

Administrative Policies and Service Delivery of Power Holding Company of Nigeria (PHCN): Constraints to Regular Power Delivery

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Abstract

The study examined the service delivery strategies and procedures guiding the operations and activities of Power Holding Company of Nigeria (PHCN) Ibadan Zone and analyzed the effect of administrative policies on service delivery. These were with a view to contributing to the understanding of administrative policies and procedures of PHCN and also provide information on service delivery strategies adopted by the firm. Data were obtained from both primary and secondary sources. 2 sets of questionnaire were administered on all the categories of staff in the three selected business units through purposive sampling technique, representing the nineteen business units in Ibadan zone of PHCN. A total of 311 copies of the questionnaire were administered in the first instance and 232 copies on second attempt while the response rate were 90% and 85% respectively. The sets of questionnaire were analyzed and presented in this study. Secondary data were extracted from conditions of service booklet, relevant text books, and official publications of the organization, reports, as well as internet sources. Data were analyzed using descriptive and inferential statistics such as correlation, ANOVA, and regression analysis. The results showed that there were existing service delivery strategies. This was attested to by respondents in the organization. However, there was no clear standard for implementation. The strategy being used then at initial stage was centralization, whereby all activities and instructions were coordinated centrally from the national office (Abuja). Later it was decentralized into Zones and Business Units as well as Undertaking Offices that were very close to the customers in order to serve them better. The organ gram of the organization served as another strategy being used to ensure efficient service delivery. The top managers were in charge of the policy and decision making, the middle managers (Senior Managers) manage, coordinate and direct the affairs of the organization based on the decision of the top managers. The local managers are the Service Managers (with other staff under them) who actually implement the policies as directed by the Middle Managers. While examining the policies and procedures of PHCN, the findings showed that there were good administrative policies and procedures guiding the operations of PHCN. However, the staff were not well oriented and properly trained for the implementation. The adequacy of the policies and procedures only existed on paper but faulty at implementation stage. This revealed that there was no clear cut procedure for policy implementation which eventually resulted into inability of the organization to achieve service delivery objectives. The study also revealed that there was strong and significant relationship between administrative policy and service delivery. Some of the administrative policies which had significant relationship with service delivery were training, customer care, safety measures, monitoring mechanism, data management, and maintenance. Of all these variables, training and monitoring mechanism contributed significantly to service delivery. The study concluded that the administrative policy was not popular among the staff. Procedures for service delivery were not properly established and as a result, the procedures and strategies were found to be full of lapses, ineffectiveness, and inefficiency.

Key Words: Administrative Policies, Service Delivery, Procedures, Strategies

1. Introduction

Electricity, otherwise generally referred to as the power of a nation, is as essential to the nation as blood is to a man. It is the life-line of any nation's development and support for developmental features of a nation like communication, manufacturing, industry, agriculture, defense, transport, telecommunication among others. Every man uses electricity in one form or the other each day from common lighting in homes and offices, powering of both electrical and mechanical gadgets to big industrial, medical, educational, social, and political uses (Odenike, 2010).

Electricity and economic development are closely connected. It is recognized that the presence of stable electricity supply has contributed immensely to the development of many economically advanced countries (Chuma, 2006). This relationship is even more heightened by the fact that electricity consumption has become one of the indices for measuring the standard of living of a country thus making the energy sector a very critical one to the economic, industrial, technological, and social development of any country. The expected growth of Nigerian economy and realization of its planning and managerial objectives will be highly dependent on the performance of the power sector and consequently the effectiveness and efficiency of its ability to meet the growing demand of power supply, (Igbokwe and Emengini, 2004). In line with Sambo (2008), the history of electricity in Nigeria dates back to 1896 when electricity was first produced in Lagos, fifteen years after its introduction in England. Despite the fact that its existence in the country is over a century, its development has been at a slow rate. In 1950, a central body was established by the legislative council, which transferred electricity supply and development to the care of the central body known as the Electricity Corporation of Nigeria, (ECN) now defunct.

Other bodies like Native Authorities and Nigeria Electricity Supply Company (NESCO) had licenses to produce electricity in some locations in Nigeria. Another body known as Niger Dams Authority (NDA) was established by an Act of Parliament. The Authority was responsible for the construction and maintenance of dams and other works on the River Niger and elsewhere generating electricity by means of water power, improving and promoting fish brines and irrigation. In the early 1960s, the Niger Dam Authorities (NDA) and Electricity Corporation were amalgamated to form the Electricity Corporation of Nigeria (ECN). Then immediately after the Nigerian civil war, the management of ECN changed its nomenclature to National Electric Power Authority in line with Decree No 24 of April 1972 (Wikipedia, the free encyclopedia).

