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Fuel Subsidy Removal and Performance of Civil Servants in Borno State During Post-Insurgency Recovery

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Abstract

The removal of fuel subsidies, accompanied by a subsequent increase in fuel prices, imposes detrimental impacts on the performance of civil servants, especially in Borno State. Therefore, this paper assesses the Effects of fuel Subsidy Removal on the Performance of Borno State Civil Servants in Post-Insurgency Recovery. The study adopts a positivist approach and employs quantitative research methods to investigate the impact of fuel subsidy removal on the performance of civil servants in Borno State. Data were collected through questionnaires administered to 398 civil servants selected using Yameni's sampling method. Stratified sampling was utilized to categorize civil servants into senior and junior cadres, and simple random sampling was used for data collection. Descriptive statistical analysis was applied to analyze the questionnaire data, including frequency distribution tables and simple percentages. The findings revealed the negative impact of fuel subsidy removal on civil servants' ability to meet work-related deadlines. It also highlights the adverse effects on punctuality and attendance, mainly attributed to increased transportation expenses. Additionally, the research identifies operational challenges civil servants face post-subsidy removal and emphasizes the negative perception of this policy change on productivity. The study recommends establishing a transportation subsidy program and improving transportation infrastructure by investing in infrastructure upgrades, including roads, public transportation systems, and alternative commuting options. Reduction in transportation costs, minimizing commute times, and enhancing transportation accessibility for civil servants. Similarly, Engage with relevant stakeholders such as labour unions, trade unions, and community representatives to solicit feedback, address concerns, and collaboratively develop solutions to mitigate the impact of fuel subsidy removal on civil service performance.

Keywords: Fuel, Subsidy Removal, Civil Servants Performance, Post-Insurgency Recovery, Borno State.

Introduction

Subsidies often employed by governments to redistribute economic benefits to the majority have taken various forms, including rebates, consumption vouchers, tax reductions, and direct cash transfers. This economic policy generally aims to ensure the affordability of essential goods and services for low-income earners, enhancing their living

standards and promoting business growth. The effectiveness of subsidy policies reflects directly on the economic activities within a country. In Nigeria, introducing fuel subsidies in 1973 marked a significant step in this direction (Akinyemi et al. 2017). However, the policy of fuel subsidy removal has been a consistent feature over the years, with historical instances in 1980 and 2000 resulting in substantial increases in fuel prices, impacting commodity prices by nearly 50% (Balouga, 2012). The consequences of subsidy removal,

particularly on the low-income populace, have been evident, leading to a declining standard of living.

The Nigerian government responded to the challenges posed by fuel subsidy removal by introducing the Social Intervention Programme (SIP) in 2016. Despite such initiatives, Nigeria's living conditions have not significantly improved (Ani et al. 2021). The removal of fuel subsidies consistently leads to increased fuel and commodity prices, affecting transportation costs and overhead expenses for small and medium-scale enterprises (SMEs), thereby negatively impacting the living conditions of the populace in these countries (Ekong & Akpan, 2014).

In Borno State, a region undergoing post-insurgency recovery, removing fuel subsidies has significantly affected state civil servants. The challenges extend to crucial aspects such as disposable income, job security, and living standards. The removal has strained disposable income due to increased transportation costs, directly impacting daily commutes for civil servants and limiting their ability to meet essential needs. The elevated cost of living resulting from higher fuel prices has eroded the purchasing power of civil servants and their families. Concerns about job security have arisen due to potential economic downturns resulting from subsidy removal, creating uncertainty about government revenues and employment sustainability. This has left civil servants apprehensive about the stability of their jobs, with the looming potential for downsizing or job losses. The impact on civil servants is further evidenced by reduced purchasing power, where increased transportation costs and a higher cost of living limit their ability to

afford luxuries and essential goods and services.

This financial strain has contributed to heightened social and psychological stress among civil servants, with increased anxiety about their economic future and daily challenges affecting mental well-being and job satisfaction. Understanding these complex dynamics is crucial for comprehending civil servants' multifaceted challenges in post-insurgency recovery areas like Borno State. This study aims to provide valuable insights that can inform targeted interventions and policy decisions, aiming to mitigate negative consequences, foster resilience, and promote sustainable recovery for civil servants in Borno State.

