

**GLOBALISATION AND STRUCTURAL  
ADJUSTMENT IN NIGERIAN PUBLIC SERVICE:  
A STUDY OF THREE GOVERNMENT  
MINISTRIES IN YOBE STATE**

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**UNIVERSITI SAINS MALAYSIA**

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by

**AMINU MOHAMMED LAWAN**

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**GLOBALISASI DAN PELARASAN STRUKTUR DALAM PERKHIDMATAN  
AWAM NIGERIA: SATU KAJIAN MENGENAI TIGA KEMENTERIAN DI  
NEGERI YOBE**

**ABSTRAK**

Globalisasi telah mengecilkan dunia menjadi satu entiti yang kecil, dan ini telah mempengaruhi ekonomi negara-negara membangun, khususnya perkhidmatan awam. Penyelidikan ini bertujuan untuk mengkaji peranan globalisasi ke atas sektor awam di Nigeria, memfokus kepada tiga kementerian kerajaan di Negeri Yobe. Kajian ini bertujuan untuk meneroka kesan pelarasan struktur di perkhidmatan awam Negeri Yobe, Nigeria. Dengan objektif khusus seperti berikut: i) Untuk mengkaji sejauh mana kesan dasar pengurangan saiz kepada keselamatan pekerjaan dalam perkhidmatan awam Negeri Yobe, Nigeria. ii) Untuk menilai bagaimana kesan polisi kewangan terhadap persekitaran kerja dalam perkhidmatan awam Negeri Yobe, Nigeria. iii) Untuk menganalisa bagaimana kesan dasar *casualisation* ke atas keselamatan pekerjaan di perkhidmatan awam Negeri Yobe, Nigeria. iv) Untuk mengkaji kesan globalisasi neoliberal terhadap perkhidmatan awam negeri Yobe, Nigeria. Ia dibina berdasarkan teori pekerja neoliberal dan kontinjen sebagai kerangka untuk analisis. Kajian ini menggunakan metodologi penyelidikan kualitatif, dengan temu bual mendalam yang melibatkan 15 penjawat awam Negeri Yobe yang dipilih sebagai peserta melalui kaedah persampelan bertujuan. Data itu dikod dan dianalisis menggunakan analisis tematik dengan sokongan perisian NVivo. Hasil kajian menunjukkan pelaksanaan pelarasan struktur globalisasi dapat dilakukan dengan cara yang tidak menjejaskan penjawat awam di negara membangun seperti Nigeria.

Penyelidikan ini memperlihatkan elemen dan sifat globalisasi daripada perspektif pekerja sektor awam. Garis panduan dan keperluan perancangan ditekankan dalam pembangunan pekerja di Nigeria, terutamanya pekerja sektor awam. Hasil kajian ini mempunyai sumbangan teori dan praktikal. Secara teorinya, hasil kajian semasa mendapati bahawa kerajaan mengurangkan perbelanjaan awam tanpa membuang para pekerja, tidak seperti yang disarankan oleh model neoliberal dan pekerja luar jangka. Oleh itu, tadbir urus awam yang lemah mungkin bertanggungjawab atas faktor-faktor tertentu seperti ketidakcekapan, produktiviti yang rendah, rasuah dalam perkhidmatan awam, dan kesilapan keutamaan. Sementara itu secara praktikalnya, kajian ini memberikan panduan penting kepada kerajaan, pembuat dasar, dan pelaksana dasar untuk memahami pengaruh pelarasan struktur dalam perkhidmatan awam. Berdasarkan pengetahuan ini, mereka mengetahui kesan pengurangan perbelanjaan awam, terutamanya penggabungan jabatan dan pemindahan keluar para pekerja. Begitu juga, dapat mengurangkan perbelanjaan dengan '*monetising*' faedah sampingan penjawat awam dan menjadikan tenaga buruh/kerja secara santai dapat menjimatkan kos serta mewujudkan pekerjaan.



**GLOBALISATION AND STRUCTURAL ADJUSTMENT IN NIGERIAN  
PUBLIC SERVICE: A STUDY OF THREE GOVERNMENT MINISTRIES IN  
YOBE STATE**

**ABSTRACT**

Globalisation has reduced the world into a small entity, and it has affected the economy of the developing nations, specifically public service. This research seeks to examine the role of structural adjustment globalisation in the public sector in Nigeria, with a particular focus on three government ministries in Yobe state. This study explores the impact of structural adjustment globalisation in public service of Yobe State, Nigeria. With the following specific objectives: i) to examine the extent to which downsizing policy of globalisation impacts job security in public service of Yobe State, Nigeria. ii) To evaluate how the monetisation policy of globalisation impacts working conditions in public service of Yobe State, Nigeria. iii) To analyse how the casualisation policy of globalisation affects the job security in public service of Yobe State, Nigeria. iv) To examine the impacts of neoliberal globalisation on public service of Yobe state, Nigeria. It was built on neoliberal and contingent worker theories as a framework for analysis. This study employed qualitative research methodology, with in-depth interviews administered on 15 public servants purposively selected from three ministries in Yobe state as participants. The data were coded and analysed using thematic analysis with the support of NVivo 12 software. The research findings show implementing the structural adjustment globalisation can be conducted in a manner that shall not hurt the public servants in developing countries like Nigeria. The outcomes of the current study have both theoretical and practical contributions.