The Power Holding Company of Nigeria (PHCN), formerly known as National Electric Power Authority (NEPA) incorporated under the Companies and Allied Matters Act CAP C20: Laws of the Federation of Nigeria, 2004 (PHCN condition of service, 2010) is an organization governing the use of electricity in Nigeria. Despite the vital contributions of the organization to the development of the nation, the sector faces some significant and wide ranging hurdles most especially in the areas of distribution and supply of electricity to the end users in Nigeria.

Over the years, the absence of stable electricity has had adverse effects on growth and development of the Nigerian economy. One of the fall outs of this is the increased cost of doing business in the country, which in turn had resulted in scaring potential investors away, (World Bank, 2002). In the past few decades, the demand rate compared with electricity generation and distribution rate is at variance, hence the serious setback in the economic development. Studies and experiences have shown that power generation in the country has been dismal and unable to compare with what obtains in smaller African countries (Emeka, 2008).

Studies on power distribution to the industrial sector in Nigeria showed that due to poor management, an average daily power outage in the industrial sector increased from 13.3 hours in January 2006 to 14.5 hours in March 2006. In a worsening experience, the outage increased to 16.48 hours per day in June 2006. In other words, power distribution in the month of June 2006 to the industrial sector, on the average was 7.52 hours per day (Ajanaku, 2007). The Federal Government of Nigeria in the time past has made some efforts to improve power generations and ensure uninterrupted power supply to the nation. In her drive to achieve the goal of increasing generation capacity, the federal government increased the involvement of foreign participation in the electric power sector through Independent Power Producers (IPPs) to generate electricity and sell it to Power Holding Company of Nigeria (PHCN). In June 2001, there was the commissioning of 270 MW (9 units of 30 MW power plants) by Enron, into the national grid. This was followed in May 2005 by Agip's 450 MW plant located at Kwale in Delta State. The NNPC and its JV Partners- Conoco Phillips and Agip- provided the \$480 million to construct the plant. State governments were also not left out in the commissioning of major power plants to increase generation, including River State, which contracted Shell Petroleum Development Company (SPDC) to expand the 700MW Afam station.

In addition to the above, 14 (fourteen) hydroelectric and natural gas plants were planned for completion by 2010 as at then. China's Exim Bank Su Zhing and Sino Hydro committed themselves to funding the Mambila (3,900-MW) and Zungeru (950MW) hydroelectric projects respectively. In addition, the Nigerian National Petroleum Corporation (NNPC), in a joint venture with Chevron Nigeria Limited constructed a 780-MW gas-fired thermal plant in Ijede, Lagos. The project was constructed in three phases, with the first two phases having capacity of 256MW each (Emeka, 2008). All these and more were the efforts that the federal Government put in place to improve the situation in the electric power sector. Despite all these, the electricity supply is still epileptic. The sector, too many Nigerians, has really disappointed its anxious and dejected customers. With all the efforts made towards efficient power generation, which for electric utilities, it is the first process in the delivery of electricity to consumers or customers, the subsequent transmission and distribution of the generated power should be accorded the necessary attention it also requires. Not only this, efficient functioning of the already available and anticipated generated power cannot be achieved without proper record keeping, monitoring of the transmission and distribution network system (Igbokwe and Emengini, 2004).

However, beyond generation, administrative policies and procedures are very crucial and important dimensions to good service delivery of the power sector. They require the needed attention for any organization to run an efficient day-to-day operation and to manage and develop its service effectively. It is important to acknowledge the substantial base of successful practice of administration which must be put in place to carry out all the necessary actions as well as operations that will actually fulfill the objective, goals and existence of such organization. Therefore, this study appraised the administrative policies and procedures of Power Holding Company in Dugbe, Molete, and Osogbo Business Units of Ibadan Zone and ascertained their effects on service delivery.

2. Literature Review

Management is the process of working with people and using other organizational resources to achieve organizational objectives effectively using limited resources efficiently in a changing environment. It refers to the coordination of all resources through the processes of planning, organizing, influencing, and controlling in order to attain stated objectives (Certo, 1997). The Oxford Dictionary defines administration as 'an act of administering' which is then 'to manage the affairs of' or 'to direct or superintend the execution, use or conduct of', while management is; 'to conduct, to control the course of affairs by one's own action, to take charge of'. These two words 'administration' and 'management' in the narrow sense are shorthand descriptions of an activity or a function. It does not matter what a person or a function is called, if the work is done. Public servants increasingly see themselves as managers instead of administrators. They recognize their function as organizing to achieve objectives with genuine responsibility for results, not simply as following orders.

However, as sweet and real the above statements appear, the realities of the statements are farfetched in Power Holding Company of Nigeria (PHCN). However, the word 'manager' is used by the management but the expected result has seemingly been a big mountain that cannot be climbed.

