

**GLOBALIZATION AND HUMAN RESOURCES
MANAGEMENT IN NIGERIAN PUBLIC SECTOR: A RE-
EXAMINATION OF THE PARADIGM SHIFT**

Benedict Nnamdi Njoku¹ & Juliet Anulika Ndoh^{2*}

¹Department of Political Science, Spiritan University, Nneochi, Abia State, Nigeria

²Department of Public Administration, Imo State University, Owerri, Nigeria

*anuligr8@gmail.com

ABSTRACT: This study examines the imperative of the current paradigm shift in Human Resource Management in the Nigerian Public Sector. This paradigm shift which has resulted in the blend of both international and domestic human resource management practices in the Ministries, Departments and Agencies (MDAs) of the government in the country has both negative and positive effects. Although it ensures improved efficiency and cost-effectiveness in the management of human resources in the Nigerian public sector, it has equally, given rise to human resources management problems such as loss of job security, retrenchment, downsizing, delay and non-payment of some workers' salaries, casualization of labour and ghost workers syndrome etc. The application of these mixed human resource management practices in Nigerian public service organizations has created more problems than it tries to solve. The study adopted a qualitative methodology with data collected from secondary sources. The objectives of the study were to determine the extent to which flexible employment patterns affect Human Resources Management Practices in the Nigerian Public Sector and to find out how Information and Communication Technology (ICT) affects Human Resource Management Practices in the Nigerian Public Sector. The Resources-based Based View Theory was used to explicate the phenomenon under investigation. The findings amongst others show that as much as the use of ICT has assisted the government in running the MDAs, the employees have continued to suffer its negative effects. It was therefore recommended amongst others that efforts should be intensified by the government to sensitize and adequately train the public sector Human Resources Management practitioners on how to effectively apply ICT ahead of time to ensure the effective realization of set goals and objectives.

Keywords: Human Resource Management, Public Sector, Information and Communication Technology, Resource Based View Theory, Flexible Employment Patterns, Globalization.

INTRODUCTION

In the last few decades, globalization has exerted a tremendous influence on all aspects of human existence. It has become an albatross around our neck which ought to be tolerated and accepted for a better and sustainable human existence.

Globalization as the trend of the present age is not without consequences like the economic, social, political and cultural trajectories that have dominated the human existence in the past. Its effects in both developed and developing countries beg for properly situated perspectives in

terms of its benefits and opportunities as well as the negative consequences by policy makes, scholars and other stakeholders. Khor (2001, p.ii) asserts thus:

Globalization has become the defining process of the present age. While the opportunities and benefits of this process have been stressed by its proponents and supporters, recently, there has been increasing disillusionment among policy-makers in the south, analysts and academics as well as the community of Non-Governmental Organizations (NGOS) in both the South and the North.

The concept and significance of globalization is increasingly becoming broader, and therefore no longer strictly limited to the issue of trading and business activities. It has become connected with information and communication networks, traits, culture, environmental initiatives, political actions, practices, policies as well as military forces across borders Marguardt cited in Aina and Reuben (2014, p.136). This opinion of Marguardt explains the pervasive influence of globalization on the public administration of countries around the world. As captured by Sapru (2013, p.577) one of the major issues in governance and public administration is the context in which these are influenced by globalization.

Several mega changes in the last two decades of the 20th century and the first few years of the 21st century are seen to have shaken up the whole world and produced new worldwide transformations in political systems governance, state-society relations and public Administration (Sapru 2013, p.578). He went on to argue that the first major change which has caused revolutionary change is technological innovation in general but, most importantly the computer, the internet and satellite communication which have produced giant steps towards world integration and the removal of many artificial barriers in learning about other nations and peoples around world. Now, access to information is instantaneous. However, this does not mean a loss of national sovereignty or boundaries of nationalism.

The second major change according to him, is globalization which is caused by many factors including the government's apathy, innovations in information technology, different policies of a country, international institutions, and ideology. Globalization has caused significant consequences for the state, its governance and its public administration. But the core of the state and administration persists in the broader sense of continuity.

