of developing available relationship between the Organisation and its environment, through the development of corporate purpose. Objectives and goals, growth strategies and business portfolio plans for company wide operation".

The linkages between Human Resources Development and strategic business planning are discussed below;

Human Resources Development is necessarily people centred in terms of helping them to learn to improve their values, perception, attitude and general behavioural patterns, it is performance oriented, that is, it increases the productivity capacity of an individual so that he can attain planned work or task objectives and therefore contribute to the achievements of organisation goals.

It recognises personal psychological needs. It must recognise the need of the organisation since it deals with the total workforce that make up the organisation's human subsystems, HRD becomes crucial to the effective maintenance of the other two subsystems of capital and enterpreneurship. Human beings are required to apply organisation's products to

accomplish organization coperate goals and tasks.

Thus a change in the human subsystem is bound to influence total organisation direction. HRD must therefore be organisational development oriented, the subject matter of strategic business planning.

1.2 STATEMENTS OF PROBLEM

This study hinged on the fundamental assumption that; "the nature of the oil industry calls for high level technical and managerial skills, dynamic and effective training policy has to be adopted and or developed so as to train many staff right from recruitment to retirement, the industry cannot survive without the required calibre of staff and technology"

It is note worthy that the oil industry in Nigeria is relatively undeveloped whereas the technology associated with it is highly advanced and therefore, requires man-power training and re-training to balance the two.

The need therefore to develop Human beings to operate any system, to run an organisation and to coordinate activities is uncontestable. Well formulated policies and objectives may not produce the intended results if corresponding relevant programmes are not in place, implemented or monitored.

The problem of this study therefore, is to determine the extent to which the policy of NNPC human resources development are implemented in pursuance of KRPC Business objectives.

1.2.1 HYPOTHESIS

1. Human Resources Development Policy has not been properly harnessed and implement towards achieving business objectives.

   a. Staff career development and succession planning are not being properly articulated,

   b. Business Planning Programmes tilt towards the machine and materials at the deteriment of man.

2. Effective Human Resources Development programmes and techniques are the most effective survival and growth strategies available to the oil industry.

1.2.2 OBJECTIVE OF THE STUDY

The cardinal objectives of the study is to determine the place of Human Resources as the company's strategic business planning.

The study will further assess HRD policy in relation to the organisational goals. It will also determine the impact of HRD programmes of the organisation. It will identify possible defects with the HRD effects made so far and proffer solutions.

1.2.3 SIGNIFICANCE OF THE STUDY

The study is significant in many respects to individuals, organisations and government agencies.

The roles and functions of three important Departments, Human Resources Development Dept. (HRD) Administration and Personnel and planning business development shall be clearly linked up as regards the human resources management.

The study shall articulate the inherent dormant HRD and (BPD) policies with a view to harmonising them in focusing current and future challenges.

For instance, during the last two years there has been a shift from the reliance on computer mainframe to personal computer (PCS). Similarly, material Management computerisation such as computerisation of payroll and other personnel functions all in KRPC are very significant which can only be appreciated and articulated through this kind of studies.

Harmonising Business policy and Human Resources Development policy will assist any organisation on commercialisation course.

The study provides significant in-sight into some fundamental NNPC policies and programmes for consultants, students and academicians which will enable proper cost benefit analysis as regards training through proper understanding of human resources development.

1.3 SCOPE AND LIMITATION OF THE STUDY

The two phenomenon in focus, Business Planning and Human Resources Development Planning are as diverse in scope as they are relevant to any modern business organisation. Inherently, business planning encompassed all ramifications and strategies adoptable in pursuance of the business mission.

Human beings is considered as the most important single resources available to any organisation, therefore, it should be properly developed and harnessed.

The scope of the study therefore is the chosen organisations mission and vision with emphasis on human resources development a the most important single strategy.

The study is further limited by lecadestical attitude of some respondents who believe that being part of the system, they should not criticise it or by stating the defect with it such

knowledge and skill designed to enable people to make the must of life in general G.A. Cole (1966).

3. Training: The activity designed to enable a person to acquire certain learning or skill to make people more effective and confident in their trade. It also means "preparation for an occupation or for specific skills A.G. Cole (1996).

4. Human Resources Development:

i. The process of increasing the knowledge, skill and capacities of all the people in the society. Harbison and Myers.

ii. The process of improving productive out-put and the quality of the workforce through Education, training, conditioning of attitudes and skills over a period of time. Prof. A. Akerele.

1.5 ARRANGEMENT OF CHAPTERS

The study is structed in five chapters each of it with subheadings. The chapters are arranged as follows:

- Chapter One: General Introduction; the problems, the significance, the scope and limitation and operational definitions of some key terms.
- Chapter Two: Review of literature on the subjects.
- Chapter Three: Study Methodology; study content, data collections analysis and presentations, Research Problems and Limitations.
- Chapter Four: Findings and Data Analysis
- Chapter Five: Summary, Recommendations and Conclusion..

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 INTRODUCTION

In this chapter the existing literature and theoretical framework of Human Resources Development and strategic planning are reviewed. The linkages between Human Resources Development (HRD) and planning are also discussed. Finally the Historical development of NNPC has been highlighted to provide the reader with an insight of the study relevance.

2.1.0 PERSPECTIVES OF HUMAN RESOURCE DEVELOPMENT

According to Roger Buckley and Jim Caple (1985). Human Resources Development is defined as "a planned and systematic efforts to modify or develop knowledge/skill/attitude through learning experience, to achieve effective performance in an activity or range of activities. It's purpose, in work situation, is to enable an individual to acquire abilities in order that he or she can perform adequately a given task or job.

McGehee and Thayer (1961) Perceived learning as a term used to described the process by which behavioural changes result from experience. We could therefore know that learning has occurred by inferring from a comparison of an individual behaviour prior

to and subsequent to experience of specific kinds. Training generally is intended to provide learning experience that will help people to perform more effectively in their present or future job.

The public Service Review Commission (Udoji Commission Report 1973) stated the importance of training and development thus, "training is a continuous process from recruitment (induction and orientation) to retirement.... training is virtually important for our public service. We need to train people who are result oriented, who can recognise opportunities and meet objectives. Our findings re-emphasize the importance of training. Training will be the most urgent consideration in accepting and implementing our report".

Training can also be said to be the acquiring or knowledge, skill, and ability by non-managers while Development can be defined as the acquiring of knowledge, skill and ability by managers. From the definition it can be seen that Development is basically used when referring to management staff training.

Training objectives in any industry in broad terms are of two folds.

i. To help the individual perform his present job more easily effectively and efficiently and satisfying from his point of view and also prepare for advancement through promotion, job enlargement or job change.

ii. To help the organization see that each job is performed as effectively and efficiently as possible and also ensure that there is a reservoir of management replacements.

Thus idea of human as a resource is an old one. Adam Smith divided the stock of fixed capital of a nation into four parts: Useful machines, Profitable building, Improvements on land, and acquired useful abilities of all the inhabitants or citizens of society.

2.1.1 HUMAN AND ECONOMIC DEVELOPMENT

A more recent version of this idea is set forth by Harbison and Myers in a book, in which the central theme is the role of education or human development as a means of helping the economy of a nation.

According to them, Human Resources Development is the process of increasing the knowledge, the skills, and the capacities of the people in a society. In economic terms, it could be described as the accumulation of human and its effective investment in the development of an economy. In political terms, human resources development prepares people for adult participation in political processes, particularly as citizens in a democracy. From the social and cultural points of view, the development of human resources helps people to lead fuller and richer lives, less bound by tradition.

Human Resources Development usually refers to more than just the specific development of a person. It also includes the ideas of education at all levels; vocational training, rehabilitation and retraining programs, on-the-job training, the removal of racial and other biases to the full utilisation of manpower and even the improvement of labour mobility geographically as well as occupational. Although it is not a new concept it has received more attention in the last decade. Training of people for job skills is now viewed as an important policy on its own, and not just a by-product of another programme. There is also more concern for the social aspects of human development.

2.1.2 BUSINESS AND HUMAN RESOURCES

Most of the early writings about people as resources were done by economists concern with the well-being of a nation. E. Wright Bakka wrote about the resources function of a business firm, by which he meant the understanding, development, maintenance, employment, and integration of the potential of the employee. He suggested that business managers should devote as much time and efforts to the managing of the human resources as they do to the other resources of the firm, such as money and material.

