

TITLE PAGE**COMMERCIALIZATION AND WORKERS' REMUNERATION: A
STUDY OF NIGERIA PORTS PLC (NP PLC) LAGOS**

**A THESIS SUBMITTED TO THE DEPARTMENT OF SOCIOLOGY AND
ANTHROPOLOGY, UNIVERSITY OF NIGERIA, NSUKKA, IN FULFILLMENT
OF THE REQUIREMENT FOR THE AWARD OF MASTER OF SCIENCE,
M.SC., (INDUSTRIAL SOCIOLOGY) DEGREE**

BY

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JUNE, 2010.

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To God Almighty, whose unfailing Love and Undaunted support
cannot be compromised.

ACKNOWLEDGEMENTS

The success of this programme and the completion of this project work were largely due to the assistance and support of a number of individuals. I must recognize with immense gratitude the advice and patient guidance of my supervisor, Dr. E. E. Uwakwe towards the completion of this work. In the same vein, I also, remain indebted to the host of other individuals who have made contribution to this work at one time or the other. They include Dr. Mrs. U. Okoye, Professor E. U. M. Igbo, Dr. P. J. Ezeh, Mr. Nnanna Arukwe, Dr. E. E. Anugwom, Professor J. Okeibunor and all past and present academic and non-academic staff of the Department of Sociology and Anthropology who showed great concern and encouragement to me in the course of the research.

Also, to all my friends and well-wishers, whose help materially, and financially influenced the completion of this work. I say a big thank you. To my husband, Engr. Chibueze Emerie who supported me, I owe a lot of gratitude.

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Abstract

The study is on “Commercialization and workers’ Remuneration: a study of Nigeria Ports Plc, Lagos. The study was restricted to the three sea ports in Lagos (Marina, Tin-can and Ijora Wharf) and a total no of 558 respondents who are employees of these three ports in Lagos were surveyed in the study. The cross-sectional survey design was used while six research questions were formulated to guide the study. Respondents are of both sexes. Questionnaires were administered to 540 of the respondents randomly selected among the staff who have spent five years and above in the company. Focus Group Discussion (FGDs) was used to study nine staff of the organization randomly selected from the ports while In-Depth Interview (IDIs) were administered on another nine purposively selected members of the staff, who had neither been selected for questionnaire nor FGD study. It was discovered among other things following the testing of four hypotheses at 0.05 levels of significance that: Commercialization of the Nigeria ports leads to higher wages in that establishment; there is a significant relationship between commercialization of Nigeria ports and duration of working hours there; there is a significant relationship between commercialization of Nigeria Ports and levels of profit in the organization; also increasing levels of incentives in the Nigeria ports are a significant function of commercialization of the establishment. The implications of the findings for the government and other workers were also discussed. The recommendations based on the findings were that: staff training should be a regular phenomenon; The transport scheme of the company should be re-organized for effective and efficient services, seminars and enlightenment programmes should be organized for all the stakeholders to know the way forward; The retrenched workers should be adequately compensated and trained towards achieving a better life.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The participation of the state in enterprises in Nigeria dates back to the colonial era. During this era, the task of providing infrastructural facilities such as railway, roads, bridges, water, and electricity and port facilities fell on the colonial government. This involvement of the state was consolidated by the Colonial welfare development plan (1946-56) formulated when the labor party came to power in the United Kingdom. This trend continued after independence such that by 1999, it was estimated that successive Nigerian governments had invested up to 800 billion Naira in public owned enterprise (Otiye, 2003).

Prior to the discovery of petroleum in the late 1950s and the oil boom of the 1970s, agriculture remained the mainstay of the Nigerian economy. The coming of industries and importation of finished goods brought about the foreign exchange dimension in the national economy. The policy of import substitution crumbled' industries that were dependent on imported raw materials for their survival.

The world oil glut of the 1980s exposed the weakness of the industrial policy of import substitution and created excessive demand for foreign goods and raw materials by mid 1980s. There was an urgent need for economic change of direction and restructuring. In 1980, the government introduced the Structural Adjustment programme (SAP), a recipe by the international monetary fund (IMF) and the World Bank.

SAP was based on trade liberalization by concealing the import licensing system, devaluation and floating of the national subsidies and removal of government subsidies to socio-economic sectors;{e.g. health, education etc). Non-oil exports were also promoted.

The economy was in shamble and in an embarrassing state when the military president Ibrahim Babangida took over the reigns of governance. Government parastatals and companies were unprofitable and constituted an embarrassing and unnecessary drain in public funds, this was in spite of the federal government cumulative investment in the various parastatals that totaled ~~N~~23.2 billion made up of

- A) ~~N~~11.43 billion equity investment
- B) ~~N~~ 10.42 billion direct loan

C) ~~₦~~1.4 billion guaranteed loan in local currency apart from another ~~₦~~11.6 billion as loans and subvention to these corporations over the same period (Nwankwo, 1992). However in return for these investments, the government received a paltry sum of 4933.7 million as dividend and ~~₦~~67, 959,755 as part repayment for its loans to these enterprises until 1985 (Nwankwo, 1992). Such public parastatals included Nigerian Airways, Nigerian ports Authority, National Electric Power Authority (NEPA), and Nigerian Railway etc.

This was the precarious situation when Babangida's government decided to embark on privatization and commercialization of these government owned public enterprises with the aim of improving them by removing leakages, distortions and wastage encountered in the past.

This also in no doubt would reduce in the long run the much-lamented inefficiency prevalent in the affected companies.

The privatization Decree No 25 of 1988 may be seen as a climax of government's effort at ensuring the implementation of the new industrial policy which sought to give effect to the private sector's full participation in the country's economic growth. This is the initial law, which was to regulate privatization under the Structural Adjustment

programme (SAP) adopted by the Nigerian government in 1986. The law established the Technical committee on privatization and commercialization (TCPC) which was to manage the process of privatization and commercialization. The law was therefore to operate in tandem with the overall objectives of the nation's economic liberalization and was intended to free government's finances to offset debt obligations of the nation. The functions of the TCPC among other things were to do all that is possible to ensure successful privatization of those enterprises slated for privatization and those slated for commercialization. It was also to advise the federal government on the privatization and commercialization process from time to time. The exercise was in accordance with the laws of the country. The law also contained a schedule of the enterprises to be privatized and others to be commercialized. Other laws on privatization have largely followed this pattern.

The current privatization programme (which is the second phase) took off with promulgation of the Bureau of Public Enterprises Decree of 1993. In place of the Technical committee, the Bureau of public enterprise

Decree (BPED) set up the Bureau of public Enterprises. This enactment has the same schedules like that of 1988.

In May 1999, the government promulgated the public Enterprises (privatization and commercialization) Act. This is the current law. In consonance with the earlier enactments, the public Enterprises (privatization and commercialization) Act also listed enterprises for partial and full privatization and commercialization. The concept of core investor sale was introduced by this law.

The public Enterprises (privatization and commercialization) Act created two main institutions, namely, the National Council on privatization and the Bureau of public Enterprise. Accordingly, section 9 of the Act of 1999 provides for the establishment of the National council on privatization headed by the Vice- president as the chairman and the Minister of finance as vice chairman. The council has functions in relation to privatization and commercialization.

Section 12 of the 1999 Act also established the Bureau of public Enterprises. Its functions include:

- The implementation of the councils' policy on privatization

- Advising the council on further public enterprises that may be privatized or commercialized and the capital restructuring needs of the public enterprises to be privatized.

The method of making shares available to the public is offer for sale or private placement and where the former is adopted, the sale may be made at the capital market,, Alternatively, the council may approve that the shares be offered for sale through "a willing seller and willing buyer" basis or through any other means.

Such shares to be allotted to Nigerians under the Act shall be sold on the basis of federal constituencies and not less than 10 percent of the shares to be offered for sale to Nigerians shall be reserved for the staff of the public enterprise to be privatized and the shares shall be held in trust by the public enterprise for its employees.

1.2 Statement of the Problem

The need for privatization and commercialization has arisen in Nigeria as a result of the apparent inability of state to manage its very extensive involvement in public enterprises. The poor capital profile of the private, sector of the country at independence made it imperative that

at the initial stage of development the government invested directly into the establishment of infrastructure. The financing of the nation's policy was undertaken via the copious resources from oil sales. However, the collapse of world oil economy resulted in a down turn in the national economy and in the disintegration of virtually all public utilities and government funded enterprises.

An assessment of government success or otherwise in business enterprises in Nigeria especially makes it very apparent that the business of governance should not be mixed with the running of purely business enterprises. The combination is both diversionary from governance and in addition a disaster for the business. It is therefore quite obvious that the government has not been able to run its enterprises successfully and should leave this to the private sector while it concentrates on the promotion of social and economic development programmes to achieve greater self reliance.

The objectives of commercialization and privatization were to offset the nations massive debt overhang as well as address development of new infrastructures and the maintenance of the existing ones.

With the commercialization of government enterprises for instance, the government is expected to withdraw annual subvention from it. This makes the enterprises to operate as a profit making commercial venture. In order to maximize profit, the cost of goods and services are being hiked far beyond the ability of the general populace without any commensurate increase in wages. NEPA, NITEL, Nigeria Airports Authority (NAA), Nigeria Ports Authority (N.P.A) among others, raised their tariffs when they were commercialized and this had a negative impact on consumers since most of these enterprises were monopolies or near monopolies. For example, In 1989 NEPA raised its tariff between 800 and 1,000 percent, and the manufacturing sector was alarmed because of that. The Nigerian stock Exchange observed that it was obvious that the then NEPA tariff had negative Impact on companies operations and performance and called for a government intervention stressing that "Government should come up with realistic NEPA tariff in 1990 instead of the astronomical increase of the 800 and 1,000 percent in force then" (Okafor, 1993).

Government divesting its control in ventures which had previously rendered services to the public at affordable cost has led to the running of these enterprises by a few entrepreneurs as their profit motive dictates,

without any consideration for the welfare of the consuming masses (Olisambu, 1993).

Beyond the issue of pricing of product's and services, however, the issue of job losses loomed and in many instances materialized in all its objectionable splendor. There was retrenchment of workers in enterprises like Nigeria Reinsurance Company (Nigeria Re), the National Insurance Corporation of Nigeria (NICON) and the Nigeria Airport Authority (NAA) among many others. (Okafor, 1993). This ordinarily boosts the population of the unemployed in the country with the negative implications for the economy bringing about informalization and deformalization in business sector e.g. street trading, hawking, casual labor and petty services. Down sizing or retrenchment also depresses the aggregate income of the workers involved thereby reducing the purchasing power of the people and the final effect results to stagnation and recession (Nwankwo 1992).

