AN ACCOUNT FOR THE LOW PRODUCTIVITY IN PUBLIC CORPORATIONS IN NIGERIA.

**A CASE STUDY OF NATIONAL ELECTRIC POWER AUTHORITY NEPA, ENUGU ZONAL OFFICE.**

##### ABSTRACT

The research on the account for the low productivity in Public Corporations in Nigeria with reference to National Electric Power Authority (NEPA) Enugu Zonal Office is aimed at determining hold best to improve the productivity of Nigerian Public Corporations. In conducting the research, information were sourced from many places as well as reviewing of related literatures. Questionnaires were also conducted for proper collection of data for the research and other forms of data collection such as personal observations were used in the study. Tables were also used to present analyze and interpreter data. At the end, findings based on the data collected revealed that factors such as poor management, change view of authority, conflict objectives by the leaders of public corporation etc are not unconnected to the prevailing low productivity in the public corporations. In conclusion of the research, recommendation and possible solutions were given based on the finding o as to help solve the problem.

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CHAPTER ONE

INTRODUCTION

**1.1 GENERAL BACKGROUND TO THE SUBJECT MATTER**

Public corporations are government owned institution established to engage in production of certain goods and services for socio-economic welfare of it’s citizens. Such goods and services may be those, which the private sector may not provide adequately or may not provide at all for lack of incentive for maximum profit.

The performance of some of the public corporations in terms of rendering or giving services to the public has been a matter of great concern to the country.

The corporations have been performing below expectations of people, which do not justify the huge amount of money invested in them by the government. What has been common in some public corporations is low productivity. According to Mali Paul (1978, P.23), productivity is the measure of how well.

Resources are brought together in organization as well being utilized for accomplishing a set of results. Productivity is reaching the highest level of performance with the least expenditure of resources; the inverse of this is low productivity.

The gross effects of low productivity in Nigerian Public Corporations have been affecting the lives of Nigerian negatively. Given the rate of low productivity in these corporations, one may ask why these corporations are inherently characterized by low-productivity in spite of all government effects and financial to assistance to them which are aimed at improving the economy and thereby satisfying the ever increasing need for improved productivity.

However, improving the performance and productivity level of public corporation is a good way of achieving a higher standard of living of people as well as boosting the prosperity of the overall Nigerian economy.

1.2 THE PROBLEMS ASSOCIATED WITH THE SUBJECT MATTER

There have been concerted effort by the government and the

Organized private sectors to enhance productivity in public corporations for instance, the federal and state government often times organize seminars and

Workshops aimed at making it’s personnel’s in public corporations to

Increase productivity. These efforts have been hampering by such problems

As: Bribery and corruption, poor attitude of the workers, leadership horse

Trading and a host of others. The low performance in some of the public

###### Corporations are some times associated with the personnel in these corporations. The personnel’s or workers do not put in their best while d at times weak organizational norms which are very inconsistent with the type working, some stay idle all through days, others come late to work and others keep absent from work with out permission.

There is a general conflict to objectives among the managers and management of public corporations as well as general laxity amongst workers who believe that government work is nobody’s work. According to Breach. W.P (1974. P 103), “People watch their own money closer than they watch other people’s money. Infect, lazy workers restrictive labour union, and bumbling bureaucrats all contribute to in efficiency and low-productivity in public corporations in addition to all the above problems associated with low productivity in public corporations, government regulation pressure and political inherence on public corporations contribute to low productivity problem.

Again, according to Bowing Green Ohio, an inefficient and ineffective managerial strategies who do not accomplish the main objectives which the organization has set out do accomplish and of people working in the organization conspired to be impediment to the attainment of high productivity in public corporations according to him, there is need to reform organizational norms as it concerns behavior of workers if high productivity is to be achieved.

* 1. **PROBLEMS THAT THE STUDY WILL BE CONCERNED WITH.**

The Problems of Productivity in Public Corporations in Nigeria is very

Versed, this study will be concerned with finding some of the main reasons for the persistent low Productivity in Public Corporations using the National Electric Power Authority as the case study. Some of the reasons for the persistent low productivity in publications include:

1. Poor attitude to new and changing technology.

2. The effects of government regulation and legislative intrusion

3. Wastage of resources

4. .Lack of motivation of employees

5. Changing view of authority

6. Conflict objective by the leaders

7. Poor financing

8. Poor management

9. Unresolved human conflicts and difficulties in cooperation resulting in

organizational in effectiveness.

At the end of this study, recommendations and solutions on how to improve and increase the productive level or capacity of public corporations will be suggested which will definitely give the desired results.