In as much as we need the managers, likewise the need for trained personnel ‘administrators’ to execute appropriately the mind of the managers. Without the combination of these two, satisfying the customers may be difficult to achieve. A policy is a statement of intent, and is implemented as a procedure or protocol. Lloyd and Byars (1984) defined it as guides to action that outline the framework within which objectives are established and strategies are selected and implemented. Policies are generally adopted by the Board of or senior governance body within an organization whereas procedures or protocols would be developed and adopted by senior executive officers. It can assist in both subjective and objective decision making. Policies to assist in subjective decision making would usually assist senior management with decisions that must consider the relative merits of a number of factors before making decisions and as a result are often hard to objectively test e.g. work-life balance policy. Policies are there to assist in objective decision making and are usually operational in nature and can be objectively tested e.g. password policy. Lloyd and Byars (1984) further stressed that policies help to ensure that all units of an organization operate under the same ground rules. They facilitate coordination and communication between various organization units. The term may apply to government, private sector organizations and groups, and individuals. Policy is intended to affect the ‘real’ world, by guiding the decisions that are made. Whether they are formally written or not, most organizations have identified policies. An administrative policy is characterized by the following criteria:

- It is a governing principle that mandates or constrains actions.
- It has institution-wide application.
- It helps ensure compliance with applicable laws and regulations and enhances the organization's mission, promotes operational efficiencies, or reduces institutional risk.
- It changes infrequently and sets a course for the foreseeable future.
- It is approved by the President or his/her Designee.

Organizations use administrative policies and procedures to establish minimum standards for all employees and business units. These written guidelines address a wide range of topics, from personnel concerns and organizational spending to safety and record keeping. Administrative policies serve as guideposts for all personnel, but especially for administrators and managers who perform many executive tasks. Policies typically govern how money is appropriated, budgeted, and spent; explain how employees are held accountable for their spending and operational activities. An employment policy may state the company’s commitment to equal employment opportunity and to following standardized practices in hiring and managing personnel.

It is a well known fact that no business can exist without customers (Adrian, 2002). Customer service is of vital importance. It is the corner stone of a solid, thriving business. It is a confirmed fact that it costs six to thirty times more to get a new customer than it does to service and maintain the satisfaction and loyalty of an existing customer. It is one of the strengths a small business has, and by emphasizing customer service, one can compete with larger companies who may offer more variety, lower prices and other packages you can’t afford.

Customer service operation is an aspect of marketing or any business operation that takes care of the existing customer to maintain, retain and at the same time targeting noncustomers. It may be provided by a person (e.g. sales and service representative), or by automated means called self-service. Customer service is normally an integral part of a company’s customer value proposition. Good customer service, simply put is at the core of the success of many companies. However, Customer service isn’t enough anymore. The times have changed. The customers have changed. The minimum goal now is customer care and satisfaction. Customer service involves measuring customer satisfaction levels, improving enterprise –wide support and response times, and managing customer data to look for buying or complaint trends. As such, customer service is business requirement that impacts an organization at just about every level. Selling in the environment requires more than just knowing your product, believing in it, and your services are not enough to project your self confidence. Selling has become customer centered, not product centered. Customers don’t care how much you know about your product until they know how much you care about them. The optimal aim of having customer service is to ensure customer care and satisfaction.

According to Turban (2002), “customer service is a series of activities designed to enhance the level of customer satisfaction. That is the feeling that a product or service has met the customer expectation.” Excellent customer service could also be defined as the ability of an organization to constantly and consistently exceed the customer’s expectation. The minimum goal is to exceed the customer’s expectation every time. In these days of competitive markets, the business that excels at customer service is the one that will not only maintain their position, but is about growing. One could answer the question “what is customer service” by saying that it is about “exceeding” the expectations of the client, not just satisfying them. This is not just about the product or service that you are selling; it’s about looking after the people who you render service to. As far as customers are concerned they want organizations to be reliable, responsive, assuring, empathizing and tangible in providing the service unto them. As a result of this, customers today are not just treated as consumers but as kings. In fact, some even treat them as second god. Hence, many companies and parastatals throughout the world go through various reforms just to make sure they are able to convince the customers to have return sales.

Nigeria as a country is not an exception to this global reformation in the business world. Both the public and private are currently experiencing different reformations. For example, various activities and reforms have been introduced in the banking sector of our economy which indeed has brought a lot of joy into the faces of people because of the improved customer service and satisfaction. However, we still have some public enterprises and parastatals that are yet to be online or are still lagging behind as far as customer care or satisfaction is concerned. One of such is Power Holding Company of Nigeria (PHCN). Anyone who touches the customer either directly or indirectly is providing a level of service. This includes the people in such varied roles (for example in PHCN) as: management, metering staff, faults crew, billing-clerks, front desk (receptionist) and customer service team members. Bottom line: service is everybody’s responsibility.