With the spread of globalization and the changes occurring at both the domestic and international levels, the functions and roles of the state have been transformed substantially. The Worldwide trends of globalization and citizen participation have compelled governments to debate the roles of the state, to explore various partnerships with private sector and civil society organizations and to consider re-engineering government systems, retraining public officials and rethinking public policies. Given the rapid changes in technology and the global economy, governments have also been motivated to learn to continuously re-evaluate government performance in relation to citizen demands and global pressures (Philemon, 2022, p.1).

In a bid to respond to the above global demands and pressures by governments, Akanbi and Itiola (2013, p.88) inferred that with the advent of globalization, the developing countries have taken a number of structural adjustments and different measures to achieve competitiveness,

efficiency in resources allocation and development of human resources. Human resources are the catalyst of development for a country and the government of a country should lay high emphasis for the development of its human resources.

Human Resource management in Nigeria is a convergence of the Western-inspired approaches, with evidence of its cultural and institutional influences on it. That is, there is a blend of transplanted and indigenous human resources management practices... In Nigeria, there is application of new management techniques and skills used in the running of organizations, all aimed at running a cost-effective system. Human resources management practices in Nigeria cannot be totally diffused from what is evidence in other countries (Sola, Oluwakemi, Tunde and Marian 2011, p.59).

In Nigeria, the economy and society are undergoing changes due to globalization. As a result, it is important for workers to develop and improve their vocational abilities. For these purposes, in the public sector, the various ministries such as the ministry of Labour and the ministry of foreign affairs conducted vocational training... in the field of human resources development. The various ministries conducted seminars, workshops, conferences and in-service training for its staff to meet the effects of globalization Osagie (2011, P.218).

The outsourcing of services in the public sector which involves employers contracting out some of their non-core or ancillary services has resulted to the casualization of labour Anyim, Ikemefuna and Mba (2011, P.7). They further argued that casualization of labour which is a non-standard work arrangement is as a result of employers' orientation to avoid costs associated with the application of the provisions of the labour laws which are designed to protect permanent employees in standard and pensionable employment and also for the purpose of flexibility. This practice gives employers the freedom to hire and fire casual employees at will. The practice has been a source of constant conflict between unions and employers Anyim et'al (2011, P.7).

Globalization has given rise to brain drain in Nigeria. Brain drain is a situation where skilled workers and educated populace migrate from their country of origin to a better country as a result of various push and pull factors. Globalization has made human capital flight easier in the country with a limited number of expert personnels and enrichening the receiving countries with more experts they have invested little or nothing into Nsehe (2017, P.23).

The health sector suffered a 90 per cent loss of Nigerian doctors to the United Kingdom and the United States. The report showed that these two countries also attracted more than 500 Nigerian nurses and midwives emigrating abroad migration in Nigeria report (2014) cited in Nsehe (2017, P.23). The British, American and Saudi Arabian embassies received more than 1000 verification request applications from Nigerians who wanted to travel abroad. The exodus of these medical experts has negatively impacted the health sector of Nigeria Raufu cited in Nsehe (2017, P.24). The exodus of Nigerian students to countries such as United States, United Kingdom and Europe could be regarded as a positive impact of globalization as it would mean that they would acquire knowledge that would then be used in developing their countries of origin Nsehe (2017, P.25).

However, the paper argues that globalization is not just a Western Contrivance but rather a "double-edged sword" with its pros and cons especially in the newly emergent capitalist democracies of Africa particularly Nigeria. The interface between globalization and human

resources management practices in the Nigerian public sector will be critically examined considering the two global human resource management indicators of Information and Communication Technology (ICT) and Flexible employment patterns.

Statement of the Problem

Despite the much-acclaimed benefits of globalization on human resource management practices in the Nigerian public sector, the nation is still struggling to overcome the litany of the negative consequences of globalization on its public sector human resource management practices. The Nigeria public sector has been characterized by many problems bordering on the high cost of management by the government. Issues like the ghost workers syndrome and corruption have continued to increase the government's expenditure on the Ministries, Departments and Agencies of government regardless of the application of ICT and flexible employment patterns.