Theoretically, the current research finding concluded that the government reduces public spending by looking inward without sacking employees, unlike what the neoliberal and contingent worker theories advocates. Therefore, poor public governance could be responsible for factors such as inefficiency, lower productivity, and corruption in public service. While practically, the study provides essential guidance to government, policymakers, and policy implementers to understand the influence of structural adjustment in public service. Based on this knowledge, they know the impacts of downsizing public expenses, like merging the departments and posting out the employees. Minimizing expenditure by monetizing the fringe benefit of civil servants, casualising labour save costs, and creates jobs.

# CHAPTER 1

## INTRODUCTION

### 1.1 Background to the study

Globalisation, as a concept, has engulfed the whole world. It is the integration of goods and service markets across national boundaries and integration of financial markets across the globe. It has been observed that due to factors included in immigration laws, the labour market is not integrated into two major categories in the world, i.e. developing and developed nations. Globalisation, in some instances, refers to restructuring, liberalization, modernization, and the removal of subsidies, leaving certain employees apprehensive regarding their employment. Furthermore, both employment and wages have been destabilized as corporate integration and intense pressure are forcing the government to privatize firms and parastatals, facilitating such activities. Accordingly, recruiting and dismissing of employees and casualising labour in accordance to market needs make sense to a business interested in growing its earnings, but it is playing havoc with the lives of people (Afonja, 2003; Levin, 2003; Todes & Turok, 2018).

However, the consequences of globalization on workers are enormous. Trade liberalization allows the domestic markets to flood with imported goods and services at comparatively cheaper rates (Ray Kiely, 2005). The rapid devaluation of national currencies means that raw material costs are becoming very high and beyond the control of local producers. They then buy local materials that are costly because of the subsidy removal (Bates, 2014). The development would therefore, result in low patronage of the costly local products than cheap imported goods. This leads to the closing of many manufacturing companies and the use of low capacity (MAN, 2003

cited in Onuoha, 2012). High-interest rates have also rendered it unattractive to receive credits for manufacturing.

The privatisation of public companies leads to job cuts, while the elimination of subsidies leads to poverty and high living costs (Adewumi, 2001). Due to capital and commercial liberalization, workers were recruited through inadequate labour practices such as casual / contract employment and workable conditions and environments. (Okafor, 2007). The inability of labour to move to another work organisation or internationally for better living standards as part of globalisation's components have further exacerbated the labour situation (Ajayi, 2001; Oshiomhole, 2001; Okafor, 2007).

Furthermore, globalisation has devastating effects on workers. Globalisation has both positive and negative effects. Its positive effects or benefits include increase performance and specialisation, improved product quality at lower costs, productive economies of scale, competition and greater output, improved technology, and managerial skills improved. In addition, the amount of goods and services is growing, with the welfare of people increasing across countries. The adverse effects include rationalization, and restructuring of workers, rightsizing, and downsizing, and casualisation of labour. Nigeria, as a nation-state, has not been excluded from the globalisation phenomenon. The labour market issue extends to Nigeria as well.

Moreover, most highly skilled Nigerian employees leaving to African and western European countries seeking for a white colour job due to the devaluation of national currency. This pattern follows what was developed in various parts of the world. Nigeria is plagued by the problem of labour migration, with highly educated workers looking for better opportunities, which are scarce in the country. Globalisation

remains one of the most controversial issues in our time, given that it ranks as one of the most abused and misused terms in widespread usage (Jones, 1995; Lee, 2003; Watson, 2013). Nigerian public workers have been affected by these impacts of globalisation, such as downsizing, casualisation, and deplorable working conditions.

Yobe state was created out of Borno state on 27<sup>th</sup> August 1991 by General Ibrahim Badamasi Babangida administration, with Damaturu as state capital as one of the 36 states in the Nigerian federation and located in the Northeast geo-political zone. Yobe state is located on latitude 11o 45' N Latitude 13o 30'N and Longitude 9o 30E and 12o 30E. (Daura & Audu 2015). The name Yobe is a significant geographical feature of the State, originating from the Yobe River. It has seventeen (17) local government council, all covering an estimated area of 47,153 square kilometres. The State shares with the Republic of Niger the international border to the North. It shares borders with Jigawa and Bauchi States to the West, Borno State to the East as well as Gombe and Borno to the South within the country (Ibrahim, Talib, Paim, & Gill, 2015).