The service chain includes all people and functions that link up to final delivery to the customer. To find out who starts the chain and at the end who delivers the product to the customers? Then ask who provides a product or service to that person? Continue tracing it back to the originator, and then we have service chain. Fadare (2008) identified different factors that can affect staff -customer relationship with an emphasis on the attitude and perception of such personnel. Any customer service personnel for effective and efficient service delivery must be well trained to manage his or her personal problem, have right and positive perception to people's reaction which on the long run will help such personnel to have positive attitude to work as well as the customers. Customer service is an important part of the fulfillment function, ensuring that customers will buy again and or continue to be good customers. In addition, it involves those activities that enhance or facilitate the purchase and the use of the product. A growing number of organizations are giving attention to customers' service. Financial institutions, hospitals, public utilities (such as PHCN), airlines, retail stores, restaurants, face the problem of gaining and retaining the patronage of customers.

3. Theoretical Framework

This paper adopted Bryson Model of Strategic Planning. Bryson (1988) put forward an eight –step model, one which did owe a great deal to the private sector model. Although there could be some quibble as to the sequence of particular points, it provided a suitable list of points to enable a strategic plan to be formulated. Below are the steps:

- initiating and agreeing on a strategic planning process;
- identifying organization mandates;
- clarifying organization mission and values;
- assessing the external environment (opportunities and threats);
- assessing the internal environment (strengths and weakness);
- identifying the strategic issues facing an organization;
- formulating strategies to manage the issues;
- and establishing an affective organization vision for the future.

This model was derived from the private sector but with some variations to allow for the public sector context.

Managing internal components has to do with the following:

- (i) Organizing and staffing: in organizing, the manager establishes structure (units and positions with assigned authority and responsibilities) and procedures for coordinating activity and taking action). In staffing, he tries to fit the right persons in the jobs.
- (ii) Directing personnel and the personnel management system: the capacity of the organization is embodied primarily in its members and their skills and knowledge. The personnel management system recruits, selects, socializes, trains rewards, punishes, and exits the organization's human capital, which constitutes the organization's capacity to act to achieve its goals and to respond to specific directions from management.
- (iii) Controlling performance: various management information systems- including operating and capital budgets, accounts, and reports assist management in making decisions and in measuring progress towards objectives.

Managing external constituencies: This has to do with dealing 'external' units of the organization subject to some common authority; most general managers must deal with general managers of other units within the larger organization above, laterally and below to achieve their unit's-objectives. Another thing to do is dealing with independent organizations; these are agencies from other branches or levels of government, interest groups, and private enterprises that can affect the organization's ability to achieve its objectives. Also required for managing external constituencies is dealing with the press and the public whose action or approval or acquiescence is necessary. From the above ongoing discussions four major points can be summarily deduced as elements of successful strategies;

- goals that are simple, consistent and long term in nature
- profound understanding of the comprehensive environment
- an objective appraisal of the resources;
- And effective implementation. This is presented in figure 2.1

Service Strategy and Systems

A well conceived service strategy includes three important elements:

- a) market research to discover the customers' needs and wants
- b) a clear vision of the firms reason for being
- c) Clearly stated beliefs and values that guide the enterprise (Altercht and Zemke 1985).

Many organizations are creating a written vision or mission statement that directs the energies of the company and inspires employees to achieve greater heights. The creation of a sound set of beliefs, and values can give stability to an organization. Customer service priorities also become clearer. Chairman of A.G Edwards and sons inc. the seventh-largest securities firm in the nation says, following the golden rule is still the best way to achieve in business (Kegley, 1990). This attitude he said has had a positive influence on the company's 7400 employees. Service systems are made up of all the various practices and procedures that personnel can use to meet customer needs. Customer friendly systems are designed to make things easy for customers.

Complaints should be handled in a timely fashion. Returning or exchanging products should not be difficult. Request for assistance should be handled in a courteous and efficient manner. Customer friendly systems advance and build customer loyalty. In many cases, the customer's first impression of an organization comes during contact with front line people.