The removal of fuel subsidies, accompanied by a subsequent increase in fuel prices, imposes detrimental impacts on the performance of civil servants, especially in Borno State. The escalated transportation costs directly induce financial strain, causing stress and anxiety as civil servants grapple with managing tighter budgets. The concurrent reduction in purchasing power, particularly due to elevated living expenses, compromises the quality of life for civil servants, hindering their ability to meet essential needs. This financial stress becomes a significant source of distraction, undermining concentration and motivation at the workplace. The compounded challenges also contribute to a decline in overall well-being, affecting job satisfaction, mental health, and work-life balance.

Similarly, fuel subsidy removal has far-reaching consequences, posing an unbearable challenge for this vital population segment (civil servants). The disparities created by subsidy removal can

profoundly affect their daily lives, including challenges in meeting work-related deadlines, maintaining punctuality and attendance at work due to changes in transportation costs, and effectively fulfilling job duties and responsibilities. The resulting dissatisfaction and difficulties civil servants face due to the removal of fuel subsidies can significantly affect their productivity at work. In the post-insurgency recovery phase in Borno State, it becomes imperative to conduct a comprehensive study on the socio-economic effects of subsidy removal, specifically on civil servants. This study would shed light on how the removal of fuel subsidies impacts the ability to meet work-related deadlines, maintain punctuality and attendance, and effectively fulfil job duties.

Although studies have contributed to understanding the multifaceted effects of fuel subsidy removal in Nigeria, Ozili (2023) examines the implications of the 2023 fuel subsidy removal, while Musa et al. (2014) investigate its impact on socio-economic development. Mohammed et al. (2020) focus on household characteristics, providing a survey-based analysis in Maiduguri, Borno State. Bashir (2016) delves into the economic implications, and McCulloch et al. (2021) explore the social contract dynamics. Ogunode and Aregbesola (2023) explore education, and Siddig et al. (2015) study poverty impacts, while Omitogun et al. (2021) assess environmental consequences. Despite the richness of these studies, a significant research gap surfaces concerning the performance of civil servants in post-insurgency recovery. The existing studies predominantly provide a generalized perspective on economic implications, socio-economic development, household characteristics,

education, social contract, poverty impacts, and environmental consequences, neglecting the Performance of Civil Servants in Post-Insurgency Recovery. Therefore, this paper assesses the Effects of fuel Subsidy Removal on the Performance of Borno State Civil Servants in Post-Insurgency Recovery.

Concept of Subsidies

In the academic domain, scholars have meticulously examined various methodologies for conceptualizing subsidies. El-said (2006) articulated that a subsidy is an economic benefit or financial aid extended by a government to support a desirable activity. This support aims to maintain low prices, secure producers' income dealing with critical or strategic products, sustain employment, or stimulate investment to alleviate unemployment. Tentatively, it is seen as a government program potentially enabling firms to enhance profits beyond what they would have achieved without such governmental initiatives. Similarly, Iba (2009) characterizes a subsidy as a government action curtailing consumption. With a specific focus on fuel subsidies explored in this review, energy subsidies possess a rich historical backdrop and have been implemented internationally in diverse forms, yielding varied outcomes. These subsidies come into play when the government aids customers in paying a price lower than the market price for consumer products. In a parallel vein, a subsidy encompasses any measure that keeps prices paid by consumers below market levels or, conversely, maintains prices for producers above market levels. Subsidies manifest in diverse forms, with some directly impacting prices through mechanisms like grants, tax reductions, exemptions, or price controls (Eyiuche, 2012).

Drawing from the perspectives of El-said (2006), Iba (2009), and Eyiuche (2012). The analysis emphasizes the multifaceted nature of subsidies as El-said (2006) defines subsidy as an economic benefit or financial aid the government provides is robustly articulated. The elucidation of the purposes of subsidies, such as keeping prices low, supporting producers of critical or strategic products, maintaining employment levels, and inducing investment to reduce unemployment, provides a comprehensive understanding of the diverse goals that subsidies aim to achieve. Iba's (2009) perspective introduces another dimension, framing subsidies as a government action to decrease consumption. This underscores the role of subsidies in supporting specific economic activities and influencing overall consumption patterns.

