

Chapter 1

Introduction

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Globalisation is variously defined. The lack of a conceptual agreement is also evident in this book. However, it could simply be conceptualized as a complex phenomenon that underlines a multiplicity of linkages and interconnectedness surpassing the nation-state. It is a process that brings various agents, issues, events, actions into a complex web of relationships and interactions. As a global phenomenon, globalisation is driven by factors and forces that are beyond the control of any sovereign nation state. For example, globalisation is demonstrated in situation where an event, such as poor agricultural harvest in Thailand, could affect the price of rice in Nigeria and other developing countries; a temporary crisis in the Niger Delta region of Nigeria could affect the price of crude oil in international system. It could also be demonstrated where an economic crisis in the United States would not only spread to other countries, but would have devastating implications on the world economy. Globalisation as a complex web of relationships and interactions is a process of interdependence and mutual awareness among economic, political and social units and actors in the world (Guilén, 2001). However, in its broader sense, globalisation is about gradual integration of economies, politics and societies, essentially being driven by

new technologies, new economic initiatives, and policies of various kinds of actors, including but not necessarily limited to international organisations, business, labour, civil society, etc. Globalisation, therefore, has two important dimensions: the first is concerned with economic aspects, which comprises trade, investment, technology, cross boarder production systems, information flows and communication; and the second deals with increased homogenization of policies and institutions in the international system on trade and capital market liberalization, standardisation of policies and so on. In this context, globalisation essentially deals with economic, political and social forces and their triangular interactions and relationship in changing and influencing actors and institutions.

Thus, the sophistication brought about by globalisation of countries and actors, though suggests interconnectedness and interdependence, however, there are varied and unequal “gains and losses” among major players (Wade, 2008). Thus, it is the extent of the economic and technological advancement as well as social and political democractiveness of a country and/or organisation that help in containing the negative implications of globalisation and exploiting its positive advantages. It can also be argued that the participation of a country in this global process *vis-à-vis* the gains thereof is a function of its technological advancement, economic development and democratic stability.

The papers in this volume variously examine the relationship between work and productivity on one hand and globalisation on the other. The idea premised here is that globalisation as conceptualized variously has serious implication on work and productivity in Nigeria. The papers have also variously provided relevant empirical examples and illustrations to demonstrate such inevitable relationships. The paper on “Work, Workers and Productivity in the Era of Globalisation: the Nigerian Experience” by Abdulwaheed Omar and Dung Pam Sha was a key note address, which sets the context and provided the broader picture that shaped the

discussions of the remaining papers. The paper critically examines the impact of globalisation on work patterns, and unions and the general response of the Nigerian workers to the changes brought about by globalisation. The paper, therefore, argues that since Nigeria is part of the global capitalist system, it has increasingly witnessed in varying degrees, the effects of globalisation in the economy, society and politics. Thus, the global economic forces have compelled the country to aggressively implement economic reforms as a way of demonstrating its ability to fulfil global agenda of profit making. As a result, the actions and inactions of both the state and the private sector have demonstrated serious implications for labour markets and labour relations in Nigeria. New structures at the workplace have been instituted, public sector employment has declined and the informal sector has grown with evidence of deficits in decent work. The overall productivity of the economy has significantly declined, with few areas experiencing limited growth in productivity. Conversely, the state, on her part, has continued to implement anti-labour laws and programmes, including the dismantling of labour legislations and restructuring of labour unions. This has created a very difficult period for labour movements in the country and they have responded accordingly through various strategies in order to address both labour/management concerns and national economic and political issues.

The Emeka J. Onyetibe and Abubakar Liman's paper on "Globalisation and Transborder Trade: Implications for Work and Productivity in Nigeria" provided an insight into the dynamics and pattern of world trade in which there was high expectations for economic growth and sustainable development in Third World Countries as a result of global integration. However, the paper argues that evidence has shown an abysmal economic dislocation, structural imbalance and gross inequalities resulting in a high level of unemployment and unfavourable competition in the global market. Using historical perspective as framework of analysis, the paper

argues that imperialism as a fundamental force of globalisation has destabilized the pattern of transborder trade between and among various socio-economic formations. By creating borders, establishing international institutions and 'forcing' countries to enter into agreements and implementing investment policies, globalisation has thrown countries, like Nigeria, into a network of global economy, in which there are many unequal partners. The paper therefore, submits that though transborder trade represents an important institutional resource for economic development, globalisation has continued to hamper growth and productivity of transborder economic activities.