In both ethnic and religious structures, the State is pluralistic, with a diverse historical and cultural background. The most dominant ethnic group are Kanuri, although the Bade, Bolewa, Fulani, Hausa, Kare-Kare, Ngamo and Ngizim are found in large numbers and other ethnic groups from different parts of the country. As is the case in most parts of Northern Nigeria, the Hausa language has become widely accepted as a popular medium of communication between individuals. Most of the population are Muslims, although Christians are found particularly among minority tribes such as the Kare-Kare, Ngizim and Ngamo, in significant numbers. Tribal and ethnic identities tend to be suppressed by a religious identity that plays such a

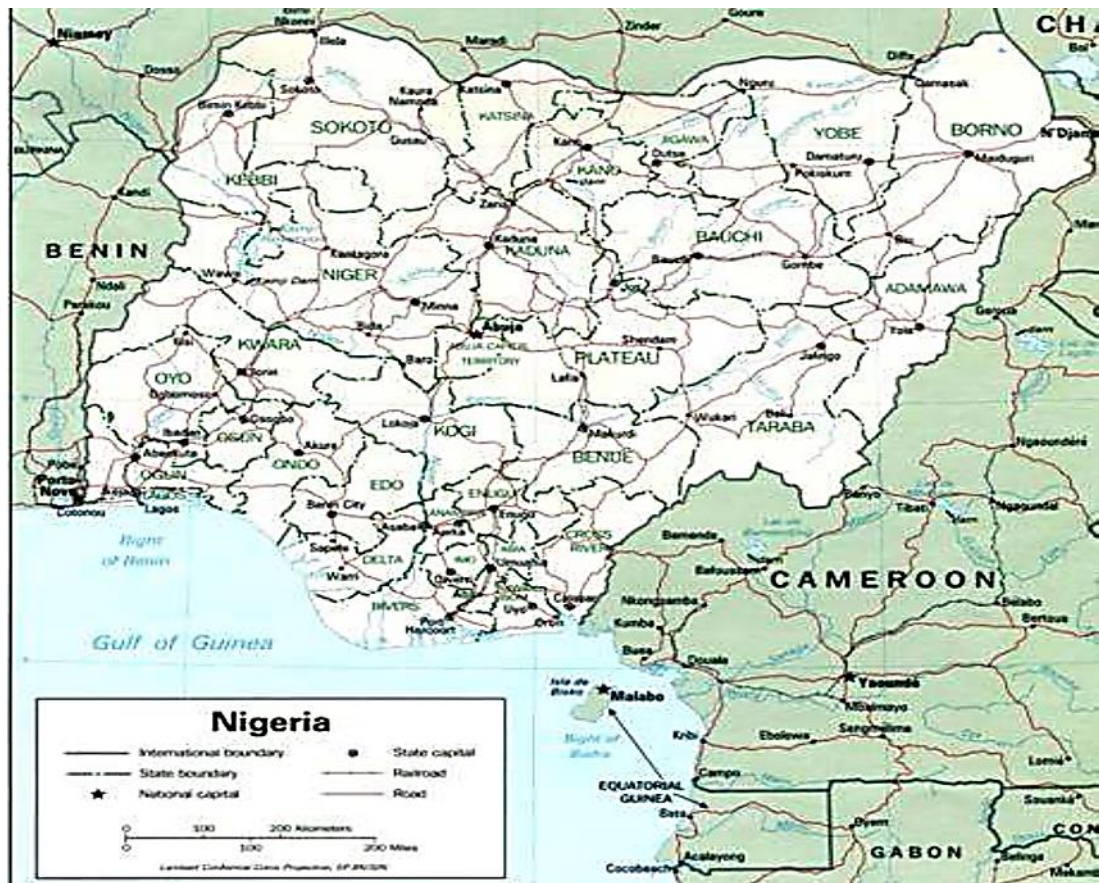
pronounced role in the region's history and politics, that it is prevalent for people to first and foremost identify their identity as Muslims before stating their ethnic affiliations (Bukar, 2016). Yobe state faced with the problem of Boko Haram insurgency that affects socio-economic activities of the State since 2011. The study acknowledged that insecurity was the major impediment to Yobe state public service and development. This problem compels the state government to seek a loan from the world bank. The loan mean to support budget for implementation of capital project in the state. Therefore, against this background the research looked at the effect of structural adjustment globalisation on the public service of Yobe state.

Located on the outskirts of the fragile semi-arid zone, Yobe State is one of Nigeria's poorest and most environmentally vulnerable states faced with drought, desertification and general environmental degradation problems. Variable and insufficient rainfall, high temperatures and a lack of soil fertility, as well as several socio-economic factors, are too constrained the agriculture, which is the main source of livelihood. More than 80 per cent of the population who grow crops such as millet, sorghum, groundnut, and beans for local consumption participate in small-scale subsistence farming. In the Fadama region of Nguru wetlands and along the Kumadugu Yobe Basin, cash crops such as wheat, rice and vegetables are cultivated.

