

A ‘‘Classic’’ Of Organizational Effectiveness Vis A’ Vis Anambra State Water Corporation, Anambra State – Nigeria (2013 – 2020)

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Abstract: *This research work is an attempt to investigate the performance of Anambra State Water Corporation in providing water resources to Anambra State Area as stipulated in the objectives of the government which established the Corporation. This project falls within the area of Public enterprises management. The role of management in a public enterprises is to help such an enterprise to attain the objective that establishes it, hence the focus of a performance evaluation work is to understand to what extent a system such as Anambra State Water Corporation has attained her objectives. The methodology of this study is descriptive and is based on the system approach so system concepts have been employed in describing the structural components and sub-system of Anambra State Water Corporation. The study finds Anambra State Water Corporation as a government owned public utility/enterprise and was established to develop, provide, conserve and distribute, portable water for public, domestic and industrial purposes at economic rates.*

Keywords: Corporation, Enterprises Management, Public Enterprise, Water Resources

Introduction

Water has been described as an elixir of life. It is one product that cannot be substituted for another liquid apparently because of its important qualities of high thermal capacity, universal solvent, high surface tension, high boiling point and freezing point which no other liquid has been able to exhibit. The average human body requires not less than four litres of water daily to promote the functioning of the body organs. Apart from its domestic use, water has also helped in keeping the wheel of industrial progress turning. These facts about water compelled the United Nations Organization (U.N.O), General Assembly in 1992 to decree March 22 of every year as World Day for water.

Important as water is, the commodity still remains quite sensitive, requiring different levels of treatment for different wages. Over the years, successive governments in Nigeria (federal, State and Local), International Organizations and donor countries such as UNICEF, WHO, the World Bank, UNDP have all worked hard to provide portable water for the citizenry.

In Anambra State, the State Government after the creation of new State in the country on August, 27, 1991 and by extension of the Old Anambra State Water Corporation Edict No. 16 of 1978 established of Anambra State Water Corporation and appointed the Bureau of Public Utilities as (heir supervising Department. However, this Relict is currently under review, under the guidelines provided by the Federal Ministry of Water Resources, Abuja, as part of the Institutional Strengthening Programme of the World Bank funded National Water Rehabilitation Scheme with a view to achieving harmonization of legal framework and commercial modes of operation of all State Water Agencies in the Federal.

By the provision of the Edict establishing the corporation, detailed functions for powers of the corporation are outlined under 4(1), (2) (a-w) of the Edict. In summary, the functions are:

- a. To develop, provide, conserve and distribute water for public, domestic and industrial purposes to the sixteen local governments in the State covering a land area of 4,416 sq.km with a population density of 2,767,903 (translated to 627 persons per sq.km).
- b. To provide technical assistance and advice to individuals, groups, government and non-government organizations, institutions and communities wishing to embark on water projects on viability of their designs and sources of water for their schemes.
- c. To regulate the uses and other forms of exploitations of all natural water resources, surface and underground within Anambra State.
- d. To do anything for the purposes of advancing the skill of persons employed by the corporation, including the provision of facilities for training, education and research, or for securing the efficient running of the service and water works of the corporation or for improving the manner in which the same are operated.

- e. To invest money standing to its credit and not for the time being required for its purpose under the Edict, in lands, buildings, housing estates, shares debentures or other securities whatsoever approved by the Board and to sell such building, stocks, shares debentures or other securities

(Khan, 2010; Kees, 2002; Ibrahim, 2007; Huemann,2010; Adbulkadir, 2012; Adel Mohammad, 2010; Gharakhani, 2012).

Research Questions

These research questions will guide this work.

- a. What are the major objectives of Anambra State Government in setting up Anambra State Water Corporation?
- b. What are (the structural functions and mechanism through which Anambra State Water Corporation system operates)?
- c. How is Anambra State Water Corporation system managed?
- d. What are the resources of Anambra State Water Corporation?
- e. How is Anambra State Water Corporation performing presently (successes and failure)?
- f. What are the present operational problems facing Anambra State Water Corporation?
- g. How can the activities of Anambra State Water Corporation be improved?

Conceptual Explication

Organizational Effectiveness

Organization is any group of two or more people working to achieve a goal or goals. The goals may be such a thing as profit, for business organization, spreading knowledge (University), national defence (Army), and social satisfaction (social club). To achieve whatever desired set goals ultimately required the formulation of appropriate strategies which helps to shape the organizational structure through which the set goals are achieved.

It is normal that the activities of the organization are from time to time assessed in terms of its conformity with the expected goals pursued by the organization. The degree or depth of assessment and the timing is the prerogative of the claimants and clients to the organizations. By this fact, both organization members as well as external bodies try to assess organizations in order to find out to what extent the organization have attained their set objectives or in what direction the organization is moving with respect to its objective accomplishment. The determination of the extent to which an organization performance is in line with organizational objectives is referred to as organizational effectiveness.