Most managers today are trying to adopt the view that the most important resources of the firm is not money or physical equipment, but it's employees. Many managers now believe that an organisation must train and develop it's manpower if it wants to survive. Organisation are said to have a life cycle of growth, a short period of stagnation, then a long period of decline. To avoid the decline stage, firms must continue to grow. In

order to do this, it's employees must grow in skills and abilities.

2.1.3 EDUCATION AS CAPITAL

In the years immediately after World War II, economists began to think of the immense training task which has been accomplished during the war. Persons who had never worked in a factory were taught to operate machines or perform other types of industrial work. There arose a new sense of the importance of manpower and its potential if people are properly trained or educated.

The idea arose that education and training should be thought of as an investment in human resources or as capital investment- a task which was and is quite complex. Another similar idea was to show the human resources on a balance sheet; human resources accounting.

2.1.4 HUMAN POTENTIAL

If one looks at people as a resource, one might be tempted to ask, "What is the potential of the resource?". Much more than had been previous thought, people are capable of much more than what they are normally called on to do, and they can learn much more than was formerly thought possible. The question of how a person learns is being investigated very intensively.

During the early 1990s several new methods of developing people to their fullest potential were being experimented world-wide. Many of these techniques were developed to increase a person's ability to relate to other people. These include such techniques procedures as group fantasy, free association, wordless meetings, guided daydreams, and twenty-four hour marathon meeting. These techniques stressed not only talking to others but experiencing the emotions and feeling that arise from group interaction.

2.1.5 EMPLOYEE DEVELOPMENT

The purpose of employee development is to increase the employees ability to advance in the organisation or to perform additional job duties. The reasons for devoting time and money to the development of employees include having a work force which can contribute more to the organisation and adapt to changing condition. Most of the techniques normally used in management development could also be used with employees. It is necessary to know that, training and development differ mainly in the degree to which the subject is being studied or skill being learned.

Even though most job related activities are classified as training, since the purpose is to help a person increase his ability to perform his present job, such activities or techniques may be classified as development oriented. An example is job rotation or cross training (training employees to perform more than one job). Through learning about other jobs the employee becomes more flexible and adaptable to changes. Also, the fact that the

employee has successfully learned how to perform another job may improve his attitude toward future training.

The process of increasing an employees job duties (horizontal job enlargement) and responsibilities (vertical job enlargement) is another example of a job related method of development. An employee who now has more duties and a greater amount of control over the organisation of his job will usually develop into a more useful hand and capable person. Although most firms begin of enlargement progremmes because of expectations of low per unit cost and not as method of developing their employees, the usual result is both lower cost and capable workers.

2.1.6 CONTINUING EDUCATION

Many organisations encourage their employees to continue their education by taking courses at night to complete work necessary for a high school diploma, a college degree, or even post graduate. To encourage their employees to continue their education , many organisations offer several forms of financial assistance. Many refund part or all of the tuition fees for courses their employee take. Continuing education does not have to be tied to a classroom; employees can gain knowledge and skills through correspondence courses. Some firms have worked with an accredited correspondence school which would administer tests covering subjects such as electronics to the firm's employees. Based on the test results, a programme study was developed for each employee. The total costs of programme, including the diagnostic testing, are usually less than if all

employees took a standard programme. Most evaluation of correspondence study show that most students complete their courses and retention of the material is very good.

2.1.7 MANAGER DEVELOPMENT

Manager development is a form of employee development using managers as the subjects. In the decade following world war II many large business firms began development programmes for their managers. For most part these programmes were composed of seminars, training session, formal courses of study, and attendance at university-conduct workshops or courses. People responsible for management development programmes began to talk of developing individual manager and of self-development of managers.

Another idea soon became widespread: it is difficult to develop a manager without considering his environment.

An analysis of the organisation is one of the first steps taken by organisations after deciding to establish a manager development programme. The purpose of the analysis is to determine what the organisation will look like in the next five or ten years, including the number and types of managers. Next, an inventory will be made to determine the present supply of managers and their skills and abilities. A replacement chart may be used to show the date certain managers must be replaced. The third step is to determine what differences exits between the present management and what will be

needed in the future. The fourth step is to design programme for developing managers needed in the future. The last step is to decide what evaluation methods are to be used.

A concept by most persons responsible for manager development programme is that manager development must be self-development. An organisation cannot really develop a manager; he must develop himself. However, the organisation can aid by given direction to the manager's self-development activities. To paraphrase an old saying, "you can lead a manager to a development programme, but you cannot force him to grow." A manager must want to develop and grow in ability for any programme to be successful.

By definition, development means change; thus the manager concerned with his development must realize that his behaviour must change. In order for a person to change his behaviour, he must change himself-expectation. If a person cannot visualized himself as a higher level manager, he probably will not be able to change his behaviour sufficiently to function effectively in that role. The person who wants to develop will seek out experience will let him grow. A person in an organisation may so shape his self-concept that he continues on a path of success or failure. If he is placed in a job which causes him to think about the future as being successful, he may look forward to climbing the ladder of success by thinking and acting as a person going up. On the other hand, if his first job appears to be one with a dead end, he may lean toward being a shelf-sitter and develop an attitude of minimizing failures rather than maximizing

successes. Which manager should be selected for development? This question implies that you should concentrate on a "Select few and ignore the rest". A growing number of people believe that all managers should be encouraged to develop themselves. Not every manager can be promoted, but there will always be a need for managers at all level of the organisation. Those who remain at a given level can be better managers. Furthermore, if they do not continue to grow, in a few years the demands of job may have changed so much that they are no longer qualified to remain in the position. A concept resulting from the fact of constant changes in jobs is that managers development never ceases-it must be a continuous process.

Although development can take place away from the job, perhaps the most significant development take place on the job. The experience a manager has with his superior is also very important. If his superior is the type of person who will take time to coach his subordinates and can serve as a successful example of people with the method of superiors coaching younger managers is that very few organisation encourage or reward a manager for doing this, or they burden him with so many other duties that he does not have enough time to sit down with his subordinates and counsel them.

2.1.8 MANAGER DEVELOPMENT METHODS

A common problem to many development programs is resistance to change on the part of the participant. This resistance must be considered if the programme is to be successful. A method of overcoming this resistance is set forth by Schein, described management

Development as a process of influence. This process is one which occurs over a period of time and includes three phases: unfreezing, changing, and defreezing. The unfreezing phase is designed to unfreeze his attitudes in such a manner that he is motivated to change. During the changing phase, he learns new attitudes through either identifying with someone who holds these attitudes or by internalising new attitudes which are required of him by the situation which has been structured for this purpose. During the defreezing phase he integrates these new attitudes into his personality in such a way that they influence his relations with others. Two examples of intensive use of this process are the training of a nun and the brainwashing of war by the Chinese.

2.2 PLANNING

P. Druker conceptualized planning as "a systematic future oriented process of deciding on a company's goals and selecting the course of action that will be taken to achieve.

Some plans are strategic while others are tactical or operational in nature. A strategic plan outlines the major objectives and targets to be pursued in an organisation and the major actions to be undertaken in that direction.

On the other hand, an operational plan deals with day-to-day operation hence is more detailed and cover a shorter period of time. Often it relates to sub-sections of the organisation. A strategic plan is achieved by means of operational plan.

Every plan provides means for ensuring that actions taken and results achieve correspond with what was planned.

2.2.1 STRATEGIC PLANNING

Strategic planning is the process of determining the major objectives of an organisation and adopting the courses of action and allocating the resources necessary to achieve those objectives". L.E. Boone and D.L. Kurtz (1980) therefore it is an overview and analysis of the business and its relevant environment. It describes the firm's current condition and recognises the key external factors affecting its success or otherwise.

A strategic plan covers all the major operations of the entire organisation. For a business organisation, the aims of a strategic plan are to:

Ensure the optimum acquisition and utilisation of resources; achieve an optimum rate of return on the capital employed; optimize customer satisfaction; ensure the survival and growth of the business; and achieve the highest level of personal development and satisfaction of employees.