Eyiuche (2012) highlights the different forms subsidies can take, directly impacting prices. Including examples such as grants, tax reductions, exemptions, and price controls adds practicality to the discussion, illustrating the tangible ways subsidies can influence economic dynamics. However, within the context of this study, a subsidy is a strategic intervention meticulously implemented by the government that deliberately aims at reducing market prices of goods and services, thereby ensuring that individuals with limited purchasing power can access essential commodities crucial for their overall well-being. This entails that a subsidy functions as a targeted economic measure designed to alleviate financial burdens on the most vulnerable segments of the population through lowering the cost of key goods and services which to foster social equity and enhance the standard of living for those who might

otherwise face challenges in meeting their basic needs.

Concept of Fuel Subsidies

Scholars have examined varied strategies for conceptualizing Fuel subsidies. Fuel subsidy means that the government pays a fraction of the price that consumers are supposed to pay to use petroleum products to reduce the price burden. It is a government program created to reduce how much people have to pay for petroleum products, which include Premium Motor Spirit (Petrol), Automotive Gas Oil (Diesel), and Dual Purpose Kerosene (Kerosene), and to protect the citizens from crude oil volatility in the international market (Nwachukwu et al. 2013). Fuel subsidy is a taxpayer-funded payment made to encourage the development/distribution of alternative fuels and to explore and develop more traditional energy sources (Aliyu et al. 2015). A fuel subsidy means selling petrol below the cost of importation. It is a mechanism designed by the government to keep the price consumers pay for products below market levels to make targeted goods and services affordable to consumers who ordinarily may not be able to afford them. Subsidies could benefit people and businesses through tax deductions, grants, exemptions, or price control (Akinyemi et al., 2017). Fuel subsidy means that a fraction of the price that consumers are supposed to pay to enjoy the use of petroleum products is paid by the government to ease the price burden (Onyeizugbe & Onwuka 2012).

The definition of fuel subsidies is approached from different angles, emphasizing its role as a government program aimed at reducing the financial burden on consumers of petroleum

products. Nwachukwu et al. (2013) highlight the protective aspect of fuel subsidies, characterizing them as a mechanism to shield citizens from the volatility of crude oil prices in the international market. Aliyu (2009) expands the conceptualization by framing fuel subsidies as taxpayer-funded payments designed to incentivize the development and distribution of alternative fuels, contributing to energy source diversification. The perspective presented by Akinyemi et al. (2017) broadens the scope, considering subsidies as mechanisms involving tax deductions, grants, exemptions, or price controls, with potential benefits for both individuals and businesses. Onyeizugbe & Onwuka (2012) echo the essence of alleviating the price burden on consumers, reinforcing that fuel subsidies involve government payments to make petroleum products more affordable. However, within the scope of this paper, Fuel subsidies denote the government's involvement in the pricing mechanism to lower the retail costs of petroleum products, specifically gasoline (petrol) and diesel, for the general public.

Concept of Civil servants

The studies conducted by Oyediran et al. (2005) and Anozoda et al. (2012) collectively offer valuable insights into the roles and perceptions of civil servants within government operations. According to Oyediran et al. (2005), civil servants, primarily situated in government ministries, are integral to the planning, advising, and executing policies. However, a notable limitation highlighted is excluding local government and public corporation officials from this definition. Oyediran et al. (2005) observe that the perceived inaccessibility of civil servants to the public prompts a critical

examination of public service effectiveness. This raises questions about civil servants' need to cultivate more responsive and personable interactions with the public. Building on this discourse, Anozoda et al. (2012) expand the definition of civil servants to encompass officials in civil service and other government services, emphasizing their collective role as public servants. Consequently, this study adopts a specific definition of civil servants as employees working with the Borno State government, undergoing a systematic biometric recording process for identification and authentication purposes. These civil servants actively contribute to various tasks within public administration, spanning administrative, managerial, and professional responsibilities.