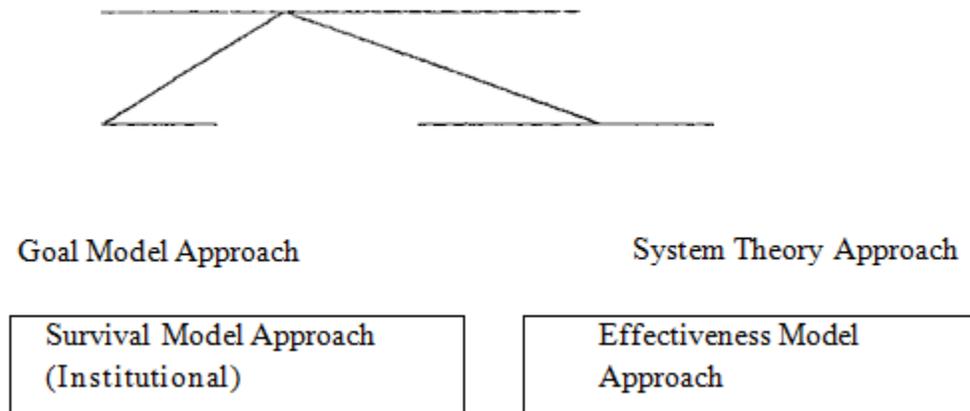
In order to broach this concept of organizational effectiveness, the researcher shall examine the views postulated by organizational theorists like Scott (1981), George Poulous and Tennabavm, (1957). Thompson,(1967). Bernard, (1938) and Etzioni, (1957).

Scott, (1981) and George Poulous and Tennabaun, (1957) are commonly agreed on one point about the issue of organizational effectiveness. To them the concept related to how well an organization is doing relative to some set standards. By this description, the concept becomes a functional rather than a structural issue based on three important variables, i. The resources available ii. The means and iii. The objective sought

It is common knowledge that the establishment of criteria for evaluating organizational effectiveness is often an unwieldy issue. George Poulous and Tennabaun attributed it to the value-ladder] nature of the phenomenon. For example, in traditional government businesses, the orientation and philosophy is on social benefit more than on profit maximization, as distinct from private business organizations (Guarte, 2006; Mackelprang, 2012; Masood, 2010; Ng, 2004; Paul, 2009a; Syed, 2010; Soomro, 2011; Tabassi, 2012; Tan, 2011; Tiwari, 2012; Zakaria, 2012; Zikmund, 2010).

These deficiencies in objectivity thus informed the different views and approaches to assessing organizational performance adopted by researchers.

Approaches to Assessment of Organization



Criteria for Assessing Organizations

Scott, (1981) suggested that the diverse conceptions of organization (rational, natural, open system model of organisational held by different organizational analysts can each cause variation in the choice of criteria for measurement. And secondly, that the level of analysis to which the analyst is limiting himself can equally influence choice of criteria. Therefore, these approaches suggest that any assessment of organizations must choose the criteria which will reveal or reflect the degree of structural development on the capacity of the organization to achieve its stated objectives (He affectivity and the degree of economic efficiency in the organization (i.e. efficiency).

Finally, assessment of organization should he based on the criteria of the concepts of effectively and efficiency (Onwuchekwa, 1985). In the real world situation the two major criteria for the assessment of business organizations will eventually reflect:

- i. The Degree of structural development
- ii. The Degree of economic efficiency.

Private Initiatives in Water Production and Supply

In Nigeria, the major sources of water, commonly used are streams, ponds, rivers, underground, rain and lakes which are unfortunately prone to one form of pollution or the other. For example, as rain water falls through the air, it dissolves substances such as oxygen, carbondioxide, ammonia, oxides of nitrogen, arid sulphur among others to pollute it particularly in industrial areas. Underground water is not left out; it absorbs minerals such as iron, hydrogen, sulphide in their natural states to add unwanted hardness which is unsuitable for domestic arid industrial uses. For this reason, all forms of water irrespective of the source must undergo one form of treatment on or before use. Kfforfs at providing safe water both for domestic and industrial uses have been on. Today, each of the 36 states cf the country has either a water board or corporation and complimented by the Federal Ministry of Water Resources and Development. International agencies such as UNICEF, World Health Organization, World Bank, United Nations Development Programme among others have also assisted in form of funding and/or in providing the needed technical experts equipment and information.

Despite all these efforts, Nigerian still experiences scarcity and its attendant problems. Even in some places where water is available burst pipes are common sights thereby wasting the already treated water?

The inability of the water corporations and water boards to provide enough water to go round led to the drilling boreholes by individuals, corporate organizations and communities to provide for their water needs. Some of the companies that engaged in such drilling include Olatech Boreholes Limited, Jos Hanson, Seg Mchsen, Water Services Engineering Limited, S true tec (Division of CFAO Nigeria, Pic), and Kemeng Services Limited etc.