From the foregoing, it can be said that the programme of commercialization and privatization came with its own packages of pains to the populace. However, this study looks at the dimension of commercialization as it impacts on workers' welfare in general by

comparing the wages and incentives received by workers before and after commercialization. This will help to assess the efficacy of this programme (privatization and commercialization) as it concerns workers welfare in Nigeria if any and appropriately make recommendations to the policy makers and economic formulators on the possible measures that could improve workers welfare in Nigeria.

1.3 Research Questions

The following research questions will be answered in this study.

- 1) Is there a significant change in the wages of the workers of the Nigerian Ports Plc?
- 2) Is this change due to commercialization of the authority?
- 3) To what extent has commercialization affected incentives in the Nigerian ports plc?
- 4) Has commercialization led to increase in the hours of work?
- 5) What is the effect of commercialization on levels of profit in the Nigeria ports plc?
- 6) What are the effects of changing levels of profit on the incentives of work in the Nigeria ports plc?

1.4 Objectives of the Study

The general objective of the study therefore is to determine whether or not there have been improvements in wages and incentives of employees of NP Plc since it assumed the status of a commercialized public liability company in 1992.

The specific objectives of the study are as follows:

- 1) To determine the level there has been a significant change in the wages of workers of Nigeria Port Plc.
- 2) To ascertain if this change is due to commercialization of NP Plc.
- 3) To determine the extent in which commercialization affected workers incentive.
- 4) To find out the effect of commercialization on the hours of work.
- 5) To find out the effect of commercialization on the changes in the profit level of NP Plc.
- 6) To ascertain the effects of changing levels of profit on the incentives of work in NP Plc.

1.5 Significance of the Study

The theoretical and practical significance of a study like this cannot be over-emphasized. Since privatization and commercialization are impact issues in Nigeria, the research findings will make an important contribution to theory by adding to the body of knowledge already existing on the subject of privatization and commercialization.

Practically, the result of this study may help to understand the best way to actually improve workers welfare via privatization and commercialization programme in Nigeria. It may further help in providing information on ways of making NP Plc work effectively and also suggest the means of enhancing the individual workers morale on the job and security of employment.

1.6 Definition of Key Concepts

Commercialization: This means the re-organization of enterprises wholly or partly owned by the government such that the commercialized enterprises operate as profit-making commercial ventures and without subversions from the government. In other words, the company would

be expected to generate its own fund, make its services efficient and effective and possibly lengthen its working period.

Fringe Benefits: Benefits granted by an employer to an employee that involve a money cost without affecting basic wage rates. These fringe benefits include Medical Allowance, Pension Schemes, and Free Luncheon, Staff Buses to convey staff to and from work place, education for children and training of staff to meet the need of changing technological development.

Incentive: A category that motivates or spurs one to action.

Manpower Development: This means the course of action designed for employees to realize their potentials for growth in the company. It relates more to future than to the present. This includes training of staff to fill in available vacancies to improve productivity.

Motivator: A category that stimulates a worker to increase his organic ability in the work place.

N.P.A: This is Nigeria ports Authority. This will be interchangeably used with NP Plc [Nigerian Ports plc]. The reason is that as a commercialized entity, it is officially referred to as NP plc.

Privatization: This refers to the transfer of ownership, management and control of enterprises thorough sales of a part or the entire equity of Government owned companies to private individuals.

Public Enterprise: This refers to a government owned economic organization.

Public Service: This is a government employment, work or duty.

Retrenchment: This is the act of reducing the number of workers in an establishment by declaring them redundant. It also implies outright removal from office in order to cut down expenses or to economize the level of expenditure.

CHAPTER TWO

REVIEW OF RELEVANT LITERATURE

This chapter will review some literature on empirical studies, some relevant theories and present a theoretical framework for the study. It will also present the hypotheses of the study. These will be done under the following sub-headings;

2.1 Empirical Literature

2.1.1 Conceptual background of commercialization of public enterprises in Nigeria.

2.1.2 Impact of commercialization and Privatization

2.2 Review of relevant theories

2.3 Theoretical framework

2.4 Study hypotheses.

2.1.1 Conceptual Background of Commercialization of Public Enterprises in Nigeria.

Commercialization of public enterprises which is part of the macro economic restructuring exercise under the regime of (SAP) is defined under

the privatization and commercialization decree No. 25 of 1988" as the reorganization of enterprises wholly or partly owned by the federal government in which such communalized enterprises shall operate as profit making commercial ventures and without subvention from the Federal government. The commercialization program is broken down into two categories: full commercialization and partial commercialization.

Full Commercialization

Under full commercialization, enterprises so designated are expected to operate profitably on commercial basis and be able to raise funds from the capital market without government guarantee. Enterprises that fall under the category are also expected to use private sector procedures in the running of their businesses.

Partial Commercialization

Under partial commercialization, enterprises so designated are expected to generate enough revenue to cover their operating expenditures.

In privatization, government divests its shareholdings while in commercialization, government retains its shareholdings but it will characteristically entail dismantling of all forms of government's

protection of any preferential treatment or insulation of the parastatals against domestic and foreign competitors. It will also call for significant withdrawal of government interference in their management with parallel concession of parastatal autonomy.

The Federal government by decree 25 of 1988 slated N.P.A. for full commercialization and also established the Technical Committee on Privatization and Commercialization (TCPC) which has the responsibility to see the commercialization through. According to the Decree, the enterprise should be able to

- a. Fix rates, prices and charges for the goods and services provided
- b. Capitalize assets
- c. Borrow money and issue debentures stock and
- d. Sue and be sued in their corporate names.

Ayodele (1994) contended that commercialization is seen as the move by the public sector towards the adoption of the private enterprises style of financial management. The TCPC Annual Report (1999) highlighted the objectives of commercialization programmes as:

- a. To provide enhanced operational autonomy

- b. To evolve a more result-oriented and accountable management, based on performance contracts
- c. To up grade the management information system of the affected enterprises
- d. To ensure financial solvency of the public recovery, cost control and prudent financial management.
- e. To provide competitive conditions of service order to enable public enterprises to attract, recruit and retain the best available personnel.
- f. To remove bureaucratic bottlenecks and political interference through clear role definitions between the supervising ministry and board of directors and management of public enterprises.
- g. To restructure and rationalize the public sector in order to lesson the dominance of unproductive investment in sector.

With the commercialization of NPA, the authority signed the Performance Agreement between the Federal Government and the Management on 22nd may 1992. This was to consolidate the commercialized status accorded the Authority.

Consequently, some functions of the Authority were decentralized and ports were constituted into zones such that each zones is semi-

autonomous vested with considerable powers over operational and certain financial decisions, discipline and motivation of certain categories of staffers (Awoye, 1992).

2.1.2 Impact of Commercialization and Privatization

The Federal government of Nigeria in July 1988 promulgated the privatization and commercialization Decree No 25 of 1988 as the legal framework for the implementation of its privatization and commercialization programme with in the context of the on going restructuring of the Nigerian economy. The Decree provided for the establishment of the Technical Committee on privatization and commercialization (TCPC) which was vested with the responsibility for the implementation of the programme.

Through commercialization therefore, the government intended, among other objectives to "restructure and rationalize the public enterprises to ensure an effective cost-conscious and goal-oriented management and staff whose future is linked with the fortunes of the organisation they operate". And through the privatization aspect of the

programme, it proposed to reduce its involvement in the ownership and management of enterprises best run by the private sector.

However, the phenomenal increase in the number of State Owned Enterprise (S.O.E) reform programme in both developed and developing economies has generated a lot of research in the last decade.

Okafor (1993) analysed the pre and post performance of NEPA and NITEL at the period of their commercialization between 1989 and 1992. The study shows a strong performance improvement of these enterprises after commercialization. He said "Following the implementation of the details of commercialization aspect of the programme at NITEL, for instance, the enterprise which had been running at a loss soon made profit of about ~~N~~1.1.billion in 1990, even though critics were quick to attribute this to a series of tariff increases". But then, it has been observed that there were concurrent efforts to justify these increases. With the commencement of commercialization of NEPA in 1989, Okafor (1993) said that the immediate impact was the generation of surplus due to increase in tariff. Another benefit of commercialization to NEPA according to him was the World Bank assistance in restoring the cost confidence in the operational system of NEPA.

Quoting the then vice president, Augustus Aikhomu in 1992 he said "Both NITEL and NEPA, for example have considerably improved the quality of service during the past two years, connection has significantly improved and NEPA power supply is more reliable now". This was a view shared by many users of these utilities. Thus, NITEL, all by itself, was able to finance a ~~N~~3 billion capital project soon after it was commercialized.

Writing on the demerit of commercialization Olisambu (1993) said that the cost of services provided by NEPA, NITEL and NIPOST which were technical monopolies has been on the increase. He therefore called on the Federal Government to establish regulatory organs to check this arbitrary hike in tariffs.

Assessing the performance of Nigeria ports Plc (NPPLC) since its adoption as a commercialized entity, the Managing Director, Awoye (1992) said that the operational growth and other changes have been witnessed in the Nigeria ports Plc. He equally added that the number of vessels that entered the Nigerian sea port rose from 3009 in 1988 to 3944 in 1991. In the same vein, Cargo jumped from 11.2 million tonnes recorded in 1988 to 17.8 million tones handled in 1991 - a phenomenal

increase of 58.9%. Arising from the assets revaluation exercise carried out in 1990, the total assets of Nigerian ports Plc as at the end of 1991 stood at N5.2 billion as against a total liability of N0.6 billion thus resulting in Net total asset of N4.6 billion (NP plc bulletin, Dec 1992).

Bishop and Kay (1988) compared the performance of a number of privatized firms in the United Kingdom (Shipping, Airline, Gas, Telecom, Oil and Automobile Industry) with another set of firms under state control (in rail, steel, and postal sector) using several indicators, including revenue, employment, profit margin and total factor productivity. Their finding is inconclusive since both privatized and non-privatized firms experienced an upsurge in all the indicators used. Thus, the emphasis on privatization as a means of enhancing efficiency is not supported by the evidence on the relative performance of private and public enterprises in the United Kingdom. It should be noted, however that the study did not adjust for differences in the sectoral characteristics of the firms analysed.