A strategic plan for a large organisation provides the basis for sectoral or sectional plans. Business plans covering each of individual lines of business of the organisation and functional area plans relating individually or separately to finance, production, marketing, research and development and personnel functions respectively.

For example, a large business organisation engaged in the production of cement, tiles, furniture and roofing sheets will formulate a strategic plan covering all these line. A business plan will be needed in each area, stating how the organisation intends to compete, survive and grow in each of these areas. Finally, financial, production, personnel and marketing plans as well as plans in other functional areas will be needed for the proper functioning of the organisation. Strategic plans are essentially of a long-term nature. The Company's medium and short-term plans will be expected to fit into the long-term plan and to its long-run achievement.

2.2.2 FOCUS OF PLANNING

A strategic plan is change-oriented and forces management to critically consider its environment, the opportunities and threats emanating there from and its internal strength and weakness before acting.

A strategic plan sets a formal direction for the business, it minimizes the chances that management is caught off-guard, it forces the organisation to look ahead and to prepare for anticipated problems and opportunities; strategic planning enhances rationality since it ensures that planned actions are carefully thought out and selected to achieve definite goals similarly, planning assures a higher degree of predictability, minimizes uncertainty and ambiguity. It also aids in efficient resources allocation, co-ordination and provide the basis for control and performance appraisals.

2.3 THE STRATEGIC PLANNING PROCESS

As a systematic and deliberate process, strategic planning involves the following:

2.3.1 PLANNING TO PLAN

Strategic planning starts with a plan. It sets out to management's commitment to planning, a statement of required information and documentation, detailed time schedule a review of policies to be taken into account in drawing up the plan.

2.3.2 REVIEW OF THE PAST PERFORMANCE

This involves a review of previous and current plans and objectives, the achievement of previous and current goals and an identification of current problems. Among the performance measures to be reviewed here are production sales, cost and profit and the extent to which targets in this regards were not met. This forms the basis for future plans and targets.

2.3.3 ENVIRONMENTAL ANALYSIS AND FORECASTING

The plan adopted by an organisation depends partly on the realities of the environment in which it operates. This necessitates a thorough understanding, analysis and fore cast of the business environment. Among the issue to be covered are the economic and legal environment. Others are the political, technological, social and cultural environments. Particular attention should be paid to the present and expected (future) states of competition. In forecasting sales and demand, the impact of these environment factors

should be carefully considered.

Environmental Analysis Also Involves Securing and Analysis Data About:

2.3.1.1 The expectation of major outside interests such as the local community, shareholders, customers, suppliers, creditors, government and the wide society;

2.3.3.2 The expectation of major inside interests include top management, middle management and non-management personnel; and

2.3.3.3 Forecasts of business and economic situations, both locally and internationally.

2.3.4 **COMPANY AUDIT**

The next stage in the planning process is aimed at identifying the strengths and weakness of the organisation. The following issues need thorough consideration - the market standing of the company's products, the company's financial position including possible source of finance, manpower adequate and strengths, the company's technology, structure. Distribution channels and corporate image.

2.3.5 **IDENTIFICATION OF OPPORTUNITIES**

On the basis of the environmental analysis and forecasts and the company's strengths and weakness, the company should now be in a position to clearly identify the opportunities and threats in the industry.

2.5.1 Threats may take any of the following forms.

A decline in business;

Inadequate access to needed capital or high cost of borrowed capital;

Competition;

Rising costs of inputs;

Scarcity of spare part; and

Obsolate machines and equipment.

2.3.6 **OPPORTUNITIES**

Possibilities for improvement in technology;

A booming industry; and

Availability of local source of inputs; etc.

2.3.7 ***FORMULATION OF OBJECTIVES***

Based on a proper understanding of its external environments, the company is now in a position to formulates its objectives for the next planning period. To be meaningful, such objectives must be clear and specific, time bound, measurable and realistic but challenging.

Objectives can be set on the following areas:

earning per share (e.p.s.), return on investment, corporate image, sales growth, risk

Objectives can be set on the following areas:

earning per share (e.p.s.), return on investment, corporate image, sales growth, risk diversification, innovation, social responsibility (e.g. reduction of oil spillage and pollution), cost reduction, product quality, customer satisfaction (e.g. reduction of customer waiting time).

For example, a company may aim at an E.P.S. of 75%, a sales growth of 25% and a 15% cost reduction within the next twelve months. These then become the targets against which performance will be judged periodically.

2.7 IDENTIFICATION OF STRATEGIC OPTIONS

The strategic alternatives open to a company for achieving stated objectives depend on the configuration of its environment and its resources, strengths and weaknesses. Depending on the specific situation, the following strategies may be considered:

2.7.1 Improvements in products including packaging and or discarding unprofitable ones.

2.7.2 Divesture, that is, withdrawing from certain unprofitable line of business;

2.7.3 Backward integration by becoming one's own supplier of vital inputs;

2.7.4 Market penetration: selling more of the same products to the existing market;

2.7.5 Market development: development of new products for existing markets and the creation of new uses for existing product in new market;

2.7.6 Product diversification; development of new products for new markets;

2.7.7 Expansion; expanding production level and or opening new branches;

2.7.8 Acquiring new technology;

2.7.9 Re-organisation; restructuring some of all aspects of the organisation structure;

2.7.10 Changing the prices of products;

2.7.11 Horizontal integration through mergers and acquisitions;

2.7.12 Investing more or less on training and development;

2.7.13 Forward integration: for example; deciding to market one's products directly thereby eliminating distributors and or retailers;

2.7.14 Changing promotional emphasis; and going public to raise more funds.

2.8 EVALUATION AND CHOICE OF ALTERNATIVES

Each proposed option should be evaluated in terms of its costs and benefits or advantages and disadvantages. Among the factors or choice criteria to be considered are:

2.8.1 Impact on the unit cost of production, employee moral, profits, corporate image, sales, customer, satisfaction and welfare, the environment.

2.8.2 Efficiency in achieving set targets;

2.8.3 Consistency with environment realities;

2.8.4 Availability of resources for implementation;

2.8.5 Consistency with the law;

2.8.6 Acceptability to key persons/groups within the firm;

All these criteria are applicable to the short and the long-terms.

2.9 BUDGETING

An important element of strategic planning is the drawing up of budgets, usually for a year ahead, analysed into monthly operation periods indicating the policy to be implemented during that year as part of the long-term policy.

Functional budgets cover functional areas. Each functional head is usually supposed to prepare a budget for his unit which budget is then forwarded to a budget committee for consideration, modification, approval and incorporation in the company's master budget.

Subsidiary budget relate to specialized aspects of the business. Those applicable to most manufacturing businesses ma y be summarized as follows:

Sales budget and related debtors and finished stock budget;

Production budget and related production cost budget;

Purchases budget and related creditor and stock budget;

Capital expenditure budget;

manpower budget (personnel budget); and

Cash budget.

2.3.11 IMPLEMENTATION AND CONTROL

Before implementation, the strategic plan is usually broken down into tasks and target for the different units and managers in the organization.

As the strategic plan is progressively translated into concrete actions, there is need to ensure, not only that the activities include in the plan and budget are carried out but also to ensure the achievement of set goals. This calls for control.

The control process involves:

Setting performance targets and measures;

Measuring actual performance against set targets and

Taking actions to correct unacceptable deviations of performance from set targets.

2.4.0 LINKAGES BETWEEN HUMAN RESOURCES DEVELOPMENT (HRD) AND STRATEGIC PLANNING

Every business organisation has varying categories of resources. Active and passive being the two common categories.

The passive resources include natural and material resources. The passive resources are so-called because left alone without human resources who mobilize and exploits them, they are devoid of any meaningful contribution to business development. This, in effect, implies that the passive resources are dependent on the active resources (man) for utilization and conversion to wealth.

HARBINSON (1973) asserted that human resources, not capital, not income or material resources, constitute the ultimate basis for the wealth of nation. Capital and natural resources are passive factors of production; human beings are the active agents who accumulate capital, exploit natural resources, built social, economic and political organisations and carry forward development. Clearly a business entity that could not develop and utilise them effectively will be unable to develop anything else.

It is axiomatic to say that the recognition of the importance of human resource in economic development is as old as the science of economic itself.