The cashier at the supermarket, the receptionist at the doctor's office, and the front desk clerk at hotel or any other public office has the first opportunity to serve the customer. Unfortunately, too often those employees earn low pay, receive little formal training, and are given little recognition for the important duties they perform. The best front line employees are both competent and caring. They have a certain level of maturity and possess the social skills needed to build customer loyalty. Service firms until recently lagged behind manufacturing firms in their use of marketing. Many service business are small (shoe repair, barber shops) and do not use formal management of marketing techniques. There are also professional service business (law and accounting firms) that formerly believed it was unprofessional to use marketing. However, things are changing seriously and some firms are facing lots of problem with their customers and so they are in search of the strategies to use. The following are some of the strategies that may be applied:

Managing Differentiation: Service marketers frequently complain about the difficulty of differentiating their services. The deregulation of several major service industries, communications, transportation, energy (e.g PHCN), and banking precipitated intense price competition. The Alternative to price competition is to develop a differentiated offer, delivery, or image. The offer can include innovative features. What the customer expects is called the primary service package and to this can be added secondary package which is appropriate delivery. The service company can hire and train better people to deliver its service. Apart from this, it can also develop a more attractive physical environment in which is to deliver the service. The image differentiation can be done through symbols and branding.

Managing Service Quality: A service firm may win by delivering consistently higher-quality service than competitors and exceeding customers' expectation. These expectations are formed by their past experiences, words of mouth and advertising. After receiving the service, customers compare the perceived service with the expected service. If the perceived service meets or exceeds their expectations, they are now the provider again.

Satisfying Customer Complaints: According to Kotler (2000), studies of customer dissatisfaction show that customers are with their purchases about 25 percent of the time but that only 5 percent complain. The other 95 percent either feel that complaining is not what worth the effort, or that they don't know how or to whom to complain. Of the 5 percent who complain, only about 50 percent report a satisfactory problem resolution. Yet the need to resolve a customer problem in a satisfactory manner is critical. On average, a satisfied customer tells three people about a good product experience, but the average dissatisfied customer gripes to eleven people. If each of them tells still other people, the number of people exposed to bad words of mouth may grow exponentially. Nonetheless, customers whose complaints are satisfactorily resolved often become more company loyal than customers who were never dissatisfied. About 34 percent of customers who register major complaints will buy again from the company if their complaints are resolved, and this number rises to 52 percent for minor complaints. If the complaints are resolved, between 52 percent (major complaints) and 95 percent (minor complaints) will buy again from the company.

Satisfying both employees and Customers: Companies who excellently managed their service believe that employee relations will affect service relations. Management carries out internal marketing and provides employee support and rewards for good performance. Management often audits employee job satisfaction. However, unhappy employee could turn out to be a "terrorist" as observed by Karl Albrecht (1985). Another school of thought said that if a company hopes to satisfy its esteemed customers, then company employees have to be made number one. An important aspect of satisfying employees is to render assistance to them where ever and whenever possible in any area of their life, most importantly outside the office. As employees put a higher premium on the family time, companies are offering more flexible work schedule.

4. Methodology

The study area is Ibadan Electricity Company (Ibadan Zone) of PHCN, comprising, Oyo, Osun, Ogun, part of Kwara, Kogi and Ekiti States with a total number of nineteen business units as at 2011. Before this period, it used to be twelve business units. There are so many areas by which the organization touches or affects the customers, such as the metering system, billing system, fault clearing, and payment or cash collection. Also, there is customer care center as well as customer investigation office. Due to time and other major constrains, the subjects of focus will be the metering system, fault clearing, and billing operations.

The study population for this research covers three major Business Units in Ibadan Zone. These are Dugbe, Molete and Osogbo Business Units. The justifications for selecting these business units are because they fall within the state capitals and they have combination of the different types of customers of PHCN which include commercial, industrial, and residential customers. The study involved each of the Customer Service Officers of the Business Units, as well as staff in the marketing, distribution, customer care, metering, and other staff who relate directly with customers in the Company. Others included customers from each of the Business Units who have had regular dealings with PHCN representing the following categories: residential, commercial, and maximum demand or industrial are also included in the study sample. The total population of the staff in the study areas is 738. Dugbe Business Unit has 245, Molete is 233, and Osogbo is 260. Three business units in the whole study population of nineteen business units were purposively selected because of their similarities; samples proportional to their population was used in gathering information from the staff while some customers were interviewed. Both primary and secondary sources of data collection were employed for the study. The primary data were sourced through administration of questionnaire; conduct of in depth interview and observation methods.

A total of 311 copies of questionnaire were administered to the staff in the areas of study in Ibadan zone, that is, 103(33.2%) staff at Dugbe, Molete 98 (31.6%) and Osogbo 110 (35.2%) staff. A total of 21 respondents were interviewed. These respondents were the representatives of the three categories of customers in the study areas in Ibadan zone.

These customers were very important since they were at the receiving end of the service delivery of PHCN. The three business units were visited during the official hours to observe the mode of operations at the undertaking offices as well as customer care centers. Secondary Data on variables such as the administrative policies, procedures as well as the strategies guiding the service delivery operations of PHCN Ibadan zone were sourced from books, articles, PHCN news journals and official publications of PHCN as well as internet. The data generated were analyzed using descriptive analysis with the data presented using tables and charts. Inferential data analysis utilized includes Correlation, ANOVA, and Regression Analysis with the aid of Statistical Package for Social Sciences, (SPSS) Version 20.