Galal (1994) probably represents the most comprehensive study on the impact of privatization on efficiency and state budget. He examined the welfare consequences of privatization in Chile, Malaysia, Mexico, and the United Kingdom through a sample of 12 firms covering

telecommunication (three firms), air lines (four firms, electricity (two firms), a lottery company, and a port and transport company. The welfare implications were measured in terms of the impact of divestiture on major economic actors (the government, consumers, buyers of firms and competitors). The study compared the post- divestiture performance of the selected enterprises with what their performance would have been without divestiture. Thus, a counterfactual scenario was created for each enterprise, with the difference between the level of welfare under divestiture and counterfactual scenario attributed to divestiture with the exception of Mexico Airlines, divestiture was found to improve workers welfare in all the 12 cases. The expected stream of benefits to the society from divestiture was estimated at an annual average of 26%. This was attributed to several factors, including a dramatic increase in investment and improved productivity in 9 of the 12 firms. In all but five cases, consumers were considered better off or unaffected. This study is deficient on two grounds, however; first, it omits countries typical of Africa, which are characterized by low per capital income, highly distorted markets and relatively weak institutional capabilities. Second, despite the scope and subtlety of the methodology used, the underlying assumptions were

highly tenuous, did not relate to the environmental realities and hence incompatible with the policy-oriented nature of the study.

The World Bank (1996) recently conducted a very innovative study on the political economy of state enterprise reform. The study investigated the economic problems that arise when governments own and operate enterprises that could be managed by the private sector and the political obstacles to reforms. It substantially advanced privatization beyond its current micro and macro studies to include mesolevel phenomena such as laws, regulations and institution. The 12 countries constituting the sample for the study included Chile, China, the Czech Republic, Egypt, Ghana, India, Mexico, the Philippines and Poland. Others were the Republic of Korea, Senegal and Turkey. The study appraises common obstacles to reform and ways in which some countries have overcome them. It reports a wide range of experience on the bases of which the performance of each country was assessed relative to the criteria established by the study team. At one extreme are Chile, Korea, and Mexico with success stories and at the other are India, Senegal and Turkey with woeful results. The others were adjudged to have recorded mixed results. Ghana was the only marginally acceptable success story in

Africa. The report thereby offers guidance for successful SOE reform and suggests ways in which foreign assistance can be harnessed to enhance the success of these reforms efforts.

Several cross country and multiple industry studies have also been conducted, beginning with the pioneering study by Megginson et al. (1994). They compared the pre- and post-privatization and operating performance of 61 firms that experienced full or partial privatization through public share offerings from 32 industries in 18 countries (6 developing and 12 industrialized) between 1961 and 1990. Several financial indicators were examined, including mean and median level of profitability, sales level, operating efficiency, capital investment, leverage (gearing) ratios and dividend pay-out figures. The study documents strong performance improvement undertaken without sacrificing employment security. After privatization most of the firms experienced an upsurge in real sales, profitability, capital investment, spending, operating efficiency and labor force. While the study overcame difficulty of obtaining comparable pre and post-privatization data for a large, multinational multi-industry sample of countries, it is unfortunately

limited to mostly the Organization for Economics Co-operation and Development (OECD) and other developed countries.

In a related study, D'Souza and Megginson (1998) compared the pre-and post - privatization performance of 78 firms from 25 countries privatized through public offering between 1990 and 1994. The sample included 14 firms from banking, 21 in utilities and 10 from telecommunications. The performance indicators are mean and median levels of returns on sales, employment sales efficiency, capital expenditure / sales and debt/assets. The study represents a marked improvement on the earlier study on two counts. First, it includes samples from 21 developing countries. Second, it also differentiates between competitive and non-competitive sectors. The results are sufficiently robust for proponents of privatization. Profitability increases significantly, although the increase is more in regulated or non-competitive industries, whereas operational efficiency increases less in those cases indicating that a certain degree of market power is being exploited. The study reports that employment increase in all cases.

Boubakiri and Cosset (1998) extended the analysis by looking at privatization in developing countries. They examined transaction in 21

developing countries mainly middle income, but including Bangladesh, Jamaica, Nigeria, Pakistan and the Philippines. They document that privatized firms, on average, show significant increase in profitability, operating efficiency capital investment spending, real sales, employment levels and dividends. The study is quite encouraging for proponents of privatization since it finds positive results in non-industrialized settings, arising from a variety of sales methods. However, the study also documents an important fact: the number and degree of success of privatization are significantly associated with a country's level of income. The lower the income level of a country, the more difficult it will be to start privatization, and the more likely it will be that results will be modest.

La Porta and Lopez-de-Silanes (1996) analysed the performance of 218 enterprises in 26 sectors privatized in Mexico between 1982 and 1991 using seven broad indicators, including profitability, operating efficiency employment, and wages and capital employment. Others were taxes, total output and prices. For each firm, they measured the change in any given indicator of performance by comparing its value in 1993 with its average value of the four years preceding privatization. The study controlled for

macroeconomics and industry factors by computing the same indicators for a sample of private firms. It documents remarkable increases in profitability and output, and substantial decrease in unit costs and employment level (though the blue-collar workers who retained their jobs received large salary increase). The authors attribute 57% of the performance improvement to productivity gains 30% to laying off workers and 10% to price increases.

Several sector specific studies have also been conducted on the outcome of reforming telecommunication services, albeit in developed economies. Foreman-Peck (1991) appraised the success of the British privatization programme. Specifically the study examined whether the transformation in the telecommunications sector altered or improved performance over that of the previous state regime. Estimates of changes in internal efficiency were obtained by two methods; total factor productivity analysis and econometric simulation. Both approaches suggest a substantial improvement in the productivity performance of the telecommunication industry after privatization.

Takano (1992) examined the process, as well as benefits and losses stemming from the partial privatization of Nippon Telegraph and

Telephone Corporation (NTT), a government monopoly producer of domestic telecommunications service in Japan. The study evaluated the benefits of four important actors: NTT proper, stakeholders, users and government. The methodology adopted was to analyze in depth the changes that took place before and after privatization between 1985 and 1990. It estimated the overall net benefit to be US \$65.8 billion, with the largest gain accruing to the government and users.

Oniki, Stevenson and Zhang (1992) assessed the impact of deregulation on NTT through improved management and operations by estimating a translog variable cost function for 1988-1989 fiscal years. According to the study, deregulation resulted in cost reduction of 1.31 or 2.29%, depending on the specification of the cost function adopted. In the same vein, Imai (1994) estimated the cost reduction association with the 1985 deregulation of international telephone services in Japan. The study estimated that NTT's unit cost fell by wide margin after deregulation (54.5%). The efficiency gain was fully passed on to telephone user in the form of user rates. The increment of consumer's surplus was estimated at 253.4billion yen after deregulation.

Recent studies in the telecommunications sector seek to explore the regulatory institution of different countries using new institutional economics (Levy and Spiller, 1996; Galal and Nauriyal 1995). A common feature of these studies is lack of formal statistical testing; rather, they rely on an analytical framework and systematically collected and researched evidence. Levy and Spiller (1996) conducted a comparative analysis of the impact of core political and social institutions on regulatory structures and performance in the telecommunications industry in Jamaica, the United Kingdom, Chile, Argentina and the Philippines. The study examines among others, how each country resolved its regulatory problems and explicates the relationship between regulatory outcomes and performance.

Galal and Nauriyal (1995) explored the relationship among the outcomes of regulatory reforms, regulatory incentive and government commitment on the basis of the recent regulatory experience of seven developing countries: Argentina, Chile, Jamaica, Malaysia, Mexico, the Philippines and Venezuela.

They attempt to link the performance of the telecom sector with the extent to which these countries successfully resolved the information

asymmetry pricing and contracting problems. Chile was found to be the most successful in resolving the information, incentives and commitment problems through competition, benchmark pricing and embodying the regulation in a law that is difficult to change. On the other hand, the Philippines were the least successful despite over four years of private sector involvement in the telecom sector. Consequently, the sector continues to suffer from under-investment and low productivity. Other countries had mixed results.

The foregoing review suggests the paucity of empirical evidence to gauge the success of state enterprises reform programmes in African economies. Hence, the usefulness of the present study.

2.2 Review of Relevant Theories

The following theories are reviewed.

- Scientific Management Theory.
- Equity Theory.
- Human Relations model.
- Action Theory.
- Systems Theory.

2.2.1 The Scientific Management Theory

The proponent of this theory was Frederick Taylor (1911). He concentrated on just one secondary need- money-which appears to be the main reason why people work. Taylor saw the scientific management principles as the answer to various organizational problems which would also increase both the quantity and quality of the products. Also, it would eliminate conflicts between employers and employees. This suggests that while the employers are bothered about higher wages, they ultimately have common interest of raising productivity. He therefore suggested that in order to maximize productivity and obtain work of the highest quality, the manager must give some special incentives to his men beyond that which is given to the average in trade. He believes that scientific planning of work tasks, the selection and systematic training of suitable workers for the performance of these tasks plus a carrot and stick system of financial incentive would maximize output (Haralambos and Herald 1980). Many scholars have observed that the desire for increased efficiency and productivity will normally encourage employers to pay high wages. In fact this is the position of the presidential task force on new salary structure for the staff of commercialized enterprises which stipulates that to attract the calibre of

professionals and administrators required to successfully effect governments plan for privatization and commercialization the payment of new salary structure and remuneration package comparable to that of their counterparts in private sector should be affected.

Taylor saw scientific management as the solution to many of industry's problems. First, it would increase both the quantity and quality of the product. Secondly, it promised to end conflict between employer and employee. The assumption was that since the employer is concerned with high wages, they share an interest in raising productivity. Increased productivity reduces labor costs and results in higher profits which in turn allow for higher wages (Arinze, 2002). A fair day's work and a just system of payment can be established in accordance with the principle of scientific management (Haralambos 1980).

The weakness of this theory is that Taylor assumed that primary motivation for work was economic and that man will respond positively to financial incentive. This view of motivation based on "economic man" has been rejected as over-simplistic. He failed to consider the influence of informal work groups on the behaviour of the individual workers.

2.2.2 Equity Theory

This was a theory put forward by Jacques and Adam (1960). It suggests that it is not the absolute value of a reward that motivates but the individual view of how fair (equitable) that reward is. Jacques saw equitability in terms of level of work performed. Adams suggested that employers consider the fairness of reward, both in relation to effort and to what other people are getting. Where individuals believe that there is a "disequilibrium" between inputs (what they are putting in) and output (what they are getting out of it), they will attempt to restore balance. If they feel they are over paid, they will either work harder or produce better quality.

Equity theory reinforces the need for reward structures which are clearly related to the demands of the job and the efforts of the individual (Hackett 1985).

The implications for employee performance include the likelihood that if individual employees are not satisfied with their level of incomes (e.g. salary, opportunity for promotion) they can reduce the quality and quantity of their output, absenteeism will increase. It is therefore expected that in commercialized enterprises, management should formulate organizational objectives that will give the employees a sense of fairness

or equilibrium. This will go a long way in the actualization of the objectives of commercialization.

The theory therefore has failed to recognize the fact that people may over estimate their own contributions and the rewards others receive.