Concept of Civil Servant Performance

Scholars have explored the concept of civil servant performance. Al Mehrzi and Singh (2016) define employee performance as the holistic measure of an individual's success over a specific period, evaluated against various benchmarks such as work standards, targets, or mutually agreed-upon criteria. Complementing this, Yang et al. (2016) emphasize that performance essentially encapsulates the actions undertaken by employees in executing their responsibilities. Performance management involves activities targeting the improvement of both individual and group performance within a company, as highlighted by various scholars. Shmailan (2016) further underscores that employee performance is manifested through specific actions undertaken during their work for the organization. This perspective acknowledges the interdependence of performance with

factors such as job satisfaction, reward levels, and individual skills and traits.

Adding to this discourse, Kinicki and Kreitner (2007) document a positive correlation between employee performance and job satisfaction, suggesting that content and happy workers exhibit higher performance levels. This connection is crucial, as motivated employees are more likely to contribute to attaining organizational targets. In the context of the present study, the performance of civil servants refers explicitly to the effectiveness, efficiency, and overall quality of their work, particularly in punctuality and commitment to fulfilling the duties and responsibilities inherent to their roles within government institutions.

Fuel Subsidies and Socio-economic Impact on Civil Servants

The reviewed studies collectively present a nuanced picture of the socio-economic effects of fuel subsidy removal in Nigeria, highlighting both positive and negative implications. Ozili and Obiora (2023) investigate the repercussions of the 2023 fuel subsidy removal in Nigeria, highlighting potential advantages such as financial resource liberation, encouragement of domestic refineries, and reduced reliance on imports. Despite recognizing drawbacks such as short-term economic downturn and heightened inflation, they stress the delicate balance required for post-subsidy removal. The paper utilizes discourse analysis but lacks transparency regarding data sources, hindering the assessment of the robustness of the findings. Positive implications are elaborated, while the study of negative consequences briefly lacks in-depth exploration. Musa et al. (2014) contribute by revealing that while

there might be no immediate impact on social well-being, the long-term effects are positive for economic development.

Similarly, Musa et al. (2014) investigation of the repercussions of fuel subsidy removal in Nigeria employs a quantitative approach, utilizing price pass-through and error correction models to analyze short- and long-term effects. Despite providing stability checks through Augmented Dickey-Fuller and Phillip-Perron tests, the paper lacks a thorough discussion of their robustness and potential implications. The assertion of no short-term impact on social well-being lacks nuance regarding specific social indicators and potential lag effects. While the study aligns with theoretical expectations regarding long-term positive impacts on economic development, a more detailed exploration of the mechanisms behind deregulation's contribution to growth would enhance the paper.

On the contrary, Mohammed et al. (2020) examine the effects of fuel subsidy removal on socio-economic characteristics in Maiduguri, Borno State, Nigeria, focusing on the household level and establishing a positive relationship between household characteristics and fuel subsidy removal in Borno State. While providing valuable insights into the micro-level impacts of this policy change, the study faces certain critical considerations. The lack of a detailed explanation of the survey methodology raises concerns about data reliability and the generalizability of findings. Descriptive statistics, though informative, may fall short of capturing the nuanced effects on households. A simple regression method is mentioned without discussing its appropriateness or potential

biases, questioning the robustness of inferential statistical results. The paper's commendable recommendations lack an exploration of feasibility and potential challenges.

Additionally, a discussion on the socio-political context in Maiduguri is absent, limiting the comprehensive understanding of findings. Bashir's (2016) exploration of the economic implications of fuel subsidy removal in Nigeria is notable for addressing a crucial aspect of the country's economic landscape. However, the paper is subject to certain limitations. Although it recognizes arguments favouring and against subsidy removal, the analysis lacks depth, offering a superficial examination without delving into the broader socio-economic context and potential trade-offs. The observed public opposition to subsidy elimination could be better explored to understand the reasons behind this resistance and its socio-economic impact. While identifying issues within the fuel sector, the paper falls short in discussing robust policy solutions. The recommendation to build more refineries is positive but lacks a thorough discussion of feasibility and associated costs. Moreover, the suggestion that fuel prices will drop in the short run with new refineries lacks a detailed transitional analysis and consideration of potential challenges.