5. Results

The Goal of the PHCN

The goal of the charter is to continuously improve their service to customers: realize full payment for timely, accurate, and complete billing of electricity delivered: institutionalized business and commercial orientation among the work-force. Gradually close the gap between demand and supply by the year 2007 by rehabilitating, upgrading, and expanding, generation, transmission, and distribution of infrastructures: improve skills and motivation of staff. (PHCN Customer Service Charter)

Customers' rights and obligations

- i. Customers will always be informed of national and local load shedding or other forms of extended outages through announcements on radio, television, and or print media or any other appropriate information media.
- ii. When not load shedding, every customer to be guaranteed electricity supply for at least 15 hours every day.
- iii. To be appropriately metered and promptly connected to PHCN network within 4 weeks of payment of the statutory fees, for connection not requiring network extensions.
- iv. To be provided with bills, based on proper tariff for electricity consumed, within the billing month.
- v. Customers will be allowed up to maximum of two (2) weeks from date of bill delivery to settle outstanding bills from disconnection.
- vi. Customer is expected to see it as a civic obligation to protect PHCN installations
- vii. To receive a response within 6 hours of reporting a fault or complaint.
- viii. To be able to demand to know the identity of every PHCN personnel who visits the customer's premises or has contact with a customer, through the official uniform with name tag or identity card.
- ix. To be treated courteously and not to keep waiting longer than necessary when in PHCN office for business
- x. To have free access to PHCN customer care at all times.
- xi. To assist management in the ongoing drive to improve service by not hesitating to report any form of misconduct by any PHCN staff, with relevant particulars of such staff, to the head of the local PHCN office. Special precautions will be taken to protect customers who make such reports.
- xii. Demand a receipt for ANY form of payment to PHCN staff for materials or service and to be able to verify authenticity of such receipts through the nearest Customer Care Centre.
- xiii. Letter of acknowledgement to the complainant within 5 working days; Response to complaints within 10 working days; Final redress and disposal of the case within 15 working days.
- xiv. To be able to demand to know the identity of every PHCN personnel who visits the customer's premises or has contact with a customer, through the official uniform with name tag or identity card.

PHCN Obligations to Customers

PHCN is expected to provide electricity of adequate quality to all customers with an availability of at least 15 hours every day and to deliver credible bills to all customers within the billing month:

- i. Ensure accurate application of all customers' meters at least once in three months.
- ii. Process all new application for supply, to metering and billing stages, within four weeks after payment.
- iii. Publish tariff table for the information of all customers periodically in the national dailies.
- iv. Establish Customer Care Centers in all business units in every one of PHCN's Business Units.
- v. Publish contact telephone numbers for Customer Care Centers Service Staff, local management and Headquarters Management, Ensure continuous improvement in customer service Benchmarks.
- vi. Provide suggestion boxes at all PHCN service locations for feedback from customers on PHCN's service quality
- vii. Treat every customer issue with diligence and respect.

Correlation Matrix for Service Delivery and Administrative Policy

	Service delivery	1	2	3	4	5	6	7	8	9	10
Service delivery	1										
Training	0.317**	1									
Customer care	0.239**	.474**	1								
Fault clearing	0.302**	.370**	.543**	1							
Safety	.339**	.349**	.455**	.592**	1						
Monitoring mechanism	.359**	.327**	.485**	.486**	.557**	1					
Personnel policy	.253**	.439**	.530**	.453**	.438**	.359**	1				
Data management	.285**	.464**	.502**	.482**	.441**	.552**	.521**	1			
Meter procurement	.301**	.369**	.441**	.492**	.497**	.525**	.409**	.471**	1		
Power supply	.338**	.427**	.458**	.614**	.547**	.466**	.503**	.470**	.523**	1	
Maintenance	.395**	.415**	.509**	.683**	.590**	.552**	.476**	.542**	.563**	.757**	1

** Correlation is significant at the 0.01 level (2-tailed).

Regression analysis was carried out to determine the extent and effect of administrative policy on service delivery. Out of all the variables considered, the result showed that training (t=2.413, p ≤ 0.05) and monitoring mechanisms (t=2.432, p ≤ 0.05) contributed positively and significantly to service delivery of PHCN. The model summary of the analysis revealed the coefficient of correlation (r=0.462) and determination (R²=0.213) which implied that the independent variables explained 21.3% of the factors affecting service delivery within the system. The analysis of variance also showed that these variables made significant contribution to service delivery of PHCN (F=5.869, p ≤ 0.01).