Adam Smith, for example, maintained that the acquisition of talents and skills by an individual through education, study or apprenticeship is a fortune not only to himself but also to the society to which he belongs. Alfread Marshall, likewise argued that the most valuable of all capital is that invested in human beings.

The effectiveness of human resources depends on its level of development. This, in effect means that bridge between Human Resources and HRD, is the productive abilities and capacities of the citizens and national sub-systems. Therefore, the foundation for the development of any nation can best be built on the labour force with abundant and appropriate skills, methodology, technology and attitudes. This is the prime enabling capacity. It is worthy to note, however, that these attributes of the labour force obviously do not come on its own without planned and articulated efforts by the nation

or organisation concern.

2.4.1 CONTRIBUTION OF HUMAN RESOURCES TO BUSINESS DEVELOPMENT

Over the years, development planners have tended to pay little explicit attention to the human resources factor. This is, perhaps, attributable to the earlier limitation in the conception of labour as a factor of production.

Furthermore, there was a misdirection of emphasis as eminent economics, like Theodore Schultz, Simon Kuznets and Robbert Solow, toyed with the calculation of returns from investment in human resources development.

But in recent years, development in some advanced countries have clearly demonstrated that an organisation could make spectacular achievements by virtue of the skills, ingenuity and technical know-how of her manpower. Such development include, among others, the unprecedented recovery of Germany from the devastation of the second world War a tremendous success of United States and the Soviet Union in the post-war technological race, the economic resurgence of Japan and Iraqish reconstruction of Baghdad immediately after Gulf War.

In addition to the realization of the crucial role of skill in the development process, the so-called population explosion and the issue of unemployment have further drawn attention to the subject of human resources and have contributed to a re-thinking in the intellectual community that the assessment of a nation's economic well-being should not

be based exclusively on such economic indicators as the gross domestic/national products, per capital income and the rate of capital formation employment generation is now considered as important as growth in per capital income and accordingly, in recent years, topics like employment, income distribution and rural transformation have festered prominently in the development plans of most countries of world as well as in discussion in the international community.

For the enterprenuers to achieve real development, they must develop their human resources. Man, the active resource is the only one capable of mobilizing all other resources for effective utilisation and attainment to accelerate development components of the national development process. (education, training, health etc.) If these are appropriately handled, man will be in a position to install and use other necessary socio-economic and political infrastructures and institutions required to rapid industrialization and development.

True development must mean the development of man, Viz, - the unfolding and realization of his creative potentials, enabling him to improve his material condition and living, through the use of resources available to him. It is a process by which man personality is enhanced; and it is that enhancement of personality - creative, organised and discipline which is the moving force behind any development.

It takes an appreciable number of talented and skilled people to search for, discover and tap natural resources, mobilize capital and develop requisite and relevant technology for industrial production.

To this extent P. Druker concedes that intelligence imagination and knowledge are essential factors, but only effectiveness converts them into results. By themselves, they only set limits to what can be attained where a country like a business interprice lacks high quality manpower, it cannot build anything also whether it be a modern political system, a sense of national unity or a prosperous economy. The contribution of human resources development (HRD) to material development therefore cannot be overemphasized.

2.5.0 HISTORICAL DEVELOPMENT OF NNPC

Initially, government interest in the oil industry was only limited to the collection of royalties and other dues offered it from oil companies and making rudimentary laws to regulate the activities of the industry.

By 1971, a year after the Nigerian civil war, oil had become very important to the economy. To strengthen and establish government control in the industry therefore, the Nigerian National Oil Corporation (NNOC) was established by degree in 1971, as an integrated oil company.

It was also in that year that Nigerian joined the Organisation of Petroleum Exporting Countries (OPEC) as the 11th members country. The NNOC had the responsibility for both upstream and downstream activities in the industry.

As a result of this development, government decided on intensive participation in the industry's activities. It was believe that if government had more say in the running of the oil industry, it could achieve it's goals of rapid industrial and commercial development of the country. Today government participation stands at 60% in Shell, Gulf, Agip, Elf, Texaco and Pan Ocean all being foreign companies engaged in Nigeria's crude oil upstream (Exploration and Production) activities.

Meanwhile the Ministry of Petroleum Resources whose function were mainly regulatory was also running concurrently with the NNOC. On 1st April 1977 a merger between the NNOC and the Ministry of Petroleum Resources created the Nigerian National Petroleum Corporation (NNPC). NNPC combined commercial function of the former NNOC (namely exploration, production, transportation, processing of oil, refining, marketing of crude oil and it's refined products) with the regulatory function of the former Ministry of Petroleum Resources.

2.5.1 ORGANIC DEVELOPMENT OF THE NNPC

The NNPC has continued to evolve new organisation structure with a view of running its business much more effectively and efficiently. In 1985, the Corporation moved from a centralized structure and reorganized into five semi-autonomous sectors each headed by a sector coordinator. The five sector were:

- Oil and Gas
- Refineries
- Petrochemical
- Pipelines and Products Marketing and
- Petroleum Inspectorate

In March 1988, the NNPC was declared a commercial, integrated, international oil company. Its current mission is that **"IT IS A COMMERCIAL INTERNATIONAL OIL CORPORATION, ENGAGED IN OIL AND GAS ACTIVITIES UTILIZING SKILLED MANPOWER AND CURRENT TECHNOLOGY".**

The Petroleum inspectorate, which had hitherto being an integral arm of the NNPC, was transferred to the Ministry of Petroleum Resources. It still perform its regulatory function.

2.4.2 THE NEW STRUCTURE

NNPC now comprises a corporate Head Office with six functional division and ten of Subsidiary company charged with the execution of the corporation's business. It is headed by a Group Managing Director and six Group Executive Directors directly responsible for:

- Services
- Upstream and Gas development
- Refining and Petrochemical
- Finance and Account
- Commercial and Investment and
- National Petroleum Investment Management Services (NAPIMS).

The Subsidiaries are:

- Nigerian Petroleum Development Company Limited (NPDC)
- Integrated Data Services Limited (IDSL)
- Warri Refining and Petrochemical Company Limited (WRPC)
- Kaduna Refining and Petrochemical Company Limited (KRPC)
- Port Harcourt Refining Company Limited (PHRC)
- Pipelines and Products Marketing Company Limited (PPMC)
- Nigerian Gas Company Limited (NGC)
- National Engineering and Technology Company (NETCO)
- Nigerian Liquified Natural Gas Limited (NLNG) and

- HYSON (Nigeria) Limited in affiliation with CALSON (BERMUDA) Limited.

The eleventh, subsidiary, the ELEME PETROCHEMICAL COMPANY LIMITED (EPCL), was early in 1977, transferred to the Ministry of Petroleum Resources.

This new structured was designed to place corporation in a firm position to compete favaourably in the International environment, in line with its commercial posture.

2.5.3 PRINCIPLE FOR THE ESTABLISHMENT OF PLANNING BUSINESS DEVELOPMENT DEPARTMENT (PBDD) IN ALL NNPC SBUS

In 1966, preparatory to the commercialisation of NNPC, the corporation embarked on strategic planning exercise, assisted by Arthur Anderson & Co. The main objectives of the exercise was to prepare the corporation for commercialisation, whereby it's activities would be driven by market forces and purely economic motive. The major thrust of the strategic planning efforts was to identify the internal strengths and weaknesses, coupled with external opportunities and the rates, which needed to be addressed in order to position the corporation to compete both in the Nigerian and international oil industries.

The result of this exercise is the creation of strategic Business units (SBUS) and corporate services unit (CSUs). Eleven SBUS were created and incorporated as subsidiary companies of NNPC.

The Corporate Planning and Development Division (CPDD) was responsible for the planning efforts of the corporation and thus, the commercialisation drive.

In order to realise the commercialisation objectives corporate wide, it was deemed necessary to establish a department in each of the created subsidiaries which will champion the strategies planning efforts and Business Development Departments (PBDD) were created in all the eleven subsidiaries.

It was and it is believed that he who does not plan, plans to fail! NNPC as a corporate had to succeed in its business practice in order to survive. Thus, a conducive environment had to be created to facilitate this success and survival. This therefore informed the establishment of PBDD.