**1.4 THE IMPORTANCE OF STUDING THE AREA**

In view of the fact that the issue of low productivity in public corporations has become a matter of great concern to the general public and the various sectors of the Nigerian economy; any move or attempt aimed at solving the problem will be of very important to the society.

This study will be of immense important to the society in that it

will help determine the factors or problems limiting the enhanced productivity in public corporation in addition, the study will create enough avenue for proper evaluation of public the performance of all the public corporations with regards to their services to people. Through the researches in this study, it will be easy to determine why low productivity is commonly associated with the public sector than the private sector. Through this study, people will understand that pubic corporations and government have shortcomings, which conspired to form an impediment to sound productivity in the economy. This study will enlighten the management of public corporation on the need to discharge their responsibility with diligent. According to Schaller Bradley, (1981) high productivity attainment depends on the management decision and goals to be achieved; management of public corporations must establish the objectives of their organization and map out plans and strategies towards achieving. This requires basic investment decisions and general plans for utilizing plants and equipment and other available resources.

In addition to other importance of this study, the government will be in the best position to adopt the right strategies to ensure that public corporations fulfilled the government predetermined objectivities or aim for establishing them. Finally, the study will serve as an effective reference item for suture studies.

* 1. **DEFINITION OF IMPORTANT TERMS**

Seminar - An advance teaching based on a particular subject or

Issue.

Bribery - Unfairly influence and distorters of justice.

Norms - Standard of proper behavior or principles of right and

Wrong rule.

Productivity - Measure on how well resources are brought together in

An organization and utilized for accomplishing a set of

Results.

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## CHAPTER TWO

LITERATURE REVIEW

* 1. **THE ORIGIN OF THE SUBJECT AREA**

In the past, people have suffered so much in the hands of some private organizations who engage in business activities as it concerns distribution of goods and services to people. In view of this suffering as in form of high price charge for services and production of interior goods, government decided to establish public corporations that will give better services to the public at a minimum cost. The establishment of public corporations that handle some of the important services is aimed at receiving citizens from the exploitative hands of private entrepreneurs who give services to people at an exorbitant rates. The public corporations are somehow not profits oriented. However, the profits generated by public corporations are ploughed back in them to enhance their performance and some are channeled to government pause at different levels. They are set up through federal and state government legislations and therefore, their activities are strictly controlled by government ministries and agencies responsible for sveli duties.

Every year, government makes a budget allocation for all the public corporations so as to make sure they are productive in order to meet and satisfy the ever-increasing demand for their services by the public but persistent inflation compounded by an onerous recession within a context of scarcity of materials has threatened the ability of public corporations to continue to function and fulfill these obligations.

Though, productivity frustrations are abounds in both private and public organizations, causing serious economic problems to people but this is most disturbing in public corporations. According to M.J. Balogun, determined in terms of profitability as in private organizations, but by the way in which the welfare of the people within the state is maximized. Again, profitability of organizations could be the yardstick for measuring the efficiency of the organizations and those that manage them. The only rationale way of measuring public corporations productivity or efficiency is based on relative improvement in the quality of life of greater majority of the population of the country and given the quality of life of people and the economic situation in the country, the gross performance of some of the public corporations in the country is nothing to write home about. This study will find out why pubic corporations are associated with low productivity using the National Electric Power Authority (NEPA), Enugu Zonal Office as case study.

* 1. **SCHOOL OF THOUGHT WITHIN THE SUBJECT AREA**

Many people of an excrescent educational background have conducted

researches and identified so many factors as the reasons for the prevailing low

in the operations of public corporations.

One of the notable contributors to this issue is Fredrick Herzberg (1964) who in his own view pointed out that lack of motivation of workers is one of the reason for low productivity in public corporation. According to him motives are the reasons for behavior in any workplace. It directs workers towards goals achieving, motives do not only affects the ability to do but also the will to do. The behavior of workers in an organization depend on the strength and the interesting of the motives. Motives arouse and maintain human activities in certain directions. He maintained that to achieve efficiency and high productivity in any organization, management of the organization should put in place an equitable wage determination programmed, good working condition enlightened supervision and the like these things may succeed in reducing the level of dissatisfaction among workers. Though, these things alone can not motivate the work force but management should therefore develop a two – pronged strategy aimed at both reducing dissatisfaction and increasing satisfaction, such a strategy may be aimed at solving two kinds of needs such as the need to avoid unpleasantness in the workplace which comes largely from dissatisfying conditions. The other need is the need for personal growth, which comes from the existence of satisfying conditions.

Another way of giving motivation to workers is by permitting sufficient decentralization in any working environment in order to give unit managers the opportunity to work out the best plans that will produce an effective motivation for their subordinates.