2.2.3 The Human Relations Model

The human relations model places more emphasis on human behaviours and less on mechanical efficiency of a productivity unit. Elton Mayo, the proponent of this thought maintains that this economic function of an industrial organization is to produce enough goods in order to maximize profits and on the other hand, it is the duty of the organization to protect the man" (the worker) that produces the goods. Using Hawthorne experiment, it is found that the need of the workers transcends that of economic or monetary needs. The workers also have social needs which include support, friendship, recognition, acceptance, approval and self actualization.

More so, it is stated that financial incentives alone are insufficient to motivate, workers and ensure their co-operation. It is when these social needs are combined with monetary needs that the worker would be able

to put in his best, which also means the best for the organization in terms of productivity.

This model neglected or ignored the importance of economic motive at the work place. It, therefore, does not see the economic rationale, which sometimes may spur work place behaviour and labor itself. Neither does it see the inherent conflict of interest between management and workers. It assumes that when conflict arises, it is due largely to the fact that worker's need have not been satisfied.

2.2.4 Action Theory

Action theory defines a task oriented view of human behaviours. The main purpose is to describe how a person completes a task. The action of individuals is motivated by a process of interpretation of the action of others which influences such individuals' behaviours. This is further explained that each action is imbued with meaning; hence social actors do not just act but act with meanings or motives to achieve certain ends (Anugwom 2002).

The action theory of work organization anchors on understanding rather than observing behaviour. It emphasizes on the meaning, which the

worker attaches to his behaviour in the workplace. In fact, it emphasizes the way social reality or work place reality is interpreted by the actors (workers) involved.

There is a sort of unofficial and informal bargaining process instituted at the work place. Superiors try to call upon the subjective understanding of the workers in a bid to see that work is done. This now allows some measure of independence or discretions for the workers who finally perform these tasks spelt out by the supervisors. However, it is worth mentioning that work place interaction is very crucial in the effective performance of tasks. Hence, interaction at the work place between workers themselves or between supervisors and subordinate is crucial to the achievement of the goals of the organization.

However, the laid down rules and regulation are combined with the interpretative understanding of the entire work process by the worker. Either of them may not independently explain work place realities. When workers perceive the laid down rules or procedures of the organization as infringement on their rights, they may engage in subtle action to derail the organization and its goals. Likewise where there are no rules or procedures or where they are largely neglected, co-ordination and

coherence become impossible and the organization is faced with imminent failure. Therefore, the action theory sees the "positive" interpretative understanding of the rules and personnel in the organization by the workers as relevant to the survival of the organization.

Action theory can be thought of as explanatory and generative. It explains the systematic ways a person works in order to realize certain goals. Yet it is not predictive, it has no guidance on how different designs of operation can improve those performance directly.

2.2.5 System Theory

Systems theory was proposed in the 1940's by the biologist, Ludwig Von Bertalanffy and expounded by Ross Ashby. A system has been defined in the Oxford English Dictionary as simply "a set of assemblage of things connected or interdependent, so as to form a complex unity; whole composed of parts in orderly arrangement according to some scheme or plan.

This definition indicates that almost all life is a system. Our bodies, or homes and universities are. Even government agencies and our businesses.

Systems, particularly in the behavioral (management) and social sciences have many common assumptions of which the following are worth outlining:

- a) All institutions, organizations or systems are composed of a set of inter dependent parts, they have needs for survival and behave and take actions.
- b). They comprise of elements or parts and have basic structures (structures here refers to a legitimate and persistent pattern of human interaction which has internal and external order).
- c) Each part or element of a system has an optimum value.
- d) Every system seeks goals and tends towards stability.

The tendency towards stability, survival or maintenances of balance in living organism is termed homeostasis.

- e). each system is an integral whole and not an aggregate of parts. Further no part can be destroyed with impunity because the destruction of a part affects the entire system.

- f). by creatively joining together, parts (sub-system and structure) to form a system, the sub-systems (elements) become specialized units. They are incapable of fulfilling by themselves all those separate functions needed to ensure their increased stability. They therefore depend on one another and it is their increased dependence that gives rise to bonds, which hold one system together.
- g). every system tries to provide the ideal, correct or appropriate environment for its parts (sub-system). Because each system expects each of its parts to fulfill its differentiated function (roles) with the system. It provides a conducive environment, or conditioning factors that facilitate role-performance.

In a nut-shell, system theory emphasizes integration and equilibrium. That is, various structure or components are integrated into the whole which ensures its maintenance or homeostasis (survival/stability). Any change on a part will affect the other parts; hence the parts have to work in tandem to maintain the whole.

The systems theory apart from seeing the organization as made up of constituent and interrelated parts also sees the organization as an open system which engages in continuous and mutual exchange with its

environment. Environment in this context can be seen as the set of persons, groups and organizations with which the organization has exchange relationship (Anugwom 2002).

In spite of the foregoing points listed, system theory has attracted some criticism and some of them will be highlighted here.

- System theory assumes that organizations can only change when factors in their environment make it necessary. This sort of postulation overlooks the fact that the organization can internally generate needed changes and can as well influence changes on the environment.
- It sees organizations as usually very stable entities. This does not usually hold because the organization may sometimes move towards turbulence than stability. E.g. during the period of significant economic changes, especially in developing countries, the organization tends to move into alternating period of stability and instability.

The value of the system approach to this study cannot be overstressed either. The advantage of approaching these areas of enquiring as a system is that it enables us to see the critical variable and constraints

and their interaction with one another. It forces scholars and practitioner in the field to be constantly aware that one single element, phenomenon or problem should not be treated without regard for its interacting consequences with other elements.

An organized enterprise does not, of course, exist in a vacuum. Rather, it is mutually dependent on its external environment; it is a part of a larger system such as the economic system, the industry to which it belongs, and society. Thus the enterprise receives inputs, transforms them and exports the outputs to the environment (Koontz and Weihrich, 1980). Consequently, the organization can be said to be dependent on the environment for survival and efficiency. This exchange between the environment and the organization goes beyond mere exchange of goods and services to include the exchange of norms and value (i.e. normative pattern) prevalent in both the organization and environment. Looking at it from a sociological point of view, it is this exchange of normative pattern that is most crucial. The structure of an organization, nature of human factor available to it, the extent of its market, raw materials available, type and nature of technology, etc available to the organization depends on the environment. Likewise, the socio-economic

life in the environment, growth and development of the environment, (i.e. community) etc may depend on the organization (Anugwom 2002).

2.3. Theoretical Framework

The systems theory will form the theoretical framework of the study. The theory advocates that a given system is made up of different parts and these parts function to maintain a state of equilibrium.

Ejiogu 1985) assumed that a satisfied worker is invariably an efficient and effective employee. The use of this theory in this study is considered important on the account that the concept of commercialization and privatization in Nigeria as it affects workers' wages and incentive or motivation in general is usefully addressed through a systems analysis.

The search for efficiency and higher productivity is the reason for commercialization. These result in the upward review of charges for services rendered and goods sold. And this on the long run calls for higher wages and incentives for workers.

These wages and incentives help to encourage co-operation between the morale and increase employment stability and employer

and employee, improve the morale and increase employment stability and also enhances industrial harmony.

When a given system (i.e. an organization) has provided the ideal and correct environment appropriate for the workers (especially if the workers are well motivated) the workers tend to put in their best to enhance productivity and this on the long run helps to maintain a state of equilibrium in the system as a whole.

Since there is a sort of exchange that exists between the environment and the organization such that one depends on the other for survival, it maintains that both strive to adopt a workable measure that makes for their peaceful co-existence else there will be chaos, dis-equilibrium and dis-harmony which might results in instability and conflict that can affects the whole of the system (society) at large.

On the other hand, when there is a failure from the management to meet the needs of the workers by paying them their adequate wages and incentive, this tend to destroy the status-quo and the peaceful -coexistence between the workers and the employer thereby creating industrial conflict and disharmony which jeopardizes the success of such organization.

Therefore, systems theory adopts the view that the entire sub parts of a system must function adequately to maintain the system as a whole and also such system should provide an adequate environment for the sub-system to work on since one cannot function independently without the other. Hence this makes this theory relevant to this study.

2.4 Research Hypotheses

The following hypotheses will be tested in the study

1. The higher wages of Np plc staff is a significant function of commercialization of establishment.
2. There is a significant relationship between commercialization of the Nigeria ports and the duration of working hours there.
3. There is a significant relationship between commercialization of Nigeria Ports and levels of profit in the organisation.
4. Increasing levels of incentives in the Nigeria ports are a significant function of commercialization of the establishment.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter will describe the research design, scope of study, study population, sample/sampling procedure, instrument of data collection, methods of data collection and data analysis technique.

3.1 Research Design

This study will use cross sectional survey design. This method of research design covers a broad area of observation at a single point in time which implies using a selected sample to analyze a large population at a given point in time (Horton and Hunt, 1984). The researcher uses this method because it enables us use the sample drawn to represent the various elements of the population under study.

3.2 Organisation of Study

The study area is Nigerian Ports Plc. It was created in March 1954 by the ports Act of 1954 under the name, the Nigeria Ports Authority. It started operation on April 1, 1955.

And became a fully-commercialized entity from a statutory public enterprise via the Decree No 25 of 1988 which empowered it to operate as profit making commercial venture and without subvention from the Federal Government. It became functional by January 1 1990, and a public limited liability in 1992.

3.2.1 Management Structure

The Nigerian ports Plc is divided into three tiers of administration, Corporate Headquarters, Zonal and Port administration at Apapa, Warri and Port Harcourt respectively. Each zone is headed by General Manager /Executive. Each Port is being run by a port manager.

The Corporate Headquarter at Marina in Lagos is the seat of the chief Executive and the Managing Director to whom the General Managers report. The Head Office Coordinates the activities of the Zones. These three Zones control the following ports.

a) Western Zone with headquarters at Apapa

- Apapa Port Tin - Can, Island port, Roro Port, Container Terminal Port, Ijora Wharf and all fisheries Terminal around.

b) Eastern Zone with Headquarters in Port Harcourt

Port Harcourt Port,

New Ocean and Federal Lighter Terminal Onne.

Calabar Port with all other ancillary wharves and jetties

c) Central Zones with Headquarters in Warri,

Warri Port, Burutu Port, Koko Port, Sapele port.

The study is limited to the western Zone of Nigeria ports Plc with headquarters at Apapa Lagos. The study will be restricted to the Marina port; Tin can port and Ijora wharf all in Lagos. The essence is to find out the impact of commercialization on staff wages and incentives. This zone is at the centre of the operations of the Nigeria Port Plc thus it captures maximally, the impact of commercialization. Hence, it is chosen as the focus for this study.

3.3 Study Population

The population for this study consists of staff of NP Plc Marina, Wharf and Tin can who have spent five years and above in the company because they are in a better position to indicate their opinion and feelings towards the changes that might have occurred in their wages and

incentives as a result of commercialization. 720 of these are management staff and 3181, are of non-management cadre.