To provide quality drinking water, some companies also engage in bottling water under different trade names such as Lamour, Yankari, Ragolis, Swan, Purex etc. There are others who package water is supposedly hygienic cellophane bags like Uren, Holy Cross, Ranco, Paani, Mai veil Pure Water etc.

A third group of activists in water supply arc water tanker sellers. This group either buys water from

private boreholes., water corporation hydrants or they pump water from streams and rivers and sell to the public. The hygiene level of their operation is however suspected.

Anambra State Water Corporation as An Organization

An organization is visualized as an association of two or more individuals working co-operatively towards a common purpose under authority and leadership. An organization is also a system. An organization has an environment which is the major sources of resources.

An organization has technology through which it can produce its goals and services which it normally exchanges with the environment in order to acquire the resources needed for survival. Both organization environment and technology are the major sources of constraints which hinder organizations from attaining her objectives so organizations design themselves in such a way that through structural expansion, they can incorporate these environmental and technological constraints into their organizational structures.

Actually what organizations do is that they 'incorporate within their organizational structures those activities of which if they leave for the elements of the environment to perform for them, they become major sources of crucial contingencies for the organization. This type of assessment can help us in understanding the Anambra State Water Corporation when we are describing and analyzing its operative activities, so organizationally, we can evaluate the performance of an organization not: purely on the extent to which objectives have been accomplished, but also to what extent an organization is able to formulate appropriate policy, to what extent an organization is able to execute, formulate policies and to what extent the activities of an organization can be improved through the development of internal capability profile.

Summary of Findings

Our subject of study in this research is the Water Corporation and the theme is an evaluation of its process with special emphasis on the profit motive, scope of operation (i.e. coverage) and efficiency of its logistic support (personnel, equipment and policies).

The following findings based on the research efforts were made:

- a. That the Anambra State Water Corporation is a government owned public utility enterprise and was established to develop, provide, conserve and distribute in the state, portable water for public, domestic and industrial purposes of economic rates.
- b. That, the Anambra State water Corporation which was carried over from the Old Anambra State after the State creation exercise carried out in 1991 was initially enjoying financial support from the State Government but this government gesture has been withdrawn and the corporation is expected to fund itself which they failed woefully.
- c. The corporation is under severe psychological problem of defining her status either as a commercialized venture or public bureaucracy as it is still under strong government control while it is expected to stand on her own. The corporation which is supposed to operate through Board of Directors is regrettably under the bureaucratic overlordship of the Bureau of Public utilities. This fact negates efficient service delivery and basic philosophy for conferring the status of parastatal on the corporation.
- d. The corporation is a heritable money spinning venture for the state government to fund the corporation adequately while at the same time moderating her tarry structure contribute in-frustrating the realization of the goals of the corporation.
- e. The level of workers' motivation is very low and this flows from the contradiction in accepting the corporation as parastatals (or commercialized business) and at the same time modeling its operations along the lines of the service system.

The conditions of services operated by the corporation are very shallow and at best compares with Herzberg's hygiene factors". The motivating appeal required to motivate the personal interest of workers and improve on their general efficiency are lacking. In addition, the corporation's inability to relate worker's remunerations to performance tends to create lackadaisical disposition of the workers.

- f. Most of the corporation's facilities are old and many obsolete and this creates the problems of regular facility break downs in the corporation.
- g. Many communities and houses in the state still suffer the problems of water scarcity as water supply in the state is most irregular.

Conclusion

Based on the research findings, it is clear that the Anambra State Water Corporation had not realized its expected function of efficiently providing, conserving and distributing in the state uninterrupted supply of portable water for public, domestic and industrial uses and at economic rates. This fact stems from the bureaucratic over lordship of the Bureau of public utilities appointed by the state government to supervise the activities of the corporation with the resultant effect that the organization is neither managed as a purely commercialized parastatal not clearly as a civil service bureaucracy. This element thus creates some problems in harmonizing the mission statement and goals of the corporation with efficient strategies for better result accomplishment.

Recommendations

A careful study of the findings and conclusions generated in the course of this research makes it imperative for a formulation of a far-reaching strategy to better promote the fortunes of the Anambra State Water Corporation. To that effect the researcher recommends as follows:

- a. A Board of Directors should without, a delay be constituted to take over the management of the affairs of the corporation with powers to pursue the defined goals of the corporation.
- b. There is need for a clear definition of the status of the Anambra State Water Corporation in terms of a commercialized enterprise.
- c. The Board of Directors should formulate a realistic and market regulated condition of service to enhance the motivation and commitment of workers.
- d. Private sector participation in Water production should be encouraged but the Bureau of Public utilities should develop network for monitoring and controlling their activities. To this end, a water monitoring unit should be created in the department and staffed by qualified officials including the police, legal officer and water experts.

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