The paper on "Motivation and Workers' Performance in Rima Radio, Sokoto" by Abubakar Jibril is empirical. The paper identifies motivation as an important element that affects performance in most formal organisations. Using quantitative approach, the study assesses the influence of motivation on workers' performance in Rima Radio, Sokoto. The paper finds that promotion, increased responsibility, providing opportunity for personal growth and participation in decision making are important elements that drive workers' motivation to perform. The paper further found that there are variations on motivational factors between senior and junior staff in the organisation. Based on this, the paper concludes that motivation should be a primary issue in the administration of Rima Radio and that careful consideration should be accorded the different motivational needs of senior and junior workers respectively.

Generally, there is a very strong relationship between ethics and productivity in both public and private organisations. This is the focus of the paper by Nura A. Allumi and M.S. Umar. The paper analyses the relationship between work ethics and productivity in formal organisations. Using quantitative methodological approach, the paper argues that lack of observance and strict adherence to work ethics leads to corruption and low productivity. The study, therefore,

recommends that in addition to established ethic institutions, programmes for whistle blowing, ethics hotlines, ethics boards and commissions and education programmes for employers should be created and empowered to promote and enforce ethical behaviour and accountability.

The centrality of public administration in governance and development is not only the function of its democraticness, it is explained by its 'productivity' measured either in quantitative and/or qualitative outputs. Public administration is likely to remain a shallow and barren institution if its productivity is marginal. This is the main concern of the paper on "Globalisation and the *Politics* of Productivity in Nigeria's Public Administration" by Sulaiman Y. Balarabe Kura and Isma'il A. Danjuma. The paper notes that the marginality of the productivity of public administration as evident in Nigeria and many African countries could be appreciated from divergent perspectives. Essentially, the paper argues that the traditional-cum-historical approach to political analysis is limited, given the global orientation of public administration. Thus, the productivity of public administration must be predicated within its global orientation (globalisation) and through the framework that integrates all the divergent albeit complex perspectives of its orientation. The paper, therefore argues that the productivity of public administration could be examined largely within its super and supra structures, which logically determine its character, functions and development.

Haruna M. Aliero and Rufa'i Shehu discussed the effects of social accountability on efficiency in their paper "Improving the Efficiency of the Public Sector in Nigeria through social accountability". The paper argues that given the experiences of other countries, there are lessons to learn by Nigeria for improved service delivery. The paper further notes that public service reforms require focus on both rule-based and performance-based accountability. Thus, the two main problems of accountability initiatives are lack of

institutionalisation and inclusiveness, which could be explained through insatiable urge for power among the executives. After reviewing the practice of social accountability in India, Mexico, Argentina, Indonesia and Peru, the paper found that civil society organisations always take the lead in promoting social accountability. In this context, civil society organisations should therefore, be encouraged to mobilise and sensitise people on the importance of participation in design, implementation and evaluation of programmes that affect them. This is because people's involvement and participation is the foundation of social accountability. However, government must also play its role of providing legal and institutional framework for achieving these objectives.

Yahaya T. Baba's paper on "Legislative Productivity in Nigeria: Beyond the Chambers" explains the extent to which the functionality and productivity of a legislature could be measured from the perspectives of stability and efficiency of a democratic government. Generally, the paper attempts to answer the questions of: what are the factors influencing legislative productivity in Nigeria? What are the major determinants of legislative productivity? The paper, therefore, stresses that legislative productivity should be appreciated beyond the activities of the legislature in plenary sessions. In essence, the internal complexity of the legislature, to a greater extent, explains the dynamics of legislative productivity. Complexity, the paper argues, emphasizes the multiplicity of organisational sub-units in terms of hierarchy and functions. It is also explained in the context of division of labour and specialisation in organisational conduct which defines its degree of systemness. Thus it is within this framework that the questions of legislative productivity in Nigeria could be raised and answered.

Dejo A. Abdulrahman's paper on "Work Values and Orientations among University Students" is methodologically empirical. The paper focuses on the job values and work

orientations of University students. The paper is premised on the common assumption that the work ethics and positive work values of the first post-colonial generation of workers, such as punctuality, loyalty, hard work, trustworthiness, honesty, etc have declined over time and continue to do so. The paper, therefore, employs quantitative methodology to examine work values and orientations among students of the Usmanu Danfodiyo University, Sokoto. The idea is that studying students would provide an insight into the future of work and productivity in Nigeria and would also enable counsellors in various institutions of higher learning to do a more well-informed job of directing the students to jobs that coordinate well with their values, enable researchers appreciate the consequences of the existence and/or absence of 'fit' between members and their organisations; and indeed understand how individuals and organisations change over time as a result of the interaction between the workers' values and the characteristics of their organisations. The study, thus, found that the group of students involved in the study could be said to have a strong work ethic in that the majority consider work as a central activity and hard work as a duty of every citizen. The majority are also punctual and respectful of authority. These are positive work values that could improve productivity. Conversely, the study also found that there is poor time orientation, a predisposition to 'cut-corners' (i.e. ignore rules and regulations when expedient), a high level of individualism and a tendency towards hedonism as seen in the importance the majority attached to jobs that give plenty of leisure time. The study, therefore, argues that for Nigeria to make meaningful progress, workers have to imbibe those values that promote productivity. The idea is the need to go back to the positive aspects of Nigerian traditional values. They are the fundamentals for productivity and progress.