3.4 Sample Size

The sample for the study will consist of five hundred and fifty eight (558) respondent comprising staff' of both management and non management cadre. Due to the nature of the study and the statistical computations that will be involved, the researcher considers this sample size large enough for proper statistical analysis.

Of the 558 respondents, five hundred and forty (540) staff will be subjected to the structured questionnaire. This group of people will be chosen by selecting one hundred and eighty (180) staff from each port (i.e. Marina, Tin-can and Wharf port).

The selection of 180 staff from the three sea ports makes a total sample size of 540:

To augment the questionnaire, three(3) staff will be interviewed from each of the ports. One each will be chosen from the three cadres office (i.e. low income group, middle income group and high income group).

Additionally, nine(9) staff (three from each port) will constitute a Focused Group Discussion. This now makes whole total of 558 respondent chosen for the study.

3.5 Sampling Technique

The sampling method that will be used is the stratified random sampling methods. In the study, the staff of each of the three chosen ports who have spent five years and above in the company will be clustered. This cluster would consist of staff of low income group, staff of middle income group and that of high income group from these various ports. In each of these ports, the simple random sampling ballot would be used to select 180 staff from each of the ports. This procedure would be used by making the staff from each of these ports to pick a ballot paper independently for example the staff from marina ports that is made up of High income group, middle income group, and low income group would be made to pick a ballot paper from the ballot box independently, 180 respondents would be drawn/chosen from that.

This procedure would be repeated for the remaining staff of the two ports and in like manner the 180 respondents each would be chosen.

This is the breakdown of the sample size to be subjected to the questionnaire.

Staff from marina port	-	180
Staff from wharf port	-	180
Staff from Tin-can port	-	180
Total	-	540

For the remaining eighteen, nine of them will be selected for the indepth interview. One each will be chosen from the three cadres of office (i.e. low income group, middle income groups, and high income group respectively. This group will be purposively selected and used for the IDI study. These groups shall neither be studied with questionnaire instruments nor included in the FGDs so as to avoid the problem of eliciting biased responses as a result of prior sensitization by the other instruments.

Additionally, nine (9) staff (three from each port) will constitute a Focused Group Discussion. This now makes whole total of 558 respondent chosen for the study. This group will be excluded equally from the questionnaire and IDI studies in order to eliminate the problem of obtaining biased responses as a result being previously sensitized by other instruments.

3.6 Instruments and Method of Data Collection

The instrument for data collection involves qualitative and quantitative approaches. These are questionnaire, indepth interviews techniques and Focus Group Discussion (FGDs)

The questionnaire is the major instrument chosen for collecting data and as such this will be administered to the “Old” staff that is 5 years and above of NP plc at Marina, wharf and Tin can ports all in Lagos. The questions will be simplified to make an easy comprehension for the respondents in order to answer correctly. The questionnaires will contain the back-ground information of the respondent such as Education qualification, level/tenure of services. Present grade level of respondents and others. It will also contain close and open-ended questions.

The close ended questions will facilitate easy coding while the open ended questions will afford the respondents the opportunity to state their opinion fully. Qualitative data will be obtained through the use of Focus Group Discussion (FGDs and indepth interviews. This will be conducted with carefully developed FGD and indepth interview guide. This will contain probing questions on some of the issues raised

in the questionnaire study. This is meant to provide indepth knowledge for the researcher on the subject under investigation and also provide a supplementary or confirmatory information obtained through the questionnaire method. For the qualitative data, a total of 18 staff will be subjected to the FGDs and in-depth interviews. Nine (9) staff will constitute a Focus Group Discussions (FGDs). Discussions will be held with 3 staff from each of the three ports chosen for the study. In addition to the FGDs, indepth interviews will be conducted on the remaining nine staff of the ports (i.e. three staff from each port). This will enhance the richness of the study. However, the researcher will work with a research assistant to help in distributing and collecting of the questionnaires, and taking notes and recording of discussions held with respondents during the FGDs and interviews.

3.7 Method of Data Analysis

In data analysis, different tables will be drawn to show the various responses on different questions asked. Such tables include: Educational level, Number of promotions since 1992, years of experience in organization, level/Carer in office, income group of workers and sex.

Data yielded by the questionnaire instrument will be processed and analyzed manually. Percentages and other descriptive statistics including graphs illustrations will be used to describe the main characteristics of the study population among others to achieve the study objectives. Pearson's Chi Square (X^2) analysis, and paired sample T-test will be adopted to test the hypothesis at (0.05) level of significance.

The paired sample T-test will be used because it is suitable for measurement or observation taken before and after on event.

Data from FGDs and IDIs, will be used to place emphasis on the interpretation of the meanings which the informants bring to what they say and in the description of phenomena.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

In this chapter, we present the analysis of data collected from the field by means of the research instruments. The proceeding report is thus based on the analysis of 540 validly completed and returned questionnaires out of 540 distributed. This number amounts to 100% of the sample for the questionnaire study. It is adequate therefore for the statistical computations planned for this study.

The analysis in the second segment of this chapter is complemented by the result of Indepth Interviews (IDIS) and Focus Group Discussion (FGDs) conducted by the researcher. The whole analysis is hence divided into two major sections namely, demographic in section A and substantive research issues in B.

4.1 Demographics

In this section, we analyse the socio-demographic characteristics of respondents such as sex, educational level, years of experience in the organization, level/rank in office, income group of workers.

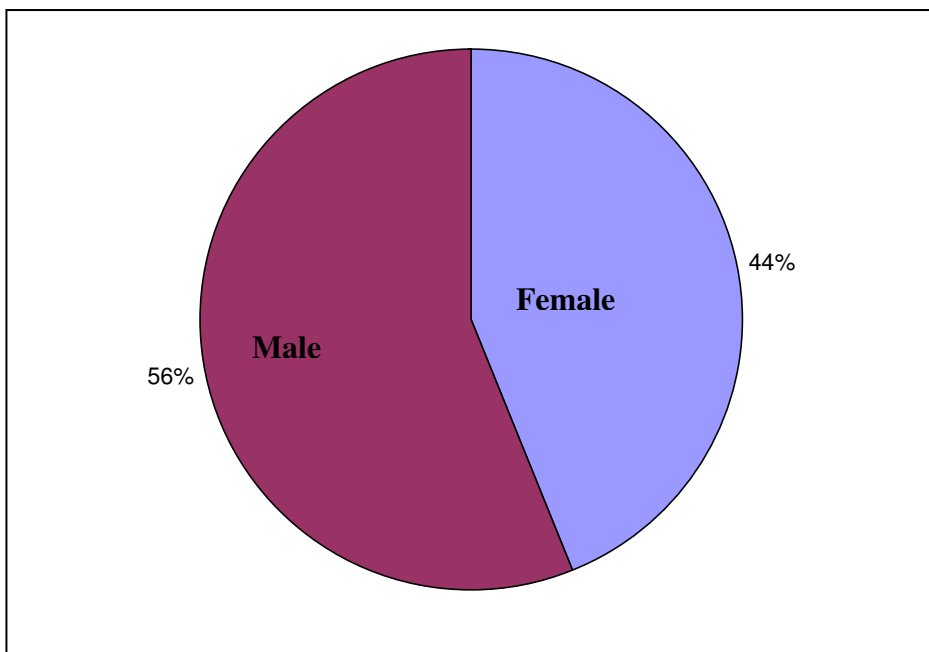
i. Sex

5 Table 4.1-1: Distribution of Respondents by Sex

Sex	No of Respondents	Percentage
Male	300	56.00
Female	240	44
Total	540	100

In table 4, 1-1 above, 300 (56.00%) of the respondents are males while 240 (44.00%) are females. This shows that in Nigerian Ports Plc, Lagos, there are more male staff than female staff. The data in the above are captured graphically below:

Figure 4-1: Pie Chart for Sex Distribution of Respondents



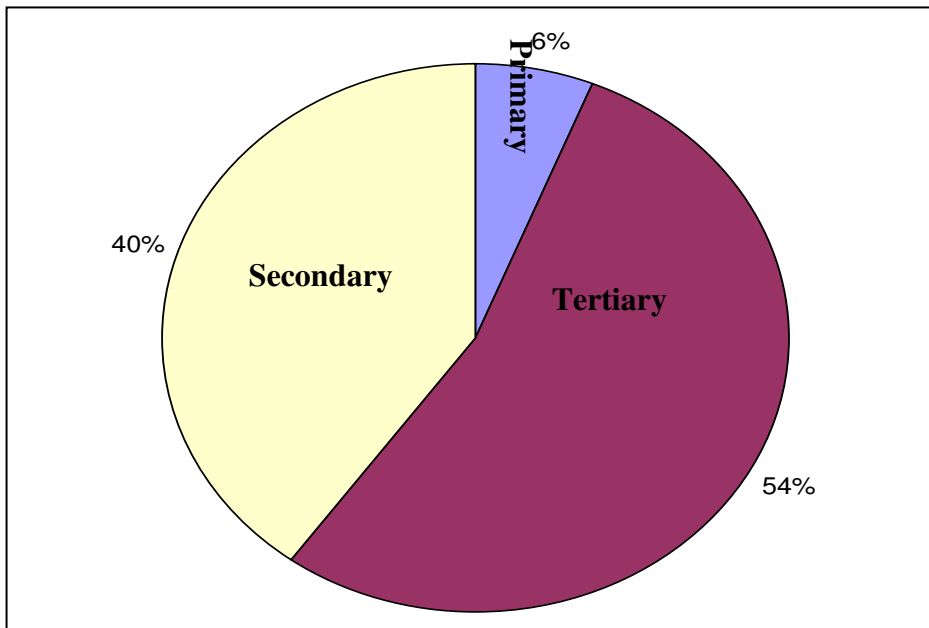
ii. Education

Table 4.1-2: Distribution of Respondents by levels of Education

<i>Educational Level</i>	No of Respondents	Percentage
Primary Education	35	6.00
Secondary Education	215	40.00
Tertiary	290	54.00
Total	540	100.00

From table 4.1-2 above we see that 54% (290) of the respondents in the Nigerian ports plc are degree holders from higher educational institutions. A slightly smaller fraction of the respondents, 46.00% (250) do not have university education. The data in the above table are graphically presented below:

6 Fig. 4.1-ii: Pie chart for Educational Qualification of Respondents



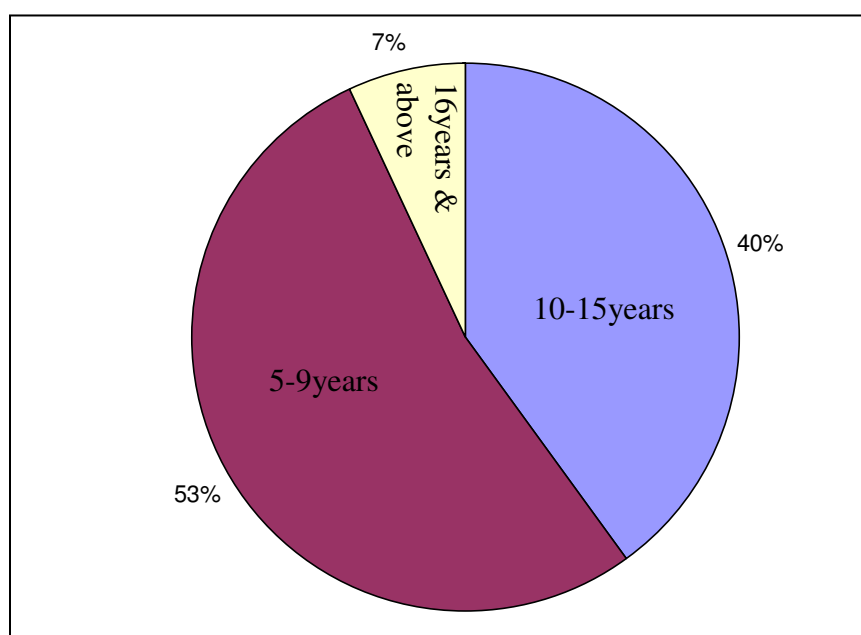
iii. Years of Experience in Organisation

7 Table 4.1-3: Distribution of Respondents by Years of Experience

Years of experience	No. of Respondent	Percentage
5-9 years	286	53
10-15 years	217	40
16 years and above	37	7
Total	540	100

In table 4.1-3 above, we see that 286 (53%) of the respondents have spent 5-9 years in that organization while 217 (40%) of the respondents have spent 10-15 years. A slightly smaller fraction of the respondents 37(7%) have spent 16 years and above. The full details of the proportions of respondents according to their years of experience would be better gleaned from the descriptive graph below.

Fig 4-iii: Pie Chart showing the Years of Experience of Respondent



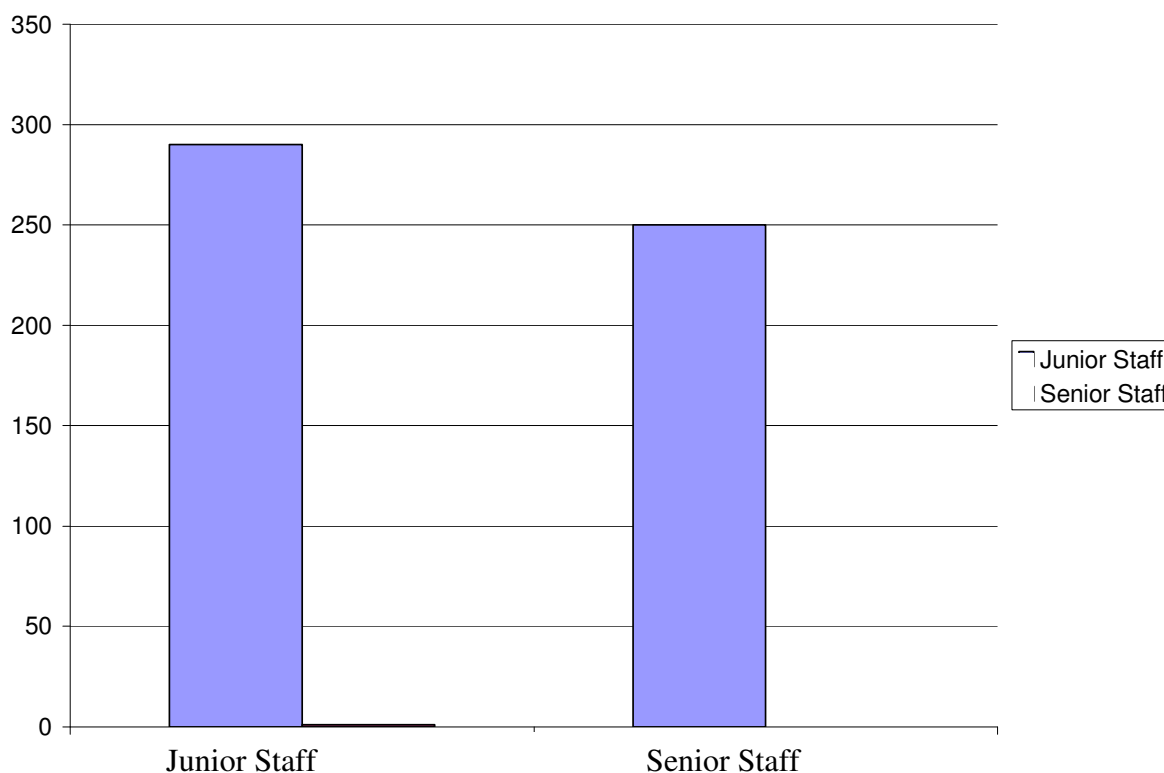
iv. Level/Rank in Office

8 Table 4.1-4: Distribution of Respondent by Level/Rank in Office

Level/Rank	No of Respondent	Percentage
Junior Staff	290	54
Senior Staff	250	46
Total	540	100

In Table 4.1-4; above we see that 54% (290) of the respondents are Junior Staff. The senior staff appears to be the minority making 46% (250) of the respondents. The graphical representation is given below.

9 Fig. 4.1-iv: Bar Chart Showing the Rank of Respondents



v. Income Group of Workers

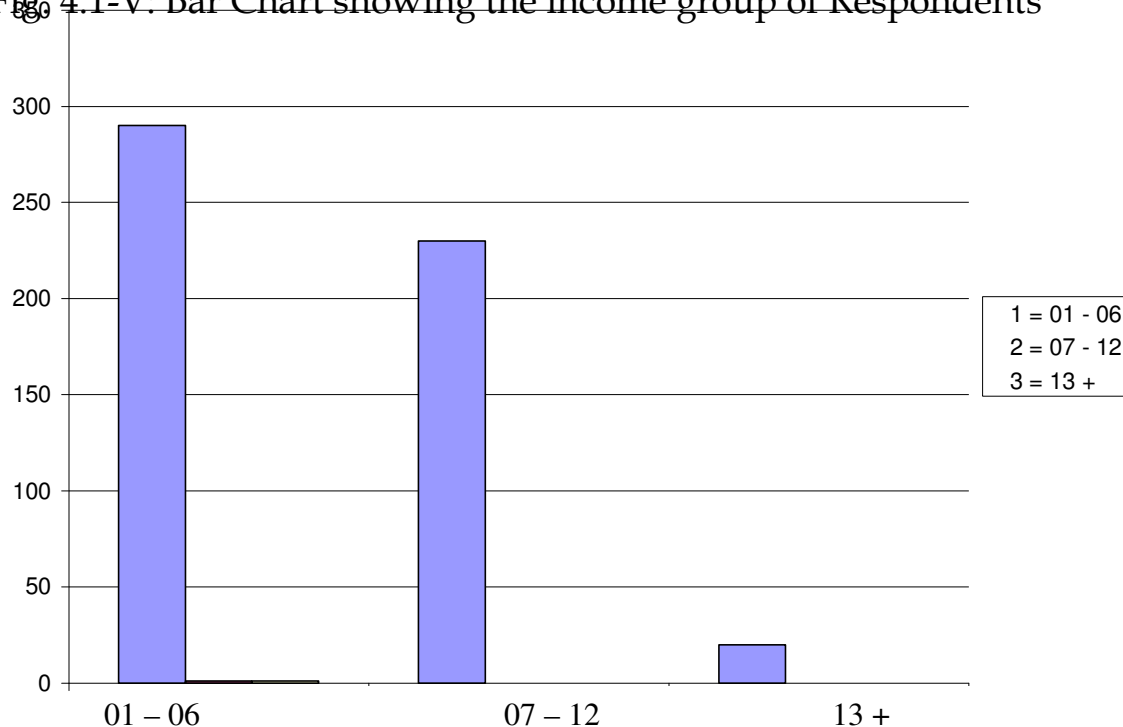
10 Table 4.1-5: Distribution of Respondents by Income Group

Income group	No of Respondents	Percentage
High income group (GL13 Above)	20	4
Middle income group (GL07-12)	230	42
Low income group (GL01-06)	290	54
Total	540	100

In Table 4:1-5 above, we see that the High income group of the Nigerian Ports Plc, Lagos constitute a slightly smaller percentage 4% of the respondents. Lower income group appears to be in the majority making 54% of the respondents, while middle income group makes 42% of the respondents. Grade level 13 and above are categorized as High income group, from Grade level 07 to 12 are categorized as middle income group while from Grade level 01 to 06 are categorized as low income group.

The graphical description of what the distribution of employees of Nigerian Ports Plc, Lagos by income groups looks like is given in the graph below.

11 Fig 4.1-V: Bar Chart showing the income group of Respondents



Section B

4.2 General Description of Selected Table of Sample

Table 4.2-i: Distribution of Respondents based on Awareness of Commercialization of NP Plc

Attributes	No of Respondents	Percentages
Yes	540	100
No	0	-
Total	540	100

From the above table 540(100%) respondents attested to their knowledge about the commercialization of NP Plc. In other words, the

whole sampled population said that they are aware that NP Plc is commercialized.

Table 4.2-ii: Table showing the Effect of Commercialization on Work Hours

Attributes	No of Respondents	Percentages
Work more hours after commercialization	365	68.0
Work less hours after commercialization	-	-
Work same hours after commercialization	175	32.0
Total	540	100

The above distribution shows the effect of Commercialization on working hours before and after Commercialization 365(68.0%) respondents of our sampled population said they now work more hours than before while 175 (320%) respondents said they spend same number of hours at work before and since commercialization.

No respondent indicated less working hours since commercialization. The implication of the above results shows that there is

an increase on the work hours of NP Plc staff since commercialization of that establishment. This means that an increase in the duration of working hours among NP Plc staff will automatically increase productivity.

Table 4.2-iii: Distribution of Respondents according to work load since commercialization.

Attributes	No of Respondents	Percentages
Bigger work load since commercialization	390	72
Equal work load since commercialization	95	18
Less work load since commercialization	55	10
Total	540	100

The respondents from above were asked to compare their daily work load before and since commercialization. 390 (72%) of the respondents said that they carry bigger work load since commercialization. 95(18%) respondents stated that they carry equal work load and finally 55(10%) respondents observed that they have less work load.

Consequently from the above, one can therefore say that commercialization has given the workers more responsibility that will lead

Table 4.2-iv: Distribution of Respondents showing whether or not salaries have been increased since commercialization.