2.4.4 STRATEGIC PLANNING PROCESS IN KRPC

The strategic planning cycle begins in KRPC with the issuance of the MD's planning letter to the Departments. The letter shows the strategic direction of the Company and how Management intends to achieve it. Subsequently, PBDD prepares and circulates planning guidelines, being extracts of Corporate planning guidelines for each planning cycles. These guidelines serve as guide for the preparation of the Department strategic plans and the overall KRPC rolling plan. After the issuance of the guidelines, Departmental Planning Representatives meet to discuss and agree on the guidelines. Preparatory to producing their departmental plans bearing in mind the external and internal position assessment of their various departments.

The various Departmental plans are then collated into KRPC consolidated plan. The plan is discussed with the Departmental planning Representatives and subsequently presented to management. The elements of strategic plan document are discussed below:

- The historical performance of KRPC in the current year.
- The external and internal position assessment of the company. This means examining strength and weakness which the internal to the company as well as external assessment i.e. opportunities and threats that are not under the company's control.

"MOGOS". This portion discusses the KRPC mission, objectives, Goals and strategies. The mission statement shows the strategies direction of the company in general terms while the objectives are designed to achieve the mission. They are however, broad statement. Goals for each of the objectives are drawn which are more specific, quantifiable and have time frame to help achieve the objectives. Strategies are set of action indicating required resources aimed at achieving the stated goals.

Capital spending programme. This shows on yearly basis KRPC financial requirements to execute critical efficiency and performance, identified as strategies.

financial projection. This highlights KRPC financial projection covering the five year planned period.

Manpower projection. This highlights KRPC manpower required for the planned period.

After the final plan document has been accepted by KRPC management, it is further discussed with CPDD.

Implantation and monitoring of the KRPC five year rolling plan is done by various management reports such as quarterly performance monitoring reports, monthly objectives, tasks and targets (OTT) prepared and submitted by departments. It is important to note that these OTT are normally discussed and agreed with department to report monthly achievements and constraints. Input for the aforementioned reports are normally received from departments.

2.5.5 EVALUATION OF STRATEGIC PLANNING CONCEPT IN KRPC

Strategic planning concept being an introduction of change in KRPC has been able to achieve some level of successes in KRPC. The concept of strategic planning in KRPC enables the company to plan well ahead of time some of its capital projects requirements aimed at enhancing plants operational efficiency and productivity. In addition, the concept has brought about the introduction of monthly OTT produced by Departments. The OTT reports highlights monthly Departmental achievements and constraints which are normally discussed at the general Management Committee meeting. The concept also enable KRPC to project well ahead of time its financial requirements and sources for raising funds to mentioned, the introduction of strategic planning concept in KRPC had

however, encountered some constraints.

These constraints span from lack of seriousness on the part of Department's for the production of various Management reports to poor attendance at workshop meant to discuss planning issues.

2.4.6 KRPC TRAINING EFFORTS

The NNPC Corporate Training Policy assigns function to each level of the organisation, the Corporate HRDD, the SBU HRDD, the line Managers and indeed the staff.

KRPC responses to the assigned duties are discussed below:

SBU'SHRDD'S RESPONSIBILITIES (provided by NNPC Training Policy).

i. Provide in-house training consultancy service to all other Department on matters requiring effective training solutions.

ii. Appoint external consultant where the internal professional training and consultancy competence is unavailable.

iii. Register the training consultants and venue operator on a yearly basis after vigorous department interviews.

2.4.7 KRPC TRAINING PROGRAMMES

KRPC response to the assigned duties are in many folds;-

i. On the job training (OJT). The programme are classified into two. Those ran

by consultants and those ran by KRPC HRDD staff. We shall dwell more on the latter.

Of recent the in-house programmes have attained greater height by organising remedial academic courses for the staff who are in need. In 1989, KRPC Man-power Development and Training Unit, introduced three categories of remedial programmes, namely:-

i. Pre-Basic (for the illiterate staff) FSLC curriculum is taught in the programme.

ii. Basic Arts/Science (for the staff whose highest qualification did not go beyond FSLC) SSCE curriculum is taught at this level.

iii. Management/technical Studies (for the staff yearning for post Basic qualifications). National Diploma Curriculum is taught under the programme.

Much as KRPC MPD has qualified training officers to teach these curricula, and some basic infrastructure for the courses it lacks science laboratory and above all the Authority to award Nationally recognized certificates.

This discourages the students and training officers to large extent even the KRPC Management. In order to address the issue, KRPC Management contacted the Petroleum Training Institute Warri and Kaduna Polytechnic for affiliation and subsequent award of relevant certificate or admission to deserving KRPC trained staff.

The training programmes and affiliation efforts were boosted by two important Development in NNPC.

The 1986 staff appraisal made it mandatory for staff to attain certain level of academic qualification relevant to the grade level a staff was being considered for promotion.

The second and most important Development was the recent staff placement on the new NNPC organigram which defined all jobs in the organisation along with required qualifications and experience for the holders.

The exercise indicated that significant number of NNPC staff do not fit into the defined jobs considering their low academic qualifications.

The second KRPC Training Approach is the inservice training. Students are sponsored to study Degrees and Diploma at Universities and Polytechnics. The programme has however; three major defects:

i. Very few staff could qualify for admission into Universities, Polytechincs.

ii. The conditions for sponsorship is very strengent as an employee has to serve for a minimum of three years before he could be considered for sponsorship.

iii. Only few students are sponsored per academic year.

The last two factors resulted in too many applicants on the waiting list subsequently cries of favouritism are common features among many staff yearning for training.

The third is the Educational Assistance Programme. Staff are to earn admission by themselves, if they are successful, they can qualify for Educational Assistance. The programme could not be effective for a number of reasons:-

i. Management does not seem to encourage the programmes. Only few staff make personal efforts to gain admissions into institutions of learning.

ii. Staff have to bear all the training costs.

iii. The course of study must be relevant to the staff job.

iv. Processing of applications for Educational Assistance have been centralized subsequently many qualified staff do not eventually get it.

2.5.8 THE CURRENT DYNAMICS OF STAFF DEVELOPMENT

Two very important recent development (1977 to date) have boosted the desire and need for personnel development among substantial number of NNPC staff. The developments are the emphasis on academic qualifications as an important criteria among others for promotions to the next high grade. The second and most important prime mover for quest for academic qualifications was the new organigram introduced in NNPC.

The 1996 NNPC appraisal guidelines, made it mandatory for all staff to have attained certain level of academic achievement for them to qualify for promotion to the

appropriate grade level.

Hitherto the number of years a staff has stayed on a grade level, usually not less than three years and higher work performance on the current grade levels, usually qualified a staff for promotion, the new criterion would not allow promoting a staff to senior position, until he obtains the stipulated academic qualifications in addition to meeting the other criteria.

For instance a driver needs to have attained a minimum of First Leaving Certificate to qualify for promotion to supervisory cadre. Similarly the many semi literate foremen needed to improve academic qualifications to enable them get promoted.

It is noteworthy that many KRPC staff academic attainment is below First School Leaving Certificates, they are virtually illiterate. This assertion is confirmed by 1995 - 97 appraisal assessment as per table two.

The table confirmed that a No of staff are lacking the required academic qualifications for their respective jobs.

Similarly substantial number of staff needed one form of essential skill or the other to perform their duties effectively.

The second, and perhaps the most important developments is human resources management in NNPC was the introduction of proper job evaluation and the new organigram.

The job evaluation exercise determined and evaluated all jobs in the organisation, from the lowest to the highest. It also attached required qualifications and experiences to each of the jobs.

Subsequently organigrams were produced for each post (box) of the organisation. The boxes on the organigrams were to be filled by qualified staff. The attempts to implement the new organigram brought out clearly the defects with NNPC human resources management. It also clearly highlighted the gap between the corporate business planning strategies and human resources policies.

The new concepts brought about the implementation of the new organigram are clear indicators of the inherent problem with human resources management, and planning Vis-avis business planning strategies, in NNPC in general and in KRPC in particular.

MISFITS, COMPRESSION, CONDONATION, PROMOTABILITY, CAREERE AND SUCCESSION PLANNING have become household concept which must be contended with by significant percentage of NNPC staff. Each of these concepts is briefly discussed below:

MISFITS; are the staff who could not be placed on any of the boxes in the organigram. Such staff are adviced to await further management directives as efforts were still been made to find a suitable place for them (1998/99).