The technicalities involved in both access to and provision of women farm labour and their implications on rural working

environment is the focus of the paper on “Provision of women farm labour in Wurno, Sokoto State” by Sheikh D. Abubakar and Ibrahim M. Dankani. Specifically, the paper examines the contribution of women to rural agricultural productivity. The study is empirical. It employs quantitative method. The paper found that contrary to the widely held belief that women seldom participate in farm work, there are a number women farm labourers mostly within the age bracket of 20 – 30 years that do so. The study uniquely notes that the introduction of Shari’a legal system has neither stopped nor reduced in any way the involvement of women in field cultivation. However, many of the basic agricultural inputs, such as land, fertilizers, credits, extension services, are hardly within their reach. The paper recommends among other things that there should be a strategy of action and a framework to assist policy makers to develop appropriate methods for collecting and analyzing data on the economic and social contribution of women farmers and to identify ways of addressing their problems and challenges.

Yahaya Z. Abdullahi’s paper ‘deviated’ a little from the general perspectives of other papers though within the theme of the book. Using a case study of Japan Railway, the paper examines the effects of privatization on efficiency, wages and labour productivity. This paper is particularly important, in that Nigeria is currently pursuing public sector reforms through privatization of public enterprises. The paper evaluates the effects of privatization on efficiency, wages and labour productivity. It employs descriptive and analytical methods to measure performance indicators, such as cost-revenue ratio, operative costs, and labour productivity. The study found, generally, that the privatization of Japanese Railway has resulted in improving productivity, cutting operating deficits, increasing labour income and welfare and improving better services and efficiency. However, the study notes that even though political intervention has lessened after privatization, Japanese Railway companies are yet to be fully

independent as privatization process is still uncompleted. The paper, therefore, cautions that care must be taken to ensure that privatization does not translate into simple transfer of monopolistic power from a public corporation to the private sector.

There is a common assumption of the different work orientations between bank workers and secondary school teachers. Dejo A. Abdulrahman's paper attempts to scientifically explain this assumption. Using quantitative techniques, the paper argues that the two groups of workers are satisfied with their jobs, take pride in them, have a strong work ethic and believed in the dignity of labour. However, there is a weak sense of self-efficacy and negative time orientation. Yet, a strong sense of self efficacy and time consciousness are critical for both individuals and organisational productivity. The paper, therefore, stresses that for the current reform programmes to succeed, Nigerian workers need to develop a greater sense of self efficacy and an acute sense of time. The paper suggests that despite this finding, there is need for a further research using large samples to examine the determinants of work orientations, factors in the socio-cultural environment, as well as in work organisations that impact on the orientations of workers.

Still on motivation and its imperativeness in improving productivity, Muddassir A. Gado's paper "The Theory and Practice of Employee Motivation: A Study of Sokoto Furniture Factory" investigates the extent to which various theories of motivation are implemented in the Sokoto Furniture Factory. Using a mixed method approach, the study reveals that employers used incentive systems such as salary increase, fringe benefits and job security to motivate their employees. Moreover, workers involved in the study considered such factors as salary, participation in planning and decision making, being given responsibility, periodic promotion and recognition of hard work as essentials of motivation. The study, thus, recommends that in addition to other policy

issues, organisations should involve workers in the day-to-day administration, planning and key decision making. Other issues include organisations to critically understand and appreciate the need difference of their employees and to work towards addressing those individual needs.

Gender is an important variable that should always be considered in any development discourse. Little wonder, therefore, some papers in this book give prominence to gender issues. Thus Marufdeen A. AbdulRahim and Nafi'u B. Muhammad's paper on 'Gender participation in Kano River Irrigation Project, Kura' re-examines the gender gap existing in the work environment. It reveals that men are advantaged regarding participation and access to factors of production except in finance and that not too wide a gap exists in access to land by means of inheritance.

N.C. Okolo's paper is the third one in this book that specifically discussed the issue of gender concerning work and productivity. The paper is empirical in that it employs quantitative techniques to examine employment status of married women in relation to marital instability and/or stability in Sokoto metropolis. The paper reveals that contrary to the widely held notion that the employment status of married women contributes to marital instability, married working women through their contribution to family income reduce stress and dependency thereby improving marital stability. The study also reveals that most married women supplement their husbands' income. Thus, the paper concludes that in view of the contribution of women to family stability, wives should be encouraged to take up paid employment in the private and public sectors.

Reference

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