Pastoralism, fishing and local mining, for instance, Diatomite, Limestone, Kaolin, Quartz, Gypsum, Gum-Arabic, and Potash, are other sources of livelihood in the State. The State is one of the main cattle suppliers and is considered to have the biggest cattle market in West Africa at Potiskum, the State's economic nerve centre. One of the country's richest fishing grounds is provided by the Kumadugu Yobe River system, along with the Hadejia-Nguru Wetlands. Despite this, Yobe lacks a

fundamental income base. As a result, it relies heavily on statutory transfers from the federal government: indeed, more than 80 percent of the State's income is accounted for by such transfers. The State contrasts unfavourably with other states of the Federation based on human development indicators like literacy, health and life expectancy. The National Bureau of Statistics (2010) reports that in the north-east region, the measure of relative poverty (defined by comparison to the living standards of the majority in a given society) is 73.3 per cent, the highest in the nation. In Yobe State, an estimated 2.1 million out of 3.5 people live below the poverty line, which means that 78% of the population lives on less than a dollar a day. The transition to civilian rule in 1999 saw Bukar Abba Ibrahim emerge as Governor from 1999-2007, followed by Mamman Bello Ali, who died in office in 2009. Governor Ibrahim Geidam, who assumed office in January 2009, heads the present administration (Bukar, 2016).

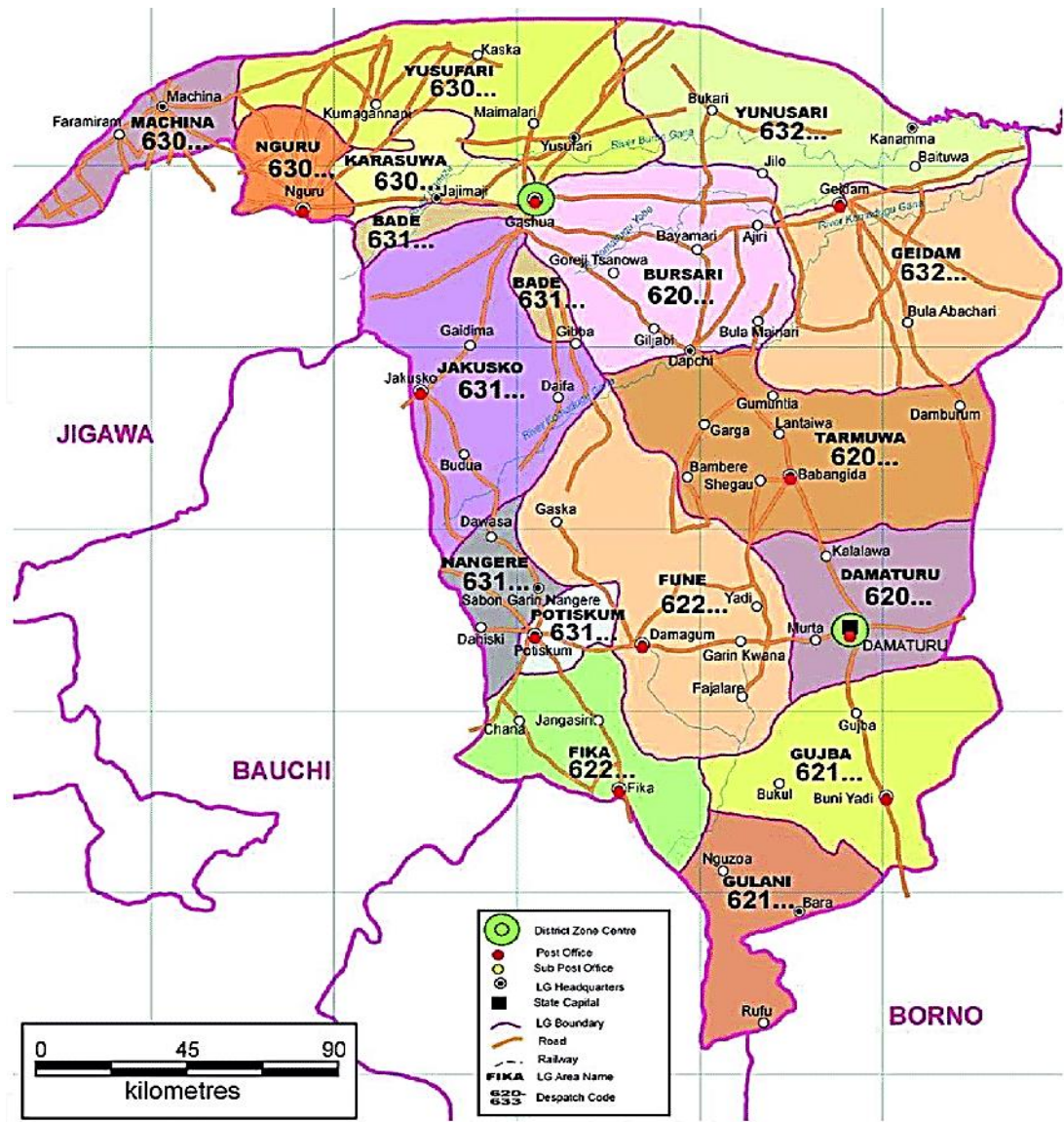
The State has an estimated population of about two million three hundred and twenty-one thousand three hundred and thirty-nine persons (3,294,100, NBS projection, 2016).



Source: Ministry of Lands and Housing Damaturu, adopted from (Tiwary, 2017)

Figure 1.1: Map of Nigeria showing Yobe State.





Source: Adopted from (Salihu & Go 2020).

Figure 1.2: Yobe state map showing 17 local governments areas.