McCulloch et al. (2021) microeconomic analysis focuses on the opportunity costs and environmental implications of fuel subsidy reform. While the study underscores the substantial fuel subsidies and potential opportunity costs, it could benefit from a more nuanced exploration of the specific development objectives achievable with redirected funds. The assertion that the subsidy

disproportionately benefits wealthier Nigerians lacks a detailed examination of income distribution and its implications. The paper could delve deeper into sociopolitical factors influencing resistance, offering a more comprehensive understanding of public sentiment. The commendable research methodology involving a complete dataset and focus group discussions lacks a detailed discussion on potential biases or limitations impacting the representativeness of samples. While quantitative findings are presented, more in-depth analysis and interpretation are needed to enhance policy relevance. Yakubu et al. (2023) study on the impact of petroleum subsidy removal in Nigeria addresses a significant issue but has notable limitations. While recognizing the historical reliance on petroleum subsidies for affordable fuel prices, the paper lacks specificity in identifying the direct mechanisms through which subsidy removal impacts the standard of living, leaving causal links somewhat unclear.

Challenges faced by Nigeria, including inflation, unemployment, and increased poverty rates, are mentioned. Still, a more detailed analysis of their interactions and contribution to the overall impact of subsidy removal is needed. The research methodology is briefly mentioned, raising questions about rigour and reliability. The recommended mitigation measures lack detailed exploration and may benefit from more specific policy proposals.

Mohammed et al. (2023) examine the impact of fuel subsidy removal on staff efficiency at the Nigerian Institute of Leather and Science Technology, which provides valuable insights. Still, it leaves several research gaps that warrant further

investigation, particularly in the context of civil servants in Borno State during post-insurgency recovery. Firstly, the study's focus on a specific institution limits the generalizability of findings to a broader civil service context affected by post-insurgency challenges. Secondly, the lack of detailed information on the questionnaire design and sampling methodology raises questions about the study's reliability and external validity. Additionally, while the study touches on the negative impact of subsidy removal on job satisfaction and efficiency, it does not delve into the specific mechanisms through which these effects occur, hindering a comprehensive understanding. To establish a research gap, future studies should explore how removing fuel subsidies intersects with the unique challenges civil servants face in post-insurgency recovery, considering factors such as psychological well-being, organizational support, and the role of government policies in the recovery process. Furthermore, investigations into the specific aspects of job satisfaction and performance affected by fuel subsidy removal and potential interventions to mitigate negative consequences would contribute to a more nuanced understanding of the phenomenon.

Ogunode and Aregbesola (2023) study specifically examines the impact of fuel subsidy removal on education in Nigeria, highlighting negative effects on school administration, teaching, learning, and supervision. While contributing valuable insights into the subject, the reliance on secondary data from print and online sources raises concerns about accuracy and reliability. The paper lacks specific details regarding data sources and collection methodologies, undermining its credibility. A more nuanced discussion of

the causal links between subsidy removal and the identified educational impacts is needed. The proposed recommendations lack specificity and fail to address root causes, requiring more concrete measures and policy recommendations to tackle the multifaceted challenges in the education sector. Siddig et al. (2015) study on the impacts of removing fuel import subsidies in Nigeria addresses a crucial socio-economic issue but faces criticism in certain aspects. The paper employs an economy-wide framework to assess the consequences of subsidy removal, emphasizing potential benefits such as increased gross domestic product. However, it lacks a detailed exploration of the methodology, making it challenging to assess the robustness of the findings. Focusing on macroeconomic impacts overlooks distinctions in the socio-economic landscape, particularly the potential negative effects on household income, especially for poorer households. While suggesting income transfers to mitigate the adverse effects, the study lacks concrete policy recommendations and discussions on the feasibility and challenges of such measures.