COMPRESSION; staff who qualified to be in the system but whose qualifications, experience etc. could not justify their job position were placed on the job positions lower than their current position, they would however continue to enjoy their current salaries.

CONDONATION; some staff were placed on the job positions they would normally fit in for qualification deficiency such staff were advised to strive and acquired qualifications in not too distant future.

PROMOTABILITY; Some staff were appropriately placed but they have reached their terminal position as per the stipulations of the new organigram. Such staff are expected to strive and improve themselves to qualify for future promotions.

CAREER AND SUCCESSION PLANNING; It was realized that NNPC was essentially devioded of such scheme, what had been in place was never systematic, long term nor dynamic.

NNPC was found to have been lagging behind international oil industries which programme the careere of each of their staff from recruitment to retirement.

The scheme intended to identify the skills required vis-avis that possessed by the job holders.

On the aggregate human resources development and more focuses planning are required. It is indeed a serious challenge.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

In this chapter, methods of data collection which include the population of the study, primary and secondary sources were examined. Methods of analysing data, research problems and limitations were also discussed.

3.1 METHODS OF DATA COLLECTION

In order to test the hypothesis of the study, the researcher collected data relevant to the topic from both primary and secondary sources. Both questionnaire and interview methods were applied. In both methods systematic sampling were considered most appropriate and were utilised in collecting primary data.

3.1.1 POPULATION OF THE STUDY

The study was largely narrowed down to Kaduna Refining and Petrochemical Company Limited (KRPC). However, it is noteworthy that policy issues cover all the companies under NNPC Group. References, examples and data were not therefore restricted to KRPC as and where restriction to the chosen company becomes inappropriate.

3.1.2 QUESTIONNAIRES

Use of questionnaires could be justified considering that the sample population were the participants of strategic planning training programme who prepared to respond to the questions at their appropriate time and they were all senior staff who can adequately express themselves in writing much as the training officers who were deliberately chosen as part of the study population sample. The response was appreciably high as only ten out of one hundred questionnaires were not returned. Both close and open ended question were used to enable the respondents express their views on the subject matter. (A sample of the questionnaire is shown in Appendix A).

3.1.3 INTERVIEW

Some relevant key personnel and management staff were interviewed. Both managers Business Planning and Development and Officers in charge of training were also interviewed using questionnaire.

3.2 SECONDARY SOURCE

For a study of this kind, source of the data and facts were gathered from secondary source. This method served as the main source of the information used in this study. Training records were utilised to supplement responses obtained through questionnaires and interviews.

3.3 METHODS OF DATA ANALYSIS

Human Resources Development is concerned with helping people to learn to improve their values, perception, attitude and general behavioural patterns. It must be performance oriented, that is, it must increase the productivity capacity of an individual so that he can attain planned work or task and therefore contribute to the achievement of organisation's goals. It must recognise personal needs, that is, it must not only meet the psychological needs of any individual but must lead to and guarantee his physiological requirements. It must have the capacity to protect people's need through life. It must recognise the needs of the organisation; because it deals with the total workforce that makes the organisation's human sub system. Human Resources Development becomes crucial to the effective maintenance of the other two subsystems of capital and enterpreneurship. Human beings are required to apply organisation's procedures to accomplish its corporate tasks. Therefore, a change in the human subsystem is bound to influence total organisational direction. For this reason, Human Resources development must be organisational development oriented.

The implication of this definition is that Human Resources Development involves two sets of objectives namely: those of the organisation on one hand and those of the employee on the other. These two sets of goals are therefore inter-dependant and Human Resources Development represents an effort to merge both sets of goals in such a manner that they are in harmony with one another for the optimum realization of the organisation's potentials.

3.4 RESEARCH PROBLEM AND LIMITATIONS

Due to the nature of the study, the researcher has undergone some difficulties and problems before getting the necessary information. This is because some of the information were considered confidential and inappropriate for general public consumption.

I also encountered the problem of time constraint i.e. time allowed for the completion of this project is inadequate for indepth and more deeper analysis.

The researcher was also faced with financial problems for him to travel frequently to the various NNPC's companies to get vital information for the work. But, with all these problems much information needed for the study have been gotten.

CHAPTER FOUR

FINDINGS AND DATA ANALYSIS

4.0 INTRODUCTION

In this chapter imperial evidence relevant to the research question are presented. KRPC staff training needs and defects, the company training efforts are presented and analysed.

4.1 METHODOLOGIES OF DATA PRESENTATION

This study is concerned with Human Resources Development as a strategic Business planning strategy of Kaduna Refining and Petrochemical Company Limited. It is aimed at testing hypothesis formulated for the study.

In order to test the hypothesis, questionnaire were issued to a sample of the Company Staff on Human Resources Development and Business Planning. There were ten questions in the questionnaire. In order to broaden the responses from the staff, both close and open-ended questions were asked. The data gathered from the questionnaires issued to the staff were examined. Similarly secondary sources of data were utilised and some key management and senior staff were interviewed.

From the responses the defects with KRPC training programmes and remedies were identified while secondary sources of data reveal staff training needs, and management of training.

4.2 DATA PRESENTATION

DEFECTS WITH KRPC TRAINING PROGRAMMES

Table one identified defects and pitfalls with KRPC training programmes which the respondents believe impede implementation of the NNPC training policy and business planning.

The responses from the respondents were used to test the hypothesis formulated for this study.

Testing the Hypothesis Hi

The Human Resources Development Policy of Kaduna Refining and Petrochemical company Limited has not been properly harnessed and implemented towards achieving the company objectives.

All the respondents believe that the programme have one form of serious defects or another. 32 No of them attributed the problem with irrelevance of the course being organised. While 30 No others believed that the training programmes were not been adequately financed.

Table 1

A. DEFECTS WITH K.R.P.C. TRAINING PROGRAMMES

THE RESPONSE	NO OF QUESTIONNAIRES ISSUED 100	RESPONDENT	PERCENTAGE
Participants are not nominated to relevant courses		32	37%
Poor Financing of Training		30	30%
No good Training Records		3	3%
Some of the facilitators/ consultants are not well equipped		5	5%
Course are not designed for improving skills/promotability		3	3%
Lack of competent consultants		3	3%
Control measures not instilled to ensure attendance/ participation		2	2%
Lack of adequate training facilities		4	4%
Lack of implementing recommended strategies and the time period are to short		3	3%
Course are not properly monitored and the impact not evaluated		5	5%
TOTAL	100	90	90%

4.2.1 **IDENTIFIED TRAINING NEEDS**

Table two is the summary of the identified staff requiring one form of training or another who are in need of training. i.e. some of them lack skill, some lack required education while others are illiterate.

KRPC STAFF TRAINING NEED IDENTIFIED THROUGH STAFF APPRAISAL (1996)
TABLE 2:

S/NO	DEPARTMENT	LACK SKILL	LACK REQUIRED EDUCATION	ILLITERATE
1.	APD	3	7	6
2.	AUDIT	10	3	-
3.	COMPANY SEC.	-	-	-
4.	COMPUTER SERV.	8	-	-
5.	MAINTENANCE	7	10	3
6.	EDO'S OFFICE	-	-	-
7.	ETSD	10	7	3
8.	FAD	7	13	-
9.	PROD. FUELS	5	8	7
10.	FIRE/SAFETY	2	12	10
11.	PROD. LAB	13	7	-
12.	PROD. LUBES	7	12	2
13.	MAINTENANCE	3	7	10
14.	MANUFACTURING	2	12	7
15.	MD'S OFFICE	-	-	-
16.	MMD	8	5	7
17.	OIL MOVEMENT	6	4	10
18.	PAD	2	2	-
19.	PBDD	7	3	-
20.	PET. SALES	1	-	-
21.	PP&C	7	12	2
22.	PPU	10	10	-
23.	PROCUREMENT	13	7	-
24.	SECURITY	-	5	15-

KRPC ON THE JOB TRAINING EFFORTS (1996)

TABLE 3:

S/NO	DEPARTMENT	SKILL ORIENTED COURSE	ACADEMIC COURSE
1.	APD	40	101
2.	AUDIT	-	7
3.	COMPANY SEC.	1	1
4.	COMPUTER SERV.	3	11
5.	MAINTENANCE	1	-
6.	EDO'S OFFICE	-	4
7.	ETSD	9	31
8.	FAD	9	23
9.	PROD. FUELS	1	38
10.	FIRE/SAFETY	3	34
11.	PROD. LAB	16	22
12.	PROD. LUBES	11	32
13.	MAINTENANCE	30	35
14.	MANUFACTURING	28	48
15.	MD'S OFFICE	-	2
16.	MMD	10	35
17.	OIL MOVEMENT	-	11
18.	PAD	7	1
19.	PBDD	-	25
20.	PET. SALES	-	1
21.	PP&C	2	11
22.	PPU	18	47
23.	PROCUREMENT	6	127
24.	SECURITY	37	72

KRPC STAFF WITH MPD QUALIFICATIONS (JAN 1998)

TABLE 4

S/NO	DEPARTMENT	PRE-BASIC	BASIC SCIENCE/ARTS	TECH/MGT STUDIES	TOTAL	REMARKS
1.	MD' OFFICE	NIL	1	NIL	1	
2.	CS/LA	NIL	1	2	3	
3.	MANUFACTURING	7	25	10	42	
4.	PROCUREMENT	NIL	NIL	1	1	
5.	INTERNAL AUDIT	NIL	NIL	1	1	
6.	PRODUCTION	1	66	20	87	
7.	PP&C	NIL	8	8	16	
8.	SAFETY	8	20	5	33	
9.	PPU	NIL	19	15	34	
10.	SECURITY	6	30	3	39	
11.	MAINTENANCE	3	61	21	85	
12.	GENERAL ADMIN	2	42	1	7	
13.	MMD	NIL	6	7	13	
14.	ETSD	1	3	NIL	4	
15.	COMPUTER SERV	NIL	1	1	2	
16.	PERSONNEL SER	NIL	5	13	18	
17.	PAD	1	1	NIL	2	
18.	TIN & DRUM	NIL	NIL	2	2	
19.	BUDGET	NIL	2	3	5	
20.	GENERAL ACCT.	NIL	NIL	1	1	
21.	TREASURY	NIL	NIL	2	2	
22.	TRANSPORT & FLEET	1	1	NIL	2	
23.	LIAISON OFFICE	NIL	NIL	1	1	
24.	INTERNAL AUDIT	NIL	NIL	2	2	
	TOTAL	30	254	120	404	

4.2.3 KRPC ON THE JOB TRAINING EFFORTS (1996)

Table three, illustrates KRPC on the job training efforts as at 1996. Some staff were able to attend some courses i.e. skill/Academic oriented courses. The figure in each column represents the number of staff who attended the course in respective departments.

4.2.4 KRPC STAFF WITH INHOUSE (MPD) QUALIFICATIONS

Table four statistically shows the staff of KRPC who have acquired Manpower Development Department (MPD) qualification. i.e. there are 30 No staff with Pre Basic, 254 No with Basic Science/Arts qualifications, 120 No Technical/management studies qualifications.

Thus, the table indicates that courses offered do not have direct bearing with those required by the company.

Furthermore, Table two proves that there are still illiterate staff while other lack required educational qualifications.

It is therefore correct to conclude that there are serious defects with KRPC training programmes as indicated by the figures.

Table five suggests remedial measures as regards the identified pitfalls. This further confirms the training pitfalls.

SUGGESTED REMEDIES

TABLE 5

THE RESPONSE
Objectives of training must be geared towards meeting the objectives of KRPC and courses be relevant to staff duties.
Training Consultants should be screened properly.
Up-date Record and Reports be demanded from participation.
Provide materials for training programmes
Provide more money and time.
Courses on Strategic plans should be maintained and made compulsory.
Courses must be properly monitored and recommended of the co-ordinators implemented
Increase Participation of training Officers in training
Long terms training programmes should be strictly followed
Include all appraising officers for Strategic Planning Courses because they have subordinates.
Training Period should be realistic.

4.3 DATA ANALYSIS

To clearly understand this study problem and to be able to interpret the data presented an insight into the NNPC training policy is necessary.

The NNPC has a vision which serves as Training policy objectives. The vision is stated as follows:-

"NNPC will be a world class oil and gas company driven by shared commitments to excellence, customers satisfaction and continuous improvement". The vision of being world class demands that the products and services should meet the expectations of excellence in;

a. Customer satisfaction

b. Efficient management of plant machinery and equipment

c. Financial management and performance

d. Staff motivation, Training and development

e. Effective communication and

f. Product qualify and safety.

4.3.1 THE VISION AND TRAINING

For the vision to be actualized, NNPC's training and human resources development functions must effectively perform its role as the catalyst for change management, the key to transformation of the corporate culture and a critical means to achieve corporate goals and objectives.

4.3.2 TRAINING POLICY OBJECTIVES

To position for this crutical role and;

i. give it its priority ranking in the corporate objectives

ii. Focus its objectives, management, organisation, structures processes to meet business needs;

iii. Eliminate inefficiencies and realise potential of staff;

iv. make the function more effective to meet customers satisfaction.

v. Increase management involvement to make training more result-oriented and

vi. Use training to achieve the corporate objectives generally.

Thus, the entire organisational structure, policy and culture must have been geared towards fulfilling the mission and goal of having to provide learning and experience towards improving work performance through training activities which will enhance the skills, knowledge, attitudes, abilities and enthusiasm of people at all levels and enable the organisation and its people to experience continuous growth and development.

The basic guiding philosophy should always be training is:-

i. Not necessarily for knowing more but (using knowledge) for behaving differently.

ii. Primary concerned with preparing the employee to perform effectively in a given job, to appropriately apply the technology related to that job and to achieve a level of productivity that the organisation considers to be at least satisfactory.

iii. An investments that will yield measurable returns.

To achieve the above desire, NNPC management undertake to:-

a. Not only be committed and supportive but also actively involved in creating the enabling environment for the mission and goals of training to be promoted and

attained.

b. Provide the necessary infrastructure, finance, organisation.

Human resources, capital, enabling environment and the appropriate training and development programmes towards achieving these ends. Unless KRPC developed its human resources as required it will have to continue contending with the identified defects with its training programmes. Therefore hypothesis H2 tested positive.

4.3.3 INCOHERENT IMPLEMENTATION OF HUMAN RESOURCES DEVELOPMENT PROGRAMMES

There are three major indicators deriable from our secondary sources of data on uncoordinated efforts and thoughts towards human resources development in NNPC generally and KRPC in particular. These are the SBUS objectives, Annual management Top Down Directives and funds releases. Each of these shall be briefly highlighted below.

4.4.1 KRPC OBJECTIVES

The five eloquently stated objectives of KRPC place less emphasis on human resources. Of the five objectives only the fourth one (in order of both their number and importance) is concerned with developing "...skilled, highly motivated... work force". The first, second and, third objectives are respectively concerned with "products availability efficient plant operations and higher safety standard. All of them have to do with active

resources of the organisation, the man, but this is not cardinally recognised and pursued. Man and his development are always relegated to the fringes what ever happens is always by the way.

Staff career development is not implemented to the latter. Much as the training policy promised to provide the requisite training to all categories of staff, the programmes are not been implemented. This study found that at entry point (1st and 2nd year) staff are expected to undergo specified courses. Those who are in their 3rd to 5th years of service are designed to pass through "NOVIES" training programme. The intermediate programme should follow for the staff who are 6 - 7 years old in the system. The competence courses are for those who are in their 8th - 9th years of service. 9th and above years are considered authorities, courses geared towards that should be arranged.

Most of these programmes are not implemented, quite significant number of staff have never attended any training programme as at their long service award year (10th year).

4.4.2 THE GROUP MD'S TOP DOWN DIRECTIVES

This is the annual broad Top Management statement on the strategic direction of the organisation for the year.

The 1996 - 98 TOP DOWN DIRECTIVES Were focused on "plant efficiency" "honesty and tranferency, "fund" and management economics.

Staff training and development have always been of secondary importance particularly

when it comes to funds releases.

In 1998 however, Group MD's TOP DOWN directives, emphasised that "NNPC has a pool of highly skilled workforce... "we shall continue to improve the quality of this manpower and maximize its utilisation.