Regression Analysis for the Effect of Administrative Policy on Service Delivery

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Sig.
		B		Beta		
1	(Constant)	.933	.235		3.980	.000
	Training	.263	.109	.189	2.413	.017
	Customer care	-.156	.128	-.107	-1.220	.224
	Fault clearing	.068	.146	.044	.464	.643
	Safety	.168	.131	.113	1.279	.203
	Monitoring mechanism	.291	.120	.222	2.432	.016
	Personnel	.023	.114	.017	.202	.840
	Data management	.015	.116	.011	.130	.897
	Meter procurement	.042	.110	.032	.386	.700
	Power supply	.099	.132	.067	.753	.453

Table 4.19: Model Summary of the Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.462 ^a	.213	.177	.87442

Analysis of Variance of Factors Influencing Service Delivery in PHCN

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	40.389	9	4.488	5.869	.000 ^b
	Residual	149.100	195	.765		
	Total	189.490	204			

Indicators of Service Delivery in PHCN

	Frequency	0	1	2	3	4	WA
Increased revenue	225	5.3	10.2	5.8	44	34.7	2.08
Reduced complaints	224	8.9	22.8	8.9	39.7	19.6	2.62
Improved power stability	224	8	22.3	9.8	36.2	23.7	2.55
improved customer relation	223	4.5	14.8	17	39	24.7	2.35
Fault clearing speed	225	7.6	21.3	11.6	29.8	29.8	2.47
Meter issuance	223	13	26	12.1	29.1	19.7	2.83
Quality of billing	221	5.9	17.6	11.3	37.6	27.6	2.37

0=SD, 1=D, 2=Indifference, 3=A and 4=SA

Key: SD= Strongly Disagree D= Disagree A=Agree SA=Strongly Agree

6. Major Findings

Findings for Objective one: investigate the service delivery strategies of PHCN in Ibadan zone

1. To start with, 78.8% out of the staff in Power Holding Company of Nigeria (public organization) in the study areas of Ibadan zone have no certificate in public administration.
2. Most of the staff confirmed the existence of strategies for service delivery but the strategies are not clearly written for implementation. Staff could not lay hand on any written strategy to serve as guide to them in delivering the adequate expected service. The sources of the available strategies are inconsistent because some were said to be national while some at the zone level and some at the district or undertaking levels. All of them are based on individual perception, depending on the exposure and initiative power of the leadership at those levels.
3. Assessing the effectiveness of the policies and the strategy as far as provision of electricity is concerned: From the responses, it was discovered that actually there are policies and procedures that make provision for adequate supply in principle but not in practice or implementation according to 62.2% of the staff. The existence of the policy on paper is also confirmed in the customer service charter, “when not on load shedding, every customer will be guaranteed electricity supply for at least fifteen hours of everyday”
4. However, cross checking the effectiveness of the implementation of the policy, 90% of the customers interviewed confirmed that they hardly have supply of electricity for good consecutive one hour and not more than three to four hours daily especially in Molete and Dugbe business units. 10% confirmed a better supply of at least 10 hours daily in Osogbo business unit but not enjoyed by many areas due to over loaded transformers and bad distribution lines.
5. PHCN Ibadan zone has training policies for the development of the staff on paper, but in practice priority is not given to it. Many are yet to undergo any training, especially on service delivery and customer relationship while those who had, have on the job training not more than three times since they joined the company. It was discovered that there is no balance in the training because most of the trainings are theoretical not practically oriented.
6. The policies and strategies are customer customers’ service and satisfaction oriented, but the customers that were interviewed said their experience with the majority of the PHCN staff negate the claim of the policy. The PHCN is only after cash collection and not customer satisfaction.
7. Majority of the staff cannot say anything about the review of the policies and strategies but some said it is done annually.
8. The factors hindering the implementation of the strategies in the study areas of PHCN Ibadan zone include lack of professional and administrative training, lack of adequate and proper orientation for the staff, lack of management support. Others are lack of professional and administrative training as well as adequate and proper orientation for the staff. Communication gap between the authority and the customers.
9. Another major factor militating against service delivery is lack of adequate resources and effective working tools like vehicle and ladder to mention but few. The working condition policy and office environment of the staff does not encourage good service delivery.