Attributes	No of Respondents	Percentages
Decrease in salary	0	0
Increase in salary	540	100
Total	540	100

The above table shows that there have been increase in their salaries. 540(100) of respondents attested to that.

This in other words, concludes that commercialization has led to increase in salary which provides better motivation for higher productivity from the workers.

Table 4:2-v: Distribution of Respondents based on payment of Medical Bills by NP Plc before and since commercialization.

Before Commercialization			After Commercialization		
Attribute	No of Respondents	Percentage	No of Respondents	Percentage	Total
None at all	170	31.4	0	0	170 (31.5)
Below 50%	-	-	-	-	-
50% and above	45	8.3	65	12.0	110(20.4)
100% and above of the Bills	25	4.6	235	43.5	260(48.1)
Total	240	44.3	300	55.5	540 (100)

From the above, before commercialization, 170 respondents which represents 31.4% of the sampled population indicated that NP Plc never paid medical bills for them. 45(8.3) indicated that NP Plc settled 50% and above of their bills and 25(4.6%) respondents agreed that NP Plc paid 100% and above of their medical bills.

On the other hand, respondents were asked whether NP Plc paid their bills since commercialization, no staff (0) agreed that management is not paying medical bills since commercialization took place. 65(12%) respondents agreed that management settled 50% of their medical bills. Lastly, 235 (43.5%) respondents agreed that NP Plc settled 100% of their medical bills.

From the above, it is clear that there has been an increased medical and health care for their workers since commercialization.

Table 4.2-vi: Distribution of respondents based on duration spent on a Grade level Before Commercialization and the last time they got promoted since commercialization.

Duration spent on a grade level before commercialization			The last time they were promoted after commercialization		
Attribute	No of respondents	Percentage	No of respondents	Percentage	Total
2years	25	4.6	175	32.4	200(37.0)
3years	35	6.4	82	15.1	117(22.0)
4 years	30	5.5	41	7.5	71(13.0)
5 years	120	22.2	32	5.9	152(28.1)
Total	210	38.7	330	60.9	540(100)

It was observed that 25 respondents representing 4.6% of the sampled population indicated that they have spent an average of 2 years on a grade level before commercialization. 35 respondents representing 6.4% stated that they have spent 3 years on a grade level before -+

30 respondents representing 5.5% maintained that they have spent an average of 4 years on a grade level before commercialization. 120 respondents representing 22.2% was equally observed to have spent an average of 5 years and above.

On the other hand, 175 respondents or 32.4% was observed to have gotten promotion 2 year within the inception of commercialization

82(15.1%) respondents stated that they were last promoted 3 years since commercialization while 41(7.55) and 32(5.9%) respondents each stated that they were last promoted within 4 years and 5 years respectively since commercialization.

From the responses above, it appears that staff promotion was a calculated effort towards the promises of commercialization.

Table 4.2-vii: Distribution of respondent on implementation of car loan since commercialization

Attributes	No of respondents	Percentage
Agree	540	100
Disagree	0	-
I don't know	0	-
Total	540	100

It was observed from the above that 540 (100%) of the total sample population agreed that car loan was implemented since commercialization took place.

Table 4.2-Viii: Distribution of respondents according to the frequency of NP Plc Training programme since commercialization

Attributes	No of respondents	Percentage
More Training Programme	390	72.2
Less training programme	150	27.8
Total	540	100

Respondents were asked the frequency of their training programme since commercialization started.

From the table above, 390(72.2%) of the total sampled population indicated that they attend more training programme while 150 (27.8%) showed less training programme since commercialization policy started. This high percentage of 72.2% respondents agreed that NP Plc spends so much money in training staff.

One can therefore conclude from the above that commercialization has brought about wide opportunity for many of the staff.

Table 4.2-ix: Distribution of respondents on meals subsidy before and after commercialization

Attributes	No of Respondents	Percentage
More subsidy before commercialization	-	-
More subsidy after commercialization	540	100
Equal subsidy before and after commercialization	-	-

Respondents were asked the frequency at which their monthly meal subsidies were subsidized. No respondent admitted that more subsidy was received before and after commercialization or collected equal subsidy before and after commercialization.

It is interesting to note that all the respondents of 540 expressed that more meal subsidy is paid since commercialization. This is a good booster to improving the welfare of the workers.

Table 4.2-x: Distribution of respondents according to their responses towards the payment of their children's school fees

Before Commercialization			Since Commercialization		
Attributes	No of Respondents	%	No of Respondent	%	Total
None at all	20	4.0	30	5.0	50(9.0)
Less than 50%	80	14.8	55	10	135(25.0)
Above 50%	35	6.4	320	59.2	355(66.0)
Total	135	24.9	405	73.8	540(100)

The following responses were obtained towards payment of children's school fees.

Before Commercialization, 20(4.0%) respondents agreed not to have received any percentage of their children's school fees. 80(14.8%) respondents agreed to have received less than 50% while 35(6.4%) respondents agreed to have received above 5.0% of their children's school fees.

On the other hand 320(59.2%) respondents agreed to have received above 50% of their children's school fees since commercialization. 55(10%) respondent said that they received less than 50% while 30(5.0%) said that they have not received at all.

Table 4.2-xi: Data showing responses on staff bus scheme and car loan facility before and after commercialization

Attributes	No of Respondents	Percentage
More facility before commercialization	-	0
More facility after commercialization	540	100
Equal facility before and after commercialization	-	0
Total	540	100

Respondents were asked to compare the rate at which their staff bus scheme and car loan facility were provided by NP Plc. The above table explained that no respondents admitted that more facility was received before the policy of commercialization took effect. 540(100%) that respondents admitted that more staff bus scheme and car loan facility were provided by NP Plc after commercialization.

Table 4.2-xii: Data showing the responses on the levels of profit in NP Plc before and since commercialization

Attribute	No of Respondents	Percentage
More before commercialization	-	0
More since commercialization	480	89.0
Equal before and after commercialization	60	11.0
Total	540	100

From the above table, it shows that no respondent agreed that there is increase in the levels of profit in NP Plc before commercialization. 480(89.0%) respondents said that there is an increase in the level of profits since commercialization. 60(11%) respondents agreed that there are equal levels of profit before and after commercialization.

It is clear from the above that commercialization policy brought about increase in the levels of profit in NP Plc.

Table 4.2-xiii: Data showing the responses on whether the changing levels of profit affected the incentives of work in NP Plc since commercialization.

Attributes	No of Respondent	Percentage
Yes	480	89%
No	0	0
Indifferent	60	11
Total	540	100%

From the above table, it shows that 480 (89%) of the respondents agreed that the changing levels of profit affected the incentives of work in NP Plc since commercialization. 0(0%) of the respondent said No' while 60(11%) of the respondent were indifferent about it.

This means that a greater percentage of the sampled population agreed that the changing levels of profit affected the incentive of work in NP Plc.

Table 4.2-xiv: Distribution of respondent based on the extent at which the changing levels of profit affected the incentive of work in NP Plc since commercialization

Attributes	No of Respondent	Percentage
Completely improved the incentives	280	52
Very much improved the incentives	120	22
Improved the incentives a bit	80	15
Very much the same	60	11
Total	540	100

The above table shows that 480 (89%) of the respondents agreed that the changing levels of profit affected improved the incentives of work in NP Plc.

We can therefore deduce from the above result that commercialization has improved the worker's incentive in NP Plc due to an increase in the levels of profit in the establishment.

4.3 Test of Hypothesis

The following hypothesis from the basis of the research

- (1) The higher wages of NP plc staff is a significant function of commercialization of that establishment.
- (2) There is a significant relationship between commercialization of the Nigeria ports and duration of working hours there
- (3) There is significant relationship between commercialization of Nigeria ports and levels of profit in the organization.
- (4) Increasing levels of incentives in the Nigeria ports are a significant function of commercialization of the establishment.

In this section, the hypothesis that guided the study was tested.

Hypothesis one states that: Commercialization of the Nigerian ports Plc leads to higher wages in that establishment.

In testing our first hypothesis, the paired sample T-test was used to test the hypothesis.

Table 4.3-1: Paired Sample T-Test for Hypothesis One

Pair	Mean	Standard Deviation	Degree of freedom	t-value	Significant value
Salary before commercialization	32024.63	17949.47	539	-2.544	0.011
Salary after commercialization	34669.33	17841.07			

Ha: The higher wages of NP plc staff is a significant function of commercialization of that establishment.

Ho: The higher wages of NP plc staff is not a significant function of commercialization of that establishment.

From table 4.3-1, the T-test for paired samples shows that the significant value is 0.011. This value is less than 0.05 level of significance at which the hypothesis was tested. Therefore we reject the null hypothesis which states that commercialization of NP Plc does not lead to higher wages and conclude that there is significant difference between the mean wages of NP Plc staff before and after commercialization. This implies that commercialization of NP plc leads to wage increase among the NP Plc staff.

The result also shows that there is significant high positive correlation (0.85) between their salaries before and after commercialization.

Hypothesis 2

Ha- There is a significant relationship between commercialization of NP Plc and duration of working hours there.

Ho – There is no significant relationship between commercialization of NP Plc and duration of working hours there.

Table 4.3-2 was used to show result of the second hypothesis.

Table 4.3-2: Paired Sample T-test for Hypothesis Two

Pair	Mean	Standard Deviation	Degree of freedom	t-value	Significant value
Hours before commercialization	7.619	1.668	539	-5.584	0.010
Hours after commercialization	9.674	5.63			

Table 4.3-2 shows that the T-test for paired samples has significant value of 0.010. This value is also less than 0.05 levels of significant at which

the hypothesis was tested. Therefore we reject the null hypotheses and conclude that there is significant relationship between commercialization of Nigerian ports plc and duration of working hours there. This implies that commercialization of NP Plc leads to increase in the duration of working hours among the NP Plc as the mean working hours indicated.

Hypothesis 3

Ha – There is significant relationship between commercialization of NP Plc and levels of profit on the organization

Ho – There is no significant relationship between commercialization of NP Plc and levels of profit in the organization.

Table 4:3-3. Paired Sample T-Test Hypothesis Three

Pair	Mean	Std. Dev.	df	t-value	Sig. value
Profit before	1.793	.4058	539	12.479	.000
Profit after	1.444	.4974			

The T-test for paired samples has a significant value of .000 which is less than the 0.05 level of significant at which the hypothesis was tested. Also, the paired sample correlation coefficient .620 shows that there is a

significant positive relationship between commercialization of NP Plc and levels of profit in the organisation. Therefore we reject the null hypothesis which states that there is no significant relationship between commercialization of NP Plc and the levels of profit in that organisation and conclude that the levels of profit of the company increased as a result of commercialization.