This is a strong indication that human resources development and utilisation is the vital survival strategy available to NNPC. However, implementation far lags behind proclaimation.

4.4.3 TRAINING FUNDS RELEASES

Training funds releases are generally the bane of any training programme. Funds meant for training are often mis-directed and courses have to be postponed or cancelled.

Training is generally perceived as a privilege rather than a staff right. The union leaders pay little attention to training matters and the staff prepare to plead rather than demand for training.

The NNPC training policy is seen as essentially management guide rather than part of condition of service or collective agreement.

4.4.4 FINDINGS AND CONCLUSION

From the foregoing analysis, it can be concluded that the NNPC Training Policy is well

Formulated and well meaning, however, the programmes are faulted through poor execution and implementation as per the respondent opinions.

The findings of this study further highlighted the importance of human resources development as a strategic Business Planning strategy for Kaduna Refining and Petrochemical Company Limited. The problem lies with the Management difficulties in implementing recommended strategies examplied by course not designed for improving skills/promotability as well as engaging consultants who are not well equipped etc.

Similarly, Top Management directives need to pay more attention and place more emphasis on human resources development and motivation.

4.5 CONCLUSION

When defects reign supreme in an organisation, the result is low productivity which is a feature of failure.

Unless a con-certed efforts are made to eliminate these defects the organisation will not grow, it may not even survive.

The suggested remedies to the defects of KRPC training programmes are for consideration and positive urgent action by all concerned.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 SUMMARY

This study is aimed at establishing that man, the active resource for Business development, must be properly developed and oriented to play the role effectively. Thus, HRD is seen as the strategic tool for Business development.

Chapter one covered the introductory aspect. The objective of the study to make KRPC a fully commercialized and effective for the development of the nation can best be achieved through required labour force with abundant and appropriate skills, methodology, technology and attitudes.

The second chapter covered the literature review. The concept and components of human resource development was clarified to mean all conscious efforts made at increasing the capacities of the human factor improvement programme. The concept and components of Business planning was clarified to mean the future positive changes from one state of improvement to a higher one. Man as an active resource is seen as the only one capable of mobilizing other resources (passive resource) for the attainment of Business development. The survey of Training Policy and Programme showed that the company could not attain its vision and mission without the required skilled and highly motivated workforce.

The chapter three covered research methodology. The population of the study is the systematically selected staff and some policies on HRD. The methods used in data collection ranges from primary to secondary sources. And simple correlation analysis is used in data analysis. Some problem encountered ranges from lack of fund, time constraint, but these did not hinder the researcher from getting enough information for the study.

The chapter four covered the presentation and analysis of data. The responses of respondents were presented and analysed.

From the questionnaire issued as regards the problems with KRPC training programme the answers given indicate that the problem is that of the policies implementation by the people concerned. The findings of the study, established that the answer to the problem lies with the human operators whose inability and failure to break the barriers of proper harnessing and implementation of policies stand as a stumbling block towards achieving the stated vision, mission and objectives.

It was thus established that NNPC human resources development policy is more of a promise not fulfilled. This is manifested by numerous factors. There is no training coordination committee (organ) to liaise with personnel services. Manpower Planning Unit and Business Planning Department.

No money syndrome is a major impediment to KRPC training programmes and is highly demoralising to many staff..

Chapter five of this study consist of summary and recommendations towards generating ideas on appropriate measures to be taken for the improvement of human resource development in the organisation.

5.2 RECOMMENDATIONS

In the light of the foregoing mentioned problems which hinder business development planning and is mostly associated with faulty HRD programmes, I make the following recommendations which in my humble opinion will go a long way in ameliorating the situation:

1. **MORE EFFORTS ON HUMAN RESOURCE DEVELOPMENT (HRD)**

   Adequate attention should be paid to HRD since it has been identified as the corner stone of Business Planning. To this end, skills acquisition programmes should be tailored to the needs of the individual and the company as these determine the quality of products and services.

2. **RE-ORIENTATION OF THE STAFF**

   The conception of HRD, to some people, is sometimes limited to intellectual development. It is supposed to embrace the social, emotional cultural and moral

developments of individual staff and managers. The Staff should be reoriented to seek training for self improvement and towards achieving company objectives rather than for money making trips or venture.

3. Manpower Development Department (Human Resources Development Department) as called in KRPC, and Business Planning and Development should be coordinated and supervised by one Director. This will facilitate evolving proper human resource of policies and implementation.

4. The new organigram introduced by NNPC should be properly impiemented. The staff who were condoned for qualification deficiencies should be sponsored for relevant training and development.

5. Implementation of the training policy should be strictly monitored by all concerned; Management, interest groups and individual staff.

6. KRPC efforts of affiliation with PTI, KADUNA POLY., ABU etc should be actualized and properly monitored for the benefit of staff who are educationally deficient.

7. Nigerian college of petroleum studies should take over all the courses currently being run by the third parties.

8. Staff careere development path and succation plan must be put in place and monitored through staff performance appraisals.

5.3 CONCLUSION

Human Resource is the most important asset to any organisation, more so with Business Ventures. This wisdom is often taken for granted by many organisations and this spells their doom.

Training and development are the tools with which human resources is reshaped, modernised and updated to make it dynamic and more effective. Thus training and development set the standard and limit for effective individual work performance.

NNPC training and development policy suffers implementation set back, which reduces it to mere unfulfilled promise. The problems encountered when implementing the new organigram are pointers.

KRPC training programmes do not reflect the company's vision, mission and objectives

Concerted efforts are needed to bridge the gap between the training/development programmes and the organisation's strategic management directions. All the identified obstacles should be removed and desirable programmes introduced and pursued. If that is desirable why should not it be possible?

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APPENDICES

1. STATEMENT OF KRPC VISION, MISSION AND OBJECTIVES.
2. MPLE OF THE QUESTIONNAIRE ADMINISTERED

APPENDIX A

TO RESPONDENT

Kindly respond to the questions below honestly and concisely. They are for academic purposes only.

1. DEPT.:..... GRADE LEVEL: .....

2. LAST KRPC TRAINING PROGRAMME YOU ATTENDED
   .....

   DATE: .....

3. RELEVANCE OF THAT PROGRAMME TO YOUR OFFICIAL DUTIES:
   .....

4. ARE YOU AWARE OF THE OBJECTIVES OF THE STRATEGIC PLANNING COURSE YOU ARE ATTENDING?
   (A) YES: .....
   (B) NO: .....
5. (C) IF YES STATE THREE OF THEM -
   I: .....
   II: .....
   III: .....

6. OF WHAT RELEVANCE ARE THESE OBJECTIVES :
   A. TO YOUR OFFICIAL DUTIES: .....
   B. TO KRPC OBJECTIVES: .....

7. DO YOU THINK KRPC TRAINING PROGRAMMES HAVE ANY RELEVANCE TO STRATEGIC PLANNING.
   A. YES: .....
   B. NO: .....
   C. IF YES, HOW : .....

8. WHAT ARE THE DEFECTS WITH KRPC TRAINING PROGRAMMES?
   I: .....
   II: .....
   III: .....

9. SUGGEST REMEDIAL MEASURES?
   I: .....
   II: .....
   III: .....

10. COMMENT ON HOW KRPC TRAINING PROGRAMMES AND STRATEGIC PLANS CAN BE HARMONISED : .....

K.R.P.C. OBJECTIVES

1. ENSURE CONTINUOUS PRODUCTS AVAILABILITY.

2. ENSURE EFFICIENT PLANT OPERATIONS.

3. ENSURE HIGH SAFETY STANDARDS AND ENVIRONMENTAL PROTECTION.

4. DEVELOP AND MAINTAIN A SKILLED, HIGHLY MOTIVATED AND DEDICATED WORKFORCE.

5. ENSURE A RESPONSIBLE, EFFECTIVE AND COMMERCIAL CORPORATE IMAGE.

KRPC VISION

KRPC - THE PRIDE OF THE NATION

KRPC MISSION STATEMENT

KRPC IS IN THE BUSINESS OF REFINING CRUDE OIL
INTO HIGH VALUE PETROLEUM AND
PETROCHEMICAL PRODUCTS AND ALSO
MANUFACTURING PACKAGING
PRODUCTS EFFICIENTLY