Objective 2: Administrative policies and procedures guiding the operations and activities of Power Holding Company of Nigeria (PHCN) in Ibadan zone

1. More than half of the PHCN staffs in the study areas of Ibadan zone were not given the hard copy of the administrative policy or procedures of the company at the time of appointment neither were they given any written administrative policy and procedure guiding the schedule of their duty activities in the office.
2. The PCHN has good policies for service delivery but might need some improvement at the implementation stage.
3. The factors hindering the implementation of service delivery policy or procedure in the study areas of Ibadan zone are poor management; poor public orientation, another obvious factor from the responses of the PHCN staff is shortage of staff. Other factors include poor planning and political interference.
4. PHCN has good policy on customer feedback policy on service delivery but need some improvement and proper public awareness and orientation.
5. The following were the suggestions given by the staff of PHCN in the study areas for proper implementation of administrative policies and procedures for service delivery: adequate orientation should always be given to the staff on any policy to be implemented. Good planning is another paramount step to take in any dynamic administration or strategic management to have a better implemented service delivery policy. Another suggestion made was standard recruitment and training policy. Public enlightenment should always be made for not only new policy but from time to time informing the entire public the latest in the organization. There should be adequate provision of appropriate tools, work materials and enough funds. The government should always be sincere to the organization as well as the customers when making any policy. Proper monitoring and control of policy implementation is highly necessary for good service delivery.

Findings for Objective three: Effects of administrative policies and procedures on public service delivery

One of the major service deliveries in PHCN is clearing of fault. The respondents agree that administrative procedure indeed affect and cause delay in fault clearing. This was also obviously confirmed from the interview gathered from the customers. It was discovered that to solve this problem, the management has set up a group of staff called ‘quick response’ with a vehicle attached to them in order to clear any urgent and emergency fault, but the only problem is that the quick response exists only at the district office and not at the undertaking level.

- The administrative procedures have enhanced incessant outages of electricity through the following: Undue protocol and care free attitude of staff curbed, quick response to reported faults, installation, and servicing of new transformers, anti corruption campaign done by the management.

- On the other hand administrative procedures have not enhanced the supply of stable electricity through the following ways:
- Bureaucracy problem, lack of poor maintenance culture, inadequate man power and network information lack of proper monitoring and non challant staff attitudes and political interference
- Another critical area of service delivery is procurement of meter, be it prepaid, analogue or electric meter. Both the staff and the interviewed customers claimed the policy and procedures (though good) are having negative effects on the service delivery. They had to wait for years not even months before they can get meter which
- they have paid for (some as at the time of this interview said they were yet to collect meters they had paid for over two or more years).
- Procedures for processing of meters give a lot of stress to the customers.
- Payment and collection of meters through a contractor is more expensive and gives chances for extortion of money from the customers.
- Suggestions made by the respondents (both staff and customers) to have a better meter processing include: Eradication of using contractor as an intermediary for procurement of meter between PHCN and the customers. Apart from this, the management should reduce the procedures to make the processing easier for the customers. Also meters should be made available almost immediately after payment. The payment for meter should be install mentally or rather be free.
- The billing process for the electricity or energy used is another crucial service rendered by the PHCN Ibadan zone on monthly basis. Majority of the staff said that PHCN has good administrative procedure for customer complaints on wrong billing.
- The procedures for correction of the wrong bills some time can be stressful and frustrating to both the staff and especially customers
- Factors contributing to the difficulties in correction or adjustment of wrong billing are: improper documentation of customer complaints, long estimation, wrong reading and shortage of auditing staff, lack of discipline, corruption and inadequate training.
- Other administrative problems that are hindering effective service delivery in Ibadan zone of Power Holding Company of Nigeria are lack of good equipments and maintenance culture Close to these problems are lack of concrete administrative procedures and long protocols. Following these are bad customer/ staff relationship, poor communication network between PHCN and customer, incompetent staff and unconducive environment. Erratic supply of electricity and wrong billing also affects service delivery.

7. Conclusion and Recommendations

Based on the findings, the study concluded that the administrative policy was not adequately disseminated among the staff and procedures for service delivery were not properly established. This was because not many members of staff were aware of the policy as there was no proper orientation. As a result, the procedures and strategies were found to be full of lapses, ineffectiveness, and inefficiency. The relationship between service delivery and administrative policies were examined and established that between them there is a significant relationship. Considering the findings of the study, these recommendations are offered to help engender effective and efficient administration of service delivery in PHCN Ibadan zone:

- i. There is need for every staff to have a written procedure guiding his or her schedule of duty;
- ii. There is need for an improvement in the working condition and office environment of the PHCN staff;
- iii. Adequate planning and training should be given priority for the staff development especially those who are dealing directly with the customer;
- iv. PHCN Ibadan zone needs to be well staffed with highly skilled and professionals;
- v. Management should ensure that all the factors affecting implementation of the policy should be taken care of;
- vi. The long and cumbersome process of obtaining meter should be reviewed;
- vii. Procurement and processing of meter should be direct dealings between customers and the organization. Use of contractors should be avoided;
- viii. Procedures for fault clearing and correction of the wrong bill should be reviewed, and be customer friendly; and finally
- ix. The management of the organization should ensure that before any policy is made, adequate consultation should be made with all the stakeholders involved, so that in implementation, it will not bring any negative effect on the service delivery.

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