Again, the environment of the work place according to him should be responsive to the diverse needs of workers and there is need for the managers to work hand to hard with their subordinate’s s well as making conscious effort to increase their awareness of the needs and requirements of the subordinates including the kind of motivation they required. Another constraint to an improved productivity in public organizations is economic instability, which is a direct consequence of political instability, has frustrated the accomplishment of many organizational objectives. Here, the falling values of money and other harsh economic factors have affected the gross activities of public corporations and unless government do something to check these problems, the realization of an enhanced productivity in all public establishment will ever remain a mirage.

* 1. **THE SCHOOL OF THOUGHT RELEVANT TO THE PROBLEMS OF STUDY**

Prominent authors and renowned scholars have carried out researches on

The reasons for the persistent low productivity in public corporations. Among those who have contributed to this issue is George Odiorne (1965) who reviewed that poor management is the mother of how productivity in public organization. The management of many public corporations misplace priorities by investing the scarce funds on costly high – rise office complexes, large fleet of cars and elaborate staff housing programmers instead of channeling the money for these things for more constructive uses, according to him, poor management has frustrated the accomplishment of many organizational objectives in public establishment. In the same way, managerial decisions based on pure nationality may be seen by some people as unwieldiness on the part of a manager to play the role of being his brother’s keeper.

Due to this, unqualified people find themselves in positions of responsibility far beyond their capability and skill for reasons such as place of origin, relationship with employers or simply having the right connections thereby destroying the future of public corporations. Again, management in public corporations have been unable to provide meaningful solution to the persistent low productivity. Nigeria is experiencing an acute shortage of managerial talents, for instance, at one time, the Nigerian Railway Corporation (NRC) could not help consulting with RITES of India for technical also, the Nigerian Airways sought the services of KLM for the same thing and so many other major government projects have had to rely heavily on foreign personnel for their execution. Related to these problems above is political interference public corporations need to be given free hands to control and managed internally instead of government appointing top executive officers to handle them which at times they betray the trust imposed on them. In many cases, the controlling ministers and board of directors in charge of some public establishment interfere unnecessarily into the day-to-day operation of the corporations.

Again, Douglas in Gregor (1960) also carried out research in the general productivity in public corporations. According to him, poor and inadequate finance is one of the major reasons for the ceaseless low productivity in public corporations. Some corporations due to their peculiar nature of the services they provide to people find it difficult to pay their way through and therefore depend largely on the government for financial assistance in form of subventions and loans or grants, which are of course not always forthcoming. Also, many public corporations have much of incompetent staff that often misuse the few available funds. In Nigeria, for instance, the appointment into the board, management and staff of public corporations at times are not based on merit but on certain extraneous consideration where unqualified persons are given some key posts where they cannot contribute to the success of the corporation just for the reason of party affiliation, personnel relationship, quota system etc. These practices are usually associated with poor financial management, which as well gives birth to corrupt acts like misappropriation of public funds, inflation of contracts and poor credit control.

Some other scholars attributed the reason for the low productivity including in efficiency in corporations to changing view of authority in work places, according to them, the traditional view of authority is breaking down. Employees are less responsive to authority than in the past. People do not respond simply because someone in authority commands response. Years ago when a supervisor commanded a subordinate to move, the subordinate would merely ask when today, when supervisors command subordinates to move, they ask why. This attitude frustrates and reduces good performance in corporations.

Others observed that new opportunities and innovations are declining from impact of rapid technological change and high cost according to them; technological progress in this country has reached levels where its impact on work processes leaves an unsettling effect, particularly on resources that have been committed to these work processes. Mechanization, mass production and automation require large plants and more modern equipment, which usually require heavy outlay of capital. When the technology changes because of an innovation, expensive equipment purchased for the original work process becomes obsolete. Therefore, organizations should be able to map out plans and good strategy so as to reflect and match their operation or activities with any sudden change or situation. These studies or researches from the above scholars are directly related to this work in that they identified some reasons for the persistent low productivity in public corporations and it is believed the this identification of these problems will definitely lead to the solutions for solving them.

**2.4 DIFFERENT METHODS OF STUDING THE PROBLEM**

Different methods were used in this research to find out the factors or reasons responsible for the continuous low productivity in public corporations using NEPA Enugu Zonal Office as the case study.

**SOURCES OF DATA**

Research data were collected from two sources, which include:

1. Primary source of data
2. Secondary source of data

**THE PRIMARY DATA**

These are information sourced from workers of NEPA. The information was obtained through interviews, questionnaires, as well as personal observations.