Hypothesis 4

Ha-Increasing level of incentives in the Nigeria ports are a significant function of commercialization of the establishment.

Ho – Increasing level of incentives in the Nigeria ports are not a significant function of commercialization of the establishment

The paired sample T-test and Pearson's chi-square was used to test Hypothesis 4.

Table 4.3-4: Paired Sample T-Test for Hypothesis Four(Meal Subsidy)

Pair	Mean	Standard Deviation	Degree of freedom	T-value	Sign. Value
Meal subsidy before commercialization	1232.737 0	768.74646	539	-10.986	0.39
Meal subsidy after commercialization	2936.944 4	1752.37335			

Table 4.3-5: χ^2 test for Hypothesis 4 (Training)

Respondents	Agree	Disagree	X²-value	Sig. Value
Male	231	69	9.615	0.039
Female	159	81		

Meal subsidy and Training are the major incentives the staff of NP Plc receives according to their responses. These two incentives were therefore analyzed and used to test hypothesis 4.

The T-test results presented in Table 4.3-4 for meal subsidy has significant value of 0.039. Since this value is less than 0.05 level of significant, it means that there is significant improvement in meal subsidy.

Also, the Pearson chi-square test presented in Table 4.3-5 has a significant value of 0.039 which indicates that there is significant improvement in training since commercialization of NP PLC.

With these results, we reject the null hypothesis and conclude that the increase in the levels of incentives in the Nigerian ports plc is as a result of the commercialization of the establishment. This implies that the welfare of the staff of NP Plc has significantly improved as a result of commercialization of that establishment.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

On the objectives of this study, the emphasis was to determine whether or not there have been improvements in wages and incentives of employees of NP Plc since it assumed the status of a commercialized public liability company. In this chapter therefore, we shall give a summary of the major findings and then make appropriate recommendations.

It is noteworthy to say that since commercialization came into effect, the staff in NP Plc witnessed mass promotion given to the entire staff with a new salary framework adopted. They now spend more working hours to increase productivity. We also noticed that the management pays staff medical bills to keep them healthy and also to remain on the job. The training programme of NP Plc abroad and at home has manifested in new competencies in human and technical hence they have achieved the heights they are today. Also the staff enjoy meal subsidy (see table 4:2-ix). Evidence from the data analysis, indepth interviews and Focus Group Discussion suggests that the empirical data are supportive of the above assertions and claims.

In addition to the confirmation to this assertions got through the analysis of the questionnaire data, further confirmation came from the indepth interview (IDIs). Employees in the top, middle and low cadre of office interviewed showed that the staff are hardworking, loyal and dedicated. No wonder they said “---you rarely have resignation of appointment as we are comfortable and will not like to miss all the goodies we are enjoying”. (Nigerian ports Plc Handbook 1995 p. 83). Infact workers are pleased with the management on welfare services. The industrial relations between the management and staff is also harmonious.

5.2 Findings of the study

Our findings are therefore thus

- (a) Commercialization of NP Plc has led to an increase in the duration of working hours among the NP Plc staff. The implication of this is that this led to increase in productivity, competencies and performance. On the other hand, the longer hours put in brings about fatigue, dissatisfaction and marginal diminishing returns.
- (b) Commercialization of NP Plc has led to higher wages among the NP Plc staff. These higher wages invariably motivate the workers and

increase output and productivity. Also attracts more qualified workers who are competency-based.

- (c) Commercialization of NP Plc has led to more incentives among the NP plc staff. The incentive here includes training in local and abroad, meal subsidy, payment of medical bills, transport subsidy and educational subsidy etc. This implies that the welfare of the workers has significantly improved.
- (d) Commercialization of NP Plc has led to increase in the level of profit of the company.

5.3 Recommendations

Following the above findings, the researcher therefore made the following recommendations:

- Training shall be a regular phenomenon. Appraisal shall be carried out to identify areas that need improvement and development towards the aims and objectives of the organization. Eg. Globalization and its effect on the operation of NP Plc
- The NP Plc Staff buses are broken down and allowed to fallow. They should be refurbished and put back to use. The transport subsidy is

prone to abuse as staff come late to office with all kinds of excuses eg “Go-slow” thereby loosing useful man hours.

- Concession policy is becoming a conflict point. There shall be adequate enlightenment/seminars on the part of all stakeholders on which ways forward; also, to sensitize the entire market and not just the elitist market.
- There should be seminars/workshops to those retrenched towards a new life. Also, every entitlement should be paid immediately to enable them engage in something useful.

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APPENDIX ONE

QUESTIONNAIRE SCHEDULE

School of Post- Graduate Studies,
Faculty of Social Science,
Department of Sociology and Authority,
University of Nigeria, Nsukka.

Sir/ Madam,

I am a Master of Science (MSc) degree candidate of the above named department and University. I am carrying out M.Sc Research on the commercialization and workers' remuneration, A study of Nigerian Ports Plc. You are expected to respond to the following questions. Your responses shall be treated in absolute confidence as your name will not be demanded.

The questionnaire is divided into two sections, in section one, you are required to give information on your personal data while in section two, you are to indicate by ticking in the appropriate boxes your responses to the following questions.

SECTION 1

- 1) Sex: (a) Male (b) Female.....
- 2) What is your highest Education attainment? (a) Primary Education.....
(b) Secondary Education (c) Tertiary Education
- 3) How long have you been working with NP plc? (a) 5years - 9years....
(b) 10-15 years(c) 16 years and above
- 4) What is your present cadre/level in office? (a) Junior Staff
(b) Senior Staff.
- 5) Which income group do you belong to? (a) Low income group
(b) Middle income group (c) High income group.....

SECTION 2

- 1) Are you aware that Nig. Ports Plc have been commercialized?
(a) Yes..... (b) No.....
- 2) If yes, when did it take place?.....
- 3) How many hours did you spend at work before commercialization?.....
- 4) How many hours do you spend at work after commercialization?.....

- 5) How would you compare your workload?.....
 - i) Before commercialization. More Less.....
 - ii) After commercialization More Less.....
- 6) What was your basic salary per month before commercialization?.....
7. What is your monthly salary like after commercialization?.....
8. What percentage of your medical Bills was settled by NP Plc
before commercialization.....
 - i. None.....
 - ii. Below 50%.....
 - iii. 50% and above
 - iv. 100% and above.....
9. What percentage of your Medical Bill is currently paid by NP Plc?
 - i. None.....
 - ii. Below 50%.....
 - iii. 50% and above
 - iv. 100% and above.....
10. Car loan was implemented and paid since commercialization took
place.
Agree.....Disagrees.....I don't know.....

11. When was the last time you were promoted since commercialization took affect.

- i. 2 years ago.....
- ii. 3 years ago.....
- iii. 4 years ago.....
- iv. 5 years ago.....

12(a). How would you compare your training programme now?

- i. More before commercialization
- ii. Less before commercialization
- iii. More after commercialization
- iv. Less after commercialization

12(b) Do you attend courses?

- i. Yes
- ii. No.....

13(a). How much were you paid as monthly meal subsidy before commercialization?.....

13(b) How much are you paid as meal subsidy now?.....

14a) What percentage of your children's school fees were paid by NP plc before commercialization?

b) What percentage of your children's school fees is being paid by NP Plc since commercialization?

- i) None at all.....
- ii) Less than 50%
- iii) Above 50%.....

15) How would you compare your staff bus scheme?

- i) Less buses before commercialization.....
- ii) More buses before commercialization.....
- iii) Less buses after commercialization.....
- iv) More buses after commercialization.....

16) How would you compare car loan facility provided by NP plc management?

- i) More before commercialization
- ii) Less before commercialization
- iii) More after commercialization
- iv) Less after commercialization

17) Commercialization brought about better training policies and opportunities

Agree Disagree

18) How would you access the levels of profit in NP Plc?

- i) More before commercialization
- ii) Less before commercialization
- iii) More after commercialization
- iv) Less after commercialization.....

19. Do you think that the changing levels of profit affected the incentives of work in NP plc

- i. Yes.....
- ii. No.....
- iii. Indifferent

20. If your answer to question 19 is yes, to what extent has the changing levels of profit affected the incentives of work in NP plc.

- i. Completely improved the incentives.....
- ii. Very much improved the incentives
- iii. Improved the incentives a bit.....
- iv. Very much the same

APPENDIX TWO

Indepth Interview Guide for Workers of NP Plc

1. Introduction (Topic, Moderator, Modality for conducting the ID)
2. Socio-demographic data: sex, age, marital status, educational qualification carder of office Major Questions
3. Are you aware that Nigerian ports Plc has been commercialized? (If yes, probe for when it took place (If No, probe to know why)
4. What would you say about your work load since commercialization compared to the time prior to commercialization.
5. Has commercialization of NP Plc affected your wages and salary in any way (If yes, how?)
6. How would you assess the incentives of work in NP Plc since commercialization?
7. How would you assess the services of NP Plc since commercialization?
8. How regular has your promotion been since commercialization of NP Plc?
9. Do you think that commercialization has made a positive impact on the welfare of workers in Nigeria?
(If yes, Give reasons)
(If No, Give reasons)

Thanks you very much for your time and patience.

APPENDIX THREE

Focus Group Discussion Guide for Workers

A Topic to be covered:

- I The year that Nigeria ports PLC was commercialized
- II Discussions on workers welfare packages before and after commercialization
- III Views on the effect of commercialization (whether positive or negative)

B. Discussion Guide

- I Introduction and warm-up
- II Assurance of confidentiality
- III Permission to record discussion
- IV Opening remarks

We are here to hold discussion with you on issues concerning the welfare of workers in Nigeria ports PLC since it was commercialized. We know nothing about the welfare or the problem of workers here. Therefore, it will be appreciated if you tell us all you know on these

issues, as we shall be relying on you to learn more on these issues. Whatever we learn from you today will help in designing future worker's welfare programmes for you and other enterprises.

To aid in remembering what you say, there will be tape-recording of our discussions, if you permit. This will be compared with the notes to be taken by my colleague here.

Before we start, we may need to know each others name, what we do and our carders of office

1. General introduction of all present
2. Are you aware that NP PLC has been commercialized? (If yes, probe to know when it took place) (If No, probe to know why).
3. How would you compare your work load before and after commercialization?
4. Has commercialization of NP PLC affected your wages and salary in any way?(Probe to know how)
5. Has commercialization of NP PLC affected your welfare packages in any way? (Probe to know how)
6. How often does your promotion come before the commercialization of NP PLC?

7. How would you assess the regularity of your promotion since commercialization of NP PLC?
8. How would you assess the services of NP PLC since commercialization?
9. In your own opinion, has commercialization made a positive impact on the welfare of workers in Nigeria? (If yes, support with reasons) (If no, support with reasons).