The reviewed literature collectively presents a comprehensive overview of the effects of fuel subsidy removal in Nigeria, encompassing both positive and negative implications. Ozili and Obiora (2023) focus on the 2023 fuel subsidy removal, highlighting potential advantages such as financial resource liberation and reduced reliance on imports. However, the study lacks transparency in data sources and depth in exploring negative consequences. Musa, Hounsou, and Adeyele (2014) contribute quantitatively, emphasizing the positive long-term effects on economic development but facing criticism for lacking nuance in social well-being

assessment. Mohammed, Ahmed, and Adedeji (2020) examine household-level impacts, revealing a positive relationship but facing concerns about methodology transparency and limited recommendations. Bashir (2016) addresses economic implications but lacks depth, requiring a more thorough exploration of the socio-economic context and robust policy solutions. McCulloche et al. (2021) underscore opportunity costs but need a nuanced examination of wealth distribution. Yakubu et al. (2023) recognize historical reliance but lack specificity and rigorous methodology. Ogunode and Aregbesola (2023) examine education impacts but need more detailed methods and concrete recommendations. Siddig et al. (2015) face criticism for methodological transparency and overlooking household impacts. A research gap emerges in the context of studying the Effects of Fuel Subsidy Removal on Borno State Civil Servants' Performance in Post-Insurgency Recovery. This study aims to fill this gap by delving into the effects of fuel subsidy removal on the performance of civil servants in Borno State, providing valuable insights into their experiences

during the recovery period. Furthermore, the existing literature on this specific topic is insufficient, emphasizing the necessity for further investigation. In light of the discussions mentioned above, the hypothesis put forth is as follows:

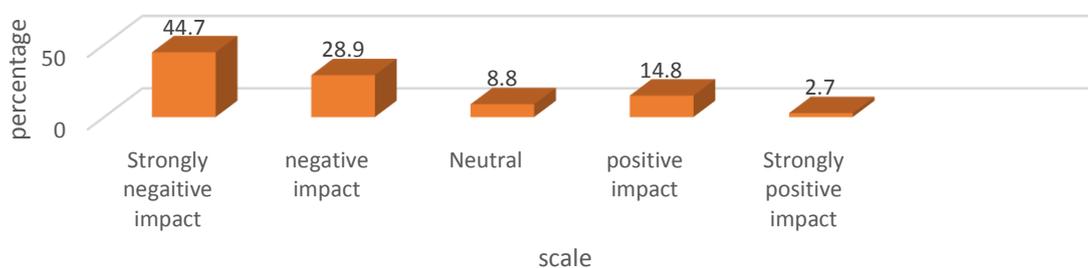
Methodology

The paper employed a positivist approach to research design, utilizing a quantitative procedure. Primary data for the study were gathered through questionnaires administered to the 16,800 civil servants working within the Borno state civil service (BOHS Report, 2022). The sample size of three hundred and ninety-nine (398) was determined using Yameni (1967) sampling method.

The study employed a multi-stage sample utilizing stratified sampling in categorizing the civil servants into senior and junior cadres and simple random sampling when administering the quantitative data collection instrument. The questionnaire data collected from the sample were subjected to descriptive statistical analysis involving frequency distribution tables and simple percentages.

Table 4.1

Fuel subsidy removal impact on the ability to meet work-related deadlines



Source: Field Survey 2024

Data Presentation and Analysis

The findings presented in Chart 4.1 suggest a substantial and predominantly negative impact on respondents' ability to meet work-related deadlines following the removal of fuel subsidies. With 73.6% of respondents expressing a negative sentiment, it is evident that a significant majority perceive the absence of fuel subsidies as having adverse effects on their work-related timelines.

The 8.8% of respondents who adopted a neutral stance might signify a segment that neither strongly agrees nor disagrees with the impact of fuel subsidy removal on their ability to meet deadlines. This neutrality could be due to individual circumstances or a lack of noticeable change in their work environment.

Contrastingly, the 17.5% of respondents reporting a positive impact

suggests that a notable but comparatively smaller group perceives improvements in meeting work-related deadlines due to the removal of fuel subsidies. It would be interesting to explore the reasons behind this positive perception, as it could be linked to increased efficiency, altered work patterns, or other unexpected positive outcomes.