Public service in Nigeria is the government organization responsible for upholding the will of the community. Arowolo (2012) cited in Osawe (2017), argued that if the main reason why there is public service is the provision of social services, and development is a function of the number of social services that a state can offer to

its people, then public service is the instrument by which development is accomplished (Osawe, 2017).

Oladipo (2007), Hewitt & Fraser (2009) cited in Balkaran (2011), describe the Civil Service in Nigeria as a sub-set of the public service that advises and develops policies, implements government policies and programs, and manages daily activities. It is a permanent administrative and core arm of government and encompasses permanent and pensionable officers hired in public capacity serving in government ministries, departments and agencies. The Civil Service in Nigeria is the machinery through which the government implements its policies, designed to meet political aims and provide social services but does not preclude the legislative and the judicial arms of government in attaining the objectives of the Public Service (Balkaran, 2011).

The public service in Yobe state was established in 1991 immediately after creating the State out of Borno state. The state governor is the chief executive of the State, and the head of public service as the chief administrator of the State responsible for implementing government policies and programs. The office of the head of service is an autonomous department. It has the following functions: Providing civil service leadership and guidance and maintaining a high moral and good image of the service, encouraging professionalism among civil servants, advising the Governor on the appointment of permanent secretaries in consultation with the Chairman of the Civil Service Commission, career growth for both senior and management civil servants. Coordination of government ministries and departments' functions, particularly concerning the implementation of government policies and decisions (Bouckaert, Peters & Verhoest, 2016).

Furthermore, Yobe State government has 16 Ministries with commissioners as political head. Each ministry has a permanent secretary as its chief administrator assisted by directors and other senior civil servants in implementing government policies. Yobe state public service has a total workforce of **30,570** personnel on its payroll, spread across 16 government ministries, comprises both senior and junior staff working in ministries, departments and agencies (MDAs). Yobe state public service facilitates the establishment of a capable, dynamic and result-oriented Civil Service that meets the challenges of modernity and developmental needs of the people and the State. Yobe state public service has a vision of having a world class workforce that is efficient, highly skilled, well-motivated and responsive for service delivery in the State (Abbas & Bukar, 2017).

Yobe state government has 16 ministries, and they are as follows:

1. Ministry of Finance and Economic Development
2. Ministry of Health and Human Services
3. Ministry of Education
4. Ministry of Agriculture and Natural Resources
5. Ministry of Works, Transport and Energy
6. Ministry of Justice
7. Ministry of Environment
8. Ministry of Water Resource
9. Ministry of Commerce and Industry
10. Ministry of Women Affairs and Social Development
11. Ministry of Information, Home Affairs, and Culture
12. Ministry of Land, Housing and Solid Minerals

13. Ministry of Budget and Planning
14. Ministry of Youth and Sport Development
15. Ministry for Local Government and Chieftaincy Affairs
16. Governors' Office (NBS, 2016).

## **1.2 Problem Statement**

Globalisation has contributed tremendously to the growth and development, as well as uniting the world into a global village. In the early 21<sup>st</sup> century, the concept of globalisation has become the topic of discussion, and it is a way of integrating comprehensive public policies, social movement, cultures, societies, world capital markets through trade and exchange of ideas (Schaefer, 2005; Baylis, Smith, & Owens, 2017). The process of globalisation has been enhanced by modern means of communication and transportation, giving the impression that the world is united on a global scale. It shows that in the 21st-century globalisation is a fast way, and it is continuous even though 75% of the world's population has access to daily television reception. Only 20% have access to consumer cash or credit (McMichael, 2000).

Despite the importance attached to globalisation, it has some drawbacks. The flaws include Downsizing and rightsizing, Mergers and Acquisitions, Privatization and Commercialization, Restructuring of the Economy, Outsourcing, and Emergence of non-traditional forms of employment. Examples are part-time jobs, casualization, contract Labour (Folorusho, 2012). Several administrations in the past have made ambitious efforts in reforming the public service in Nigeria in line with neoliberal policy of shrinking government, with each designing and implementing its policies and programs for the welfare of the workers, with little if any laudable success.

Beginning from its independence in October 1960 and present-day, the Nigerian government with international collaborators failed to address labour issues such as increased wages and salaries, improved working conditions, high rate of unemployment, casualisation of workers, the mass sacking of workers, and so forth. With the introduction of the structural adjustment program (SAP) in 1987 by the Babangida administration, which propels the 1988 public service restructuring/reforms, this serves as the beginning of neoliberal globalisation in Nigeria. The SAP also introduced privatisation and commercialisation policies. Unfortunately, such systems have generated pressures on organisations, thereby forcing them to adopt survival strategies such as retrenchment, outsourcing, downsizing, and casualisation of public service workers; this creates the unemployment crisis (Omolawal, 2014).

The problem of public service in Nigeria started during the period of the military regime when the military rulers take a loan from the World Bank/International Monetary Fund (IMF) attached to strict conditions (Nwagbara, 2011). The requirements include restructuring the economy resulted in job loss, open-up borders, which lead to the internationalisation of labour. Moreover, the exercise of privatisation started with the commercialisation of some enterprises like the Nigeria Railway Corporation (NRC), National Electric Power Authority (NEPA), Nigerian Telecommunication Limited (NITEL), and the postal services in the year 2000. Mostly, the privatization program in Nigeria started with the commercialisation of public enterprises (Adeyemo & Salami, 2008).