**THE SECONDARY DATA**

These are second hand information related to the subject of the study such information were obtained or sourced from past and published records. The sources include Textbooks, Journals, Newspapers, etc.

**POPULATION OF THE STUDY**

The population of this study was selected from transmission and personnel department of NEPA Enugu Zonal Office.

The researchers issued out 12 questions randomly from the sample size.

**METHOD OF INVESTIGATION**

This study is an intensive one, data were collected from primary sources, which include oral interview, and research questions for better information form respondents. Data were also collected from secondary sources such as textbooks etc.

The research analysis is based on description statistics; tables were used to analyze information collected.

**2.4 SUMMARY**

In view of the fact that high productivity in any organization be it in public or private sector does not just happen, too many complex factors must be arranged, coordinated, communicated and managed for it to occur in a desired way.

Only the right management strategies and processes can achieve this result some organizations in their efforts to achieve improved productivity practice a random trial – and – error approach with some degree of success. But generally, they succeed because the economic cycles favour or do not oppose them. The attainment of a reliable productivity level requires an intensive awareness of its basic components, an understanding of it’s processes as well as a well thought out strategy. Finally, management personnel in public corporations must acquire the skills and competence for managing productivity in the unique present day challenge.

**2.6 REFERENCE**

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**CHAPTER THREE**

**CONCLUSION**

* 1. **DATA PRESENTATION**

The data for this study were collected from the staff and management of the

National Electric Power Authority (NEPA) Enugu Zonal Office and were analyzed in figures and percentages in all, (12) questionnaires were sent out to people, eleven (11) were returned while one was not returned. Therefore, the analysis of the data is based on the eleven questionnaires that were responded or returned.

**QUESTION 1**

What is the name and responsibility of your organization as a public corporation?

|  |  |
| --- | --- |
| NAME | RESPONSIBILITY |
| NEPA, Enugu Zonal Office | Electric Power Supply |

**QUESTION 2**

Do you appreciate the performance or productive level of your organization as regard to power supply?

|  |  |  |
| --- | --- | --- |
| VARIABLE RESPONSE | NO. OF RESPONDENT | PERCENTAGE |
| Yes | 0 | 100% |
| No | 11 |  |
| Total | 11 | 100% |

QUESTION 3

Do you think that productivity level or the discharging of your organization responsibility is been influenced by the of technology used?

|  |  |  |
| --- | --- | --- |
| VARIABLE RESPONSE | NO. OF RESPONDENT | PERCENTAGE |
| Yes | 8 | 79% |
| N0 | 3 | 21% |
| TOTAL | 11 | 100% |

QUESTION 4

What are the things or factors that affect the performance or productivity in your organization?

The respondents highlighted some factors that affect the productive level of the organization as it concerns electric power supply as:

1. Conflict objectives by the top management leaders
2. Poor management – management decisions
3. Non – payment or with holding workers salary
4. Lack of sustainable funds
5. Environmental conditions – rain and dry seasons.
6. Inadequate manpower – competent engineers
7. Working environment
8. Technology and equipment available
9. Government regulation
10. Political factors – summary dismissal of offices etc.
11. Training of staff.

**QUESTIONS 5**

What actually are the causes of low productivity in your organization as it concerns electric power supply?

The respondents offered reason for the low productivity in their organization to include:

1. The use of old transformers and unsuitable electric wires.
2. Poor mobility of workers
3. Illegal connection by non NEPA workers
4. Vandalization of NEPA’S
5. Non or poor training of workers especially the engineers
6. Over reliance on NEPA’S Services.
7. Poor financial assistance from government
8. Problems that are encountered from dam’s failure
9. Lateness to work
10. Unqualified employees
11. Poor communication network and inadequate reward for efficient performance.

**QUESTION 6**

Do you balm the low productivity in your organization on the act of management alone?

|  |  |  |
| --- | --- | --- |
| VARIABLE RESPONSE | NO. OF RESPONDENT | PERCENTAGE |
| Yes | 7 | 75% |
| No | 4 | 24% |
| Total | 11 | 100% |

QUESTION 7

### Does your organization have adequate effective equipment and engineers?

|  |  |  |
| --- | --- | --- |
| VARIABLE RESPONSE | NO. OF RESPONDENT | PERCENTAGE |
| Yes | 6 | 57.1% |
| No | 5 | 42.9% |
| Total | 11 | 100% |

QUESTION 8

Since it seems that management cannot improve the low productive situation, do you think management result could be a helping matter to the problem?

|  |  |  |
| --- | --- | --- |
| VARIABLE RESPONSE | NO. OF RESPONDENT | PERCENTAGE |
| Yes | 7 | 75.8% |
| No | 4 | 23.2% |
| Total | 11 | 100% |

QUESTION 9

Given the in efficient performance of your organization, are your satisfied with your contributions or input or role an employee?

|  |  |  |
| --- | --- | --- |
| VARIABLE RESPONSE | NO. OF RESPONDENT | PECENTAGE |
| Yes | 5 | 42.9% |
| No | 6 | 57.1% |
| Total | 11 | 100% |

QUESTION 10

As an employee, what do you think could be done to check or control low productivity in your organization?