Overall, these research findings imply that, on the whole, the removal of fuel subsidies has had a predominantly negative influence on the ability of Borno state civil servants to meet their work-related deadlines. This insight could be valuable for policymakers, businesses, and other stakeholders involved in decision-making processes related to fuel subsidy policies, emphasizing the need to consider potential impacts on workforce productivity when implementing such economic measures.

Chart 4.2

Maintain punctuality and attendance at work due to changes in transportation costs



Source: Field Survey 2024

Chart 4.2 reveals that 87% have experienced a decline, with 57.3% indicating a significant decline and an additional 30.9% reporting a general decline in maintaining punctuality and attendance at work due to changes in

transportation costs. (5.4%) reported no change in punctuality and attendance, while a minority (6.4%) mentioned improvements, with 1.5% stating an improvement and 4.9% indicating a significant improvement. The high percentage of respondents reporting a

decline in punctuality and attendance suggests that the changes in transportation costs have had an adverse effect on their ability to arrive at work on time. This may be attributed to increased commuting challenges and financial constraints. While a small percentage reported significant and general improvements in punctuality, the overall positive impact is relatively low. This indicates that most respondents are facing challenges rather than experiencing improvements in their ability to arrive at work on time.

The data suggests that changes in transportation costs, possibly related to the removal of fuel subsidies, have had a predominantly negative impact on the punctuality and attendance of individuals at work. Employers and policymakers may need to consider these findings when assessing the broader implications of fuel subsidy removal on workforce attendance and productivity.

Chart 4.3

Removal of fuel subsidies has an impact on the ability to fulfill job duties and responsibilities effectively



Source: Field Survey 2024

Chart 4.3 presents results indicating a diverse range of perceptions regarding the influence of fuel subsidy removal on the ability to fulfill job duties and responsibilities effectively, with (81.5%) perceiving the removal of fuel subsidies as having a negative impact on their ability to perform job duties and responsibilities. This is reflected in the combined percentages of "Very Negatively" (39.0%) and "Negatively" (42.5%), (3.5%) expressed a neutral stance, indicating no clear positive or negative impact. A minority of respondents (15.0%) believe

that removing fuel subsidies positively impacts their ability to fulfill job duties and responsibilities. This includes 8.1% who reported a "Positive" impact and 6.9% who reported a "Very Positive" impact.

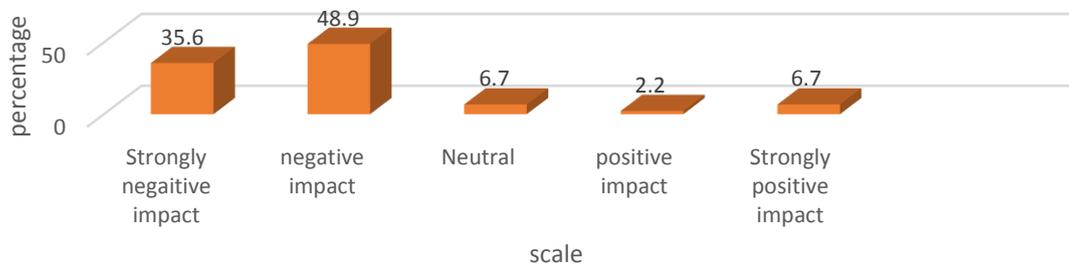
The dominant perception of a negative impact implies that removing fuel subsidies has created challenges or difficulties for individuals in effectively meeting their job responsibilities. Employers, policymakers, and stakeholders should consider these

findings when evaluating the broader consequences of fuel subsidy removal on

workforce productivity and job performance.

Chart 4.4

Fuel subsidy removal has affected your productivity at work



Source: Field Survey 2024

The findings presented in Chart 4.4 reveal that 84.5%) perceive the removal of fuel subsidies as negatively impacting their productivity at work. This is reflected in the combined percentages of "Strongly Negative Impact" (35.6%) and "Negative Impact" (48.9%); 6.7%) expressed a neutral stance, indicating no clear positive or negative impact. The positive responses (9.0%) are relatively low, with 2.2% reporting a "Positive Impact" and 6.7% reporting a "Strongly Positive Impact".