However, the services of the majority of commercialised enterprises have deteriorated. For example, National Electric Power Authority (NEPA), now Power Holding Company of Nigeria (PHCN), Nigerian Telecommunications Limited (NITEL), and Nigerian Railways Corporation (NRC) deteriorated in performance after commercialisation because of corruption and poor handling (Adogamhe, 2012). As of the end of 2005, over 40 enterprises have been fully privatized in Nigeria (Adeyemo & Salami, 2008). Privatisation, a central component of downsizing, is now a global phenomenon. The state assets worth \$300 billion were transferred to the private sector between 1988 and 1996 worldwide. Governments are surely disengaging, even if unevenly, from direct ownership of public enterprise, and it creates labour crisis (Bangura, 2000).

The plight of the workers here means, a worse situation employees found themselves regarding their rights and working conditions. There has been a widespread workplace violation against the workers in sub-Saharan Africa by foreign companies. In the year 2012, there is a report of maltreatment of African employees by foreign investors from Asian countries such as China, India, and Lebanon (Awojobi, Tetteh, & Awojobi, 2014). In Nigeria, there is a report of violation of workers right by foreign companies operating in the country. This issue prompted the intervention of the Nigerian Trade Union Congress (TUC) leader by urging international employers to abide by Nigerian labour laws and respect the dignity of their host country employees. Further information confirms that Nigerian employees working in multinationals companies are regularly hired on a 'casual' basis, which means that these staff members are label 'temporary' employees who labour for their managers, deprived of job security or work-related benefits (Onemola, 2012).

One study conducted by Rasaki (2015), found that there are some incidents where employees who work temporarily in a multinational organisation operating in Nigeria, who become eligible for 'significant benefits,' were laid off unceremoniously. Sometimes even the permanent workers who have long years of experience with those multinational firms were forced to resign or sacked (Onemola, 2012). However, the infringement of employee rights by foreign firms in Nigeria, especially Chinese companies operating in the country, make the working conditions worse as labour analyst Jawando and Adenugba (2015) called it modern-day slavery. Multinational firms operating in the country sometimes violated the workers' rights by not providing a conducive working environment as contains in the existing labour law, and the employees must work under such conditions. The trade unions try to intervene, but globalisation policy of non-unionization of multinational firms reduce their power to interfere in private affairs ( Awojobi et al., 2014).

Furthermore, in Nigeria's public sector, specifically in Yobe state, many average Nigerian civil servants could not meet their basic needs due to the high inflation rate. With a little salary of less than 100USD as monthly upkeep, some unpaid for up to six months, such workers' plight is worst to the extent that some of them commit suicide (Agbibo, 2012). Thus, the implementation of 18,000 Naira (60USD) in 36 states of Nigeria faced difficulties because the state governors argued that they are not financially buoyant to pay the amount. This lead to the intervention of the Nigeria labour congress, which embarked on a national strike to force the state government to implement the minimum wage (Okonjo-Iweala & Osafo-Kwaako, 2007). This motivates the researcher to conduct the study on structural adjustment globalisation in Nigerian public service.

The problem of public service in Yobe state is often too costly and insufficiently productive. There are few incentives and poorly motivated civil servants, particularly those in management and senior positions. However, beyond a certain point, as qualified staff members leave the civil service by retiring, reducing costs by squeezing real salaries becomes counterproductive; those who remained in the service become demoralized and absenteeism and corruption increases. (Mukandala & Gunning, 2018). The public service of Yobe state, Nigeria, is supposed to be professionally qualified, loyal and effective as a major instrument for executing government policies as neoliberal theory advocate. However, it is often condemned as unethical, poorly educated and inappropriate to the needs of the poor.

Yobe state government faced inadequate funding to carry out its activities due to the economic recession. Public Sector Reform in the Yobe state was then required to fulfill the conditions to acquire a loan from the World Bank. Because there were challenges with the Public Service in the State, including low pay and benefits, weak management skills, inefficient organisation, and poor management and staff training. These culminated in abuse of government property and misuse of office, corruption, indiscipline, deterioration of laws and regulations, outdated processes, inappropriate structures, weak management and technical skills, poor attitudes towards public service and colossal government bureaucracy. The restructuring helped build human capacity and acquire skills at all State level in line with neoliberal, independent workforce and contingent worker theories.

There are extensive studies (Such as Okafor, 2007; Anugwom, 2007; Agagu, 2008; Akinola, 2012) on the globalisation and Nigerian economy, globalisation and work, globalisation and capitalist business ethics, globalisation and private or informal



sectors. A study by Okafor (2007), provides an essential perception of the effects of globalisation and workers plight, like casualisation of work in the oil and gas private sector in Nigeria. However, the Nigerian public service is influenced by the globalisation policy of privatisation, deregulation, rationalisation, and restructuring of workers. Anugwom (2007), reveals that the labour utilisation in Nigeria private sector in the era of globalisation has given rise to profound changes in the way labour utilised. It concludes that the consequences of globalisation have been unfavourable to the workers.