The respondent gave their suggestions on how to check or control low productivity as it relates power supply to include:

1. Replacement of old and worn out transformers and other equipment
2. Fixing security agents an the sites NEPA important equipment
3. Government should diversity other means or ways of generating electric power.
4. Regular training of NEPA workers
5. Improved financial assistance
6. Employment of competent engineers with technical knowledge of their jobs duty lied.
7. Improvement on the communication network.
8. Restructuring the working ethic to fit the present time condition
9. Motivating workers as well as compensation them for efficiency.

**QUESTION 11**

What do you think could be done to improve the productive (level power supply) in your organization?

The respondents gave no varying response to this. They suggested that government should set up a committee that will look into the organization and find a lasting solution to the problem.

* 1. **ANALYSIS OF DATA**

The total number of questionnaires given out was 12 but (11) eleven was

retrieved, the remaining one was lost by a worker who could not or give response. The question in number 1 was asked to know exactly the main function of the National Electric Power Authority. The response shows that NEPA is responsible for electric power generational/supply.

Question 2 was asked to know if the workers are happy with the organization’s performance all the eleven respondents said “No”, this signifies that they do not appreciate their productive level.

Question 3 was formed to ascertain whether new technological inventions do inflected their productive level as it concerns power supply. From the table, 79% of the workers said yes that technology influences their efficient performance.

Question 4 and 5 need no further interpretation as respondents made their response clearly.

Question 6 asked to know if the low productivity is to be blamed on the management alone, the respondents according to the table said that 75% 10% of the balm should be on the management.

Question 7 interpretation shows that NEPA has a minimum number of effective equipment and competent engineers.

Question 8 was asked to known workers opinion on the continued existence of the present management since it can not improve the productive level of the organization the 75.8% of workers respondents said that management reshuffle could be the best solution. In question 9, workers were asked if they are satisfied with their own contribution given the inefficient performance of the organization, 57.1 percent responded “No” to the question.

Question 10 and 11 received direct response on how to check the low productivity in NEPA and how or what should be done to improve productivity respectively and they are enshrined in this study.

**33.RECOMMENDATION**

The following recommendations have been made in the light of the researches conducted and findings. In order to ensure efficient performance and enhanced productivity in public corporation:

1. Employees of public corporations should be matched with jobs for which they are best suited.
2. Time should be managed like other managerial concerns and bring time usage and waste under control.
3. Training for new skills and abilities with in – house education and training programmers should be frequently conducted.
4. Balance organizational structures so that no one function or department dominates the budget or the entire organization.
5. Grant wage increase should be based only with recorded justified equivalent productivity contribution.
6. Priorities in resources allocation must follow priorities of productivity objectives.
7. There should be replacement of performance appraisals with productivity appraisal.
8. Employee meetings should be held regularly to encourage communication, emphasizing employee’s productivity – both performance and resources and its relationship to pay reviews and benefits.
9. Again, there should a receptive environment for labour and management to work toward efficiency improvement furthermore, correct application and management of technology according to U. Aka (1977) will provide an enhanced productivity in public corporations therefore, choosing the most appropriate technology is very important if high productivity is to be achieved. Also, capital according to Josephine Shaw (1987) has great potential when it is put into technologies, increasing output per man-hour or value to raw materials etc.
   1. **CONCLUSIONS**

Productivity has become one of the most overriding concerns in

Organizations. Economists, Politicians, Community Leaders, Government Servants, Supervisors and elected officials look to it as the key force to bring jobs vitality, and growth to our economy. Executives, mangers and businessmen see it as the means for improving profits, competition and costs, workers and employees see it as the means for enlarging their compensation benefits and government sees it as a way of balancing budget, releasing more resources and improved services.

There is no question about it: productivity improvement in public corporations appears to be the key to meeting the expectations of many individuals and groups. It is where labour, management and government have strong mutuality of interests. Therefore, since an improved productivity appears to be the key to meeting the expectation of many individuals group and government, there is need to adhere to the recommendations made in this study to check the low productivity prevailing in public Corporations in Nigeria.

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