The data indicates that the removal of fuel subsidies is generally perceived negatively in terms of its impact on the productivity of individuals at work. The limited positive responses emphasize the varied nature of individual experiences but suggest that, on the whole, the majority of respondents perceive a negative influence on their work productivity.

Discussion of Findings and Conclusion

This research examines the impact of fuel subsidy removal on civil servants' performance in Borno State during the post-insurgency recovery period. Utilizing a positivist approach and quantitative data analysis, the study finds a predominant negative effect on civil servants' ability to meet work-related deadlines. Moreover, removing fuel subsidies is linked to increased transportation expenses, negatively affecting punctuality and attendance at work. These findings resonate with Yakubu et al. (2023), highlighting the broader consequences of subsidy removal on the standard of living and inflationary pressures.

Additionally, the study reveals difficulties civil servants face in effectively carrying out their job responsibilities post-subsidy removal, aligning with Ogunode and Aregbesola (2023) findings on the negative impact of subsidy removal on school administration. Furthermore, the study indicates a negative perception of

subsidy removal's impact on productivity, corroborating Mohammed et al. (2023) results on the adverse effects of subsidy removal on staff efficiency and daily commuting costs. Overall, these findings underscore the challenges posed by subsidy removal on civil servants' productivity and operational efficiency, emphasizing the need for targeted interventions to mitigate these effects.

In conclusion, this study has provided valuable insights into the impact of fuel subsidy removal on the performance of civil servants in Borno State during the post-insurgency recovery period. Using quantitative data analysis, the research revealed a predominant negative effect on civil servants' ability to meet work-related deadlines following the removal of fuel subsidies. Additionally, the study highlighted how fuel subsidy removal has adversely affected punctuality and attendance at work, primarily through alterations in transportation expenses. Moreover, it identified the operational difficulties faced by civil servants post-subsidy removal and underscored the negative perception of this policy change on productivity.

The findings came with the following recommendations

- **Transportation Subsidy Program and Infrastructure Development:** The pressing issue of increased commuting costs impacting civil servants necessitates prioritizing a transportation subsidy program to alleviate financial strain. This initiative aims to provide eligible civil servants with financial assistance, ensuring affordable and reliable transportation access, thereby enhancing punctuality and attendance at work. Additionally, investing in transportation infrastructure development, including roads and public transit systems, is crucial. By strategically upgrading infrastructure, the aim is to reduce costs, minimize commute times, and improve accessibility for civil servants. By aligning the implementation of the subsidy program with infrastructure development, a comprehensive approach can be adopted to address transportation challenges, fostering both the financial well-being and efficiency of the public sector workforce.
- **Capacity Building and Training:** Investment in capacity-building programs and training initiatives aimed at equipping civil servants with skills and competencies necessary to effectively manage their workload and responsibilities despite challenges arising from fuel subsidy removal. These programs will focus on time management, task prioritization, and adaptation to changing work environments.
- **Stakeholder Engagement and Consultation:** Engage with relevant stakeholders such as labour unions, trade unions, and community representatives to solicit feedback, address concerns, and collaboratively develop solutions to mitigate the impact of fuel subsidy removal on civil service performance. This inclusive approach will ensure that policy interventions are tailored to the specific needs and circumstances of civil servants in Borno State.
- **Performance Monitoring and Evaluation:** An establishment of monitoring and evaluation as a mechanism by the government to ensure the effectiveness of policy interventions in addressing the challenges brought by fuel subsidy

removal on civil service performance. This will involve tracking key performance indicators, collecting stakeholder feedback, and making necessary adjustments to policy interventions to ensure their relevance and effectiveness over time.

Contribution to knowledge

This paper enhances the literature on fuel subsidy removal's impact on civil servant performance in post-conflict settings like Borno State. Using a positivist approach and quantitative data, it fills gaps in empirical evidence, revealing a negative effect on meeting deadlines and linking removal to increased transportation costs, reduced punctuality, and attendance. It highlights operational challenges post-subsidy removal, stressing the importance of context. Additionally, it exposes negative perceptions of productivity, urging policymakers to consider civil servants' perspectives in intervention design.

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