Agagu (2008), examines that the public service reform had eroded the prestige of civil servants and decreased their scope. He came out with strategies for reinventing public service by creating new values that enhance their performance and relevance.

- There is a research gap on how neoliberal globalisation policies influences public service of Yobe state, Nigeria.
- There is a dearth of knowledge on how downsizing, monetisation, and casualisation policies affect government institutions in Yobe state, Nigeria.
- There is also a research gap on how Yobe state implements the neoliberal globalisation policies to reduce public expenditure in the State's civil service.

Furthermore, this research will emphasise the structural adjustment globalisation in public service such as the Downsizing, the Monetisation, and the Casualisation affect public sector employees' plight in Yobe State, Nigeria.

However, most of the existing literature review by this study was limited to the effects of globalisation on private-sector workers. There are limited studies on the effects of structural adjustment in Nigeria's public service, especially Yobe state. This

is why the researcher researches this topic to fill the research gap and address the above problem.

### **1.3 Research Questions**

The researcher sought to provide answers to the following questions:

1. To what extent the downsizing policy affects job security in public service of Yobe State, Nigeria?
2. How does the monetisation policy affect working conditions in public service of Yobe State, Nigeria?
3. How does the casualisation policy influences job security in public service of Yobe State, Nigeria?
4. To what extent the structural adjustment globalisation impact on public service in Yobe state, Nigeria?

### **1.4 Research Objectives**

This study aims to explore the impact of structural adjustment in public service of Yobe State, Nigeria. While doing this research, the following specific objectives are formulated:

- 1) To examine the extent to which downsizing policy affects job security in public service of Yobe State, Nigeria.
- 2) To evaluate how the monetisation policy impacts working conditions in public service of Yobe State, Nigeria.

- 3) To analyse how the casualisation policy influences job security in public service of Yobe State, Nigeria.
- 4) To examine the impacts of neoliberal globalisation on public service of Yobe state, Nigeria.

### **1.5 Significance of the Study**

Achieving significant results in reducing employee hardship often hinge on what has been done, how it is done, when it is done, where it is done, and whom it is a target at. It is evident from several kinds of literature and statistics that globalisation efforts of structural adjustment in Nigeria have failed to achieve the expected goal. The study exposed the globalisation effects of structural change and workers plight, especially in Nigeria's public service.

1. Expose the element and attributes of globalisation from the workers' perspective.
2. Be a guideline and planning requirement, which emphasised in workers' development in Nigeria, especially public-sector workers.

This study served as a contribution to a knowledge of the literature on globalisation efforts and how public servants' well-being will be enhanced. Moreover, it will serve as a dimension to understanding the phenomenon of globalisation and neoliberal policy and will prompt further research in the area.

## **1.6 Scope and Limitation of the Study**

### **1.6.1 Scope**

This study focuses on the structural adjustment in Nigerian public service: A study of three government ministries in Yobe state. Because the Nigerian economy and Yobe state has been affected by the recession, it requires austerity measure from the world bank and IMF attached with strict conditions such as public service restructuring as one of the requirements for loan facility. The scope of the study covered the review and study of neoliberal policies of the downsizing, monetisation, and casualisation in public service of Yobe state.

### **1.6.2 Limitations**

This research work has been limited to Yobe state, Nigeria. It will not cover the whole country because of the following reasons: i) Time factor; the researcher has limited time to research all states in Nigeria. ii) Logistic consideration; the researcher does not possess adequate funds to research the whole country. iii) This research was also limited to three government bureaucracies, i.e., the ministry of finance and economic development, the Office of the head of public service, and the ministry of health and human service in Yobe state, Nigeria. Because they are important key bureaucracies in the state, and because of the two factors mentioned above. Also, only senior civil servants with more than ten years of working experiences serving in the above mentioned three ministries in Yobe state were chosen as respondents. Those who agreed to provide the required information for the research were considered eligible for the interview. All the respondents were knowledgeable in administration and have experience in policy implementation in their various ministries in Yobe state.

## **1.7 Operationalization of Concepts**

### **Globalisation:**

Globalization is the trend through the spread of corporate institutions and the capitalist philosophy towards expanding economic and social activities between nations that contribute to the world's shrinking. It offers more independence and discretion for the low level of government with the information technology revolution (Milakovich, 2012). National governments directly partner with international governments and multinational companies to attract investment or facilitate trade, thus generating more employment and stimulating the local economy.

Globalization refers to the significant internationalization of an operation such as collective consumption provision - those aspects of health, education, social care, transport, housing, infrastructure services, environmental development and urban planning coordinated or supported by government; social welfare provision and public administration previously handled in a single-country.

### **Structural Adjustment:**

A structural adjustment is a set of economic adjustments that a country must implement in order to secure loans from either the World Bank or the International Monetary Fund. A variety of economic initiatives, including cutting government spending, opening up to free trade, etc., are also structural reforms. It usually entails drastic reductions in government expenditure and jobs, higher interest rates, devaluation of currencies, lower real salaries, revenues of government firms, reduced tariffs, and the liberalization of foreign investment regulations (Naiman & Watkins, 1999).

**Casualisation:**

Casualization is the work transitions from a predominance of full-time and permanent roles to casual and contract roles. Transformed a workforce from one mainly working on permanent contracts to one engaged on a short-term or periodic basis.

**Monetisation:**

Monetisation is a government action program involving monthly cash rewards to public officers for benefits previously provided in kinds (Mobolaji 2003).

Monetisation is the actual quantification and payments for welfare packages in monetary equivalents. The monetisation of fringe benefits refers to the precise quantification of employees' in-kind, non-wage compensation, in financial terms in relative calculations of the total value to the amount of salary. In other words, non-wage benefits are measured equivalently to wages in monetary terms (Eke 2007)

**Downsizing:**

It is a tactic used, typically by laying off staff or closing less-profitable branches, to reduce the size and reach of a company to boost its financial performance. It is defined as the reduction of the number of workers on the operating payroll of a company. Employee downsizing is defined as a planned collection of organisational policies and practises aimed at decreasing staff to increase the firm's efficiency (Datta, Guthrie, Basuil, & Pandey, 2010).

**Public Service:**

Public service is a service offered by the government either directly (through the public sector) or through support for providing services to individuals living under its jurisdiction. The concept is synonymous with a general agreement that such services should be available to everyone, regardless of income, physical capacity, or mental acuity, a service offered in the public interest or government jobs, typically articulated through democratic elections.

**Public Servant:**

A government official or an employee, a person elected or appointed in a public office, is called the civil servant.

**1.8 Organisation of the Chapters**

Chapter one contains the introduction and background of the study, statement of the problem, research questions, research objectives, significance and scope of the study, operational definition of concepts, and organisation of chapters. Chapter 2 comprises literature reviews, theoretical and conceptual frameworks. While Chapter 3 contains research methodology, which entails: research design, data collection and instruments, method of data analysis. Chapter 4 data analysis and discussion of findings; Chapter 5 comprises conclusions, recommendations, and references.

## **1.9 Summary of Chapter**

This chapter entails the background of the study, which extensively discusses the structural adjustment globalisation and public service in Nigeria. It also highlights the problem statement that leads to the research questions and objectives of the study. Moreover, the study's significance, scope, limitation, operationalisation of concepts, and organisation of this thesis are also mentioned in this chapter.



## **CHAPTER 2**

### **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

#### **2.1 Introduction**

This chapter reviews relevant literature on the concept of globalisation, the impact of structural adjustment globalisation and public service. The neoliberal globalisation, structural adjustment and the concept of downsizing along the idea of monetisation and the concept of casualisation are discussed in this chapter. The effects of structural adjustments on public services in Nigeria's public bureaucracies in the Yobe state and the theoretical and conceptual framework are also discussed in this chapter.

#### **2.2 The Concept of Globalisation**

Contemporary globalisation is perceived as a political and socio-economic concept that dominated the current literature focusing specifically on labour and workers specifically in public sector. It transforms the relationship between nation-states, institutions, groups, and individuals, the universalisation of specific practices, identities, and structures, and perhaps more meaningfully, the expression of a worldwide structuring that has happened in recent years in the formation of contemporary capitalist relations (Tade, 1997). It is also a phenomenon, a mechanism, a state, or a term that has arisen partly because of the trend towards growing international trade across national borders and business conduct in more than one country. It is a mechanism that refers to the worldwide creation of interdependencies between domestic markets and industries (Brooks, Weatherston, & Wilkinson, 2010). However, the most resilient trend in today's world is globalisation, which has been

seen in different ways as a steady narrowing of the distance between world nations. This means a drastic decrease in the distance in time and space (Anugwom, 2007). One of the key routes through which globalization affect developing countries is the labour market. Increased import penetration, export sales, service competition, foreign direct investment, and exchange rate fluctuations triggered by international capital flows could all affect employment, income, and public service (Rama, 2003).

Furthermore, Charles and Mark (2013) see globalisation as a concept within the context of its application as the process of the intensification of economic, political, social, and cultural relations across transnational boundaries especially public sector. In his effort to communicate what's new with globalisation, Woods (2000) cited in Onyeonoru, (2003) differentiated two aspects of the subject - related change: qualitative and quantitative component. Qualitative globalisation refers to an increase in trade, movement of capital, and cross border movement of individuals specifically skilled workers. Some claim "transnationalism" and "interdependence" are those modern movements. Critics held that the example contains little that is new.

Meanwhile, structural changes in international relations are an example of what is latest in globalisation – changes in the manner in which people and groups perceive and identify, changes in the way in which governments, companies, and other actors view and follow their contemporary interests such as restructuring of public service. From this angle, Onyeonoru (2003) maintains that three interconnected components can be described as the core aspects of globalisation: Market expansion, threats to States and organizations, and the emergence of new political and social movements.

Robertson (2007) defined globalisation as the dissemination of ideas; cultural interaction; the preservation or loss of national identity; cross-border transfers of