For context, Chukwunyem (2023) observed that a look at the 2023 National Budget shows that the civil service costs Nigeria 38.15 per cent of its annual budget. In 2022, out of the country's ₦16.3 trillion budget, ₦6.8 trillion was spent on the payment of salaries and other personnel overheads. This year, the budgeted figure was increased by ₦18.36 per cent to ₦8.38 trillion of the ₦21.8 trillion expenditure plan that would be spent paying salaries and allowances of public officers and other ancillary costs. Indeed, it is estimated by public sector experts that Nigeria can save huge sums annually from the merger of government Ministries, Departments, and Agencies (MDAs) that have overlapping functions. If the total of 541 MDAs can be pruned to 161 as recommended by experts in the field, Nigeria can cut down expenditure on MDAs to about a third of current expenditure.

The continued existence of these problems, which justified the need for the paradigm shift of government to the application of ICT and flexible employment patterns in human resource management practices in Nigerian public sector therefore demands a re-examination. The domestic human resource management practices have been greatly supplanted by International human resource management practices in Nigerian public sector organizations. This which may have been done in a bid to keep abreast with the International best practices in the management of human resource, has equally elicited negative consequences such as brain drain, retrenchment, lean staff, delay in payment of most workers' salaries amongst others. The low level of computer literacy among Nigerians and particularly most staff and human resources managers in the public sector organizations also complicated the problem. Based on the above, the following questions are raised; does flexible employment patterns affect human resource management practices in Nigerian public sector? And how does ICT affect human resource management practices in Nigerian public sector?

Objectives of the Study

The specific objectives of the study include:

- 1) To determine the extent to which flexible employment patterns affect human resource management practices in Nigerian public sector.
- 2) To find out how ICT affects human resource management practices in Nigerian public sector.

THEORETICAL FRAMEWORK

This study is explained using the Resources Based View (RBV) theory propounded by Barney (1991). This theory holds that an organization's resources are key determinants of its competitive advantage. It is much more feasible to exploit external opportunities using existing resources in a new way rather than trying to acquire new skills for different opportunities. There is a growing belief that if organizations have to survive and thrive in a global economy, they require world-class human resources competencies and the processes for managing them (Khandeka et'al cited in Akanbi and Itiola (2013, p.90).

By implication, RBV explains that human resources is one of the resources available in the Nigerian public sector organizations that can be offered as a strategically valued asset and a source of competitive advantage. Human resource management in the Nigerian public sector is one of the key factors in generating a competitive advantage. This is because the workforce in these organisations is an integral part of the resources of the organizations. The human resources practitioners and managers in the Nigerian public sector have to adopt a range of global human resources management practices from its external environment needed to support organizational performance. To achieve this with their available human resources rather than acquiring new ones implies that they have to leverage these global human resources management practices such as ICT and flexible employment patterns for better human resource management in Nigeria's public service as well as meeting the international best practices in human resource management.

Conceptual Explications: The following concepts will be explained for proper understanding within the context of our study:

- i) **Human Resource Management:** This is the function within an organization that focuses on recruitment and management, providing direction for the people who work in the organization Armstrong cited in Maduka (2015, p.35). Human resource management is concerned with obtaining the best possible staff for an organization and, having gotten them, looking after them so that they would want to stay and give the best of their jobs Cuming cited in Onah (2008, P. 3).
- ii) **Public Sector:** The public sector has three levels of operations, the Federal, State and the Local Government. There are other administrative group of entities which could be divided into two sub groups. The first group consists of directorates, authorities, statutory corporations and agencies, they can be referred to as parastatals. The other group is referred to as government owned companies (Oparaeke, 2003, p.1). The public sector refers to all that is in public hands. That is, in public sector, the organization that produces goods and services is owned by the State. It is thus a combination of Central government, state governments and local authorities, the nationalized industries, public corporations, government administration, defence, and similar public services including commercial and non-commercial under takings of government. It is that position of the economy whose activities are in the control and direction of the government (Anyanwu 1993, p.22).

Globalization: The Theoretical Perspectives

The contending issue of globalization has divided Scholars into various postulations and viewpoints. According to Sapru (2013, p.581), globalization has not been accepted in toto. It

has been challenged as well. Broadly speaking, the three theoretical perspectives that explain the literature on globalization are (a) the proponents, (b) the opponents and (c) those in between.

According to Sapru's first theoretical perspective, the proponents argued that the world or globe is seen as a global village where the information technologies of the internet, e-mail, and all other communication means enable people worldwide to connect, obtain information and purchase goods and services from anywhere in the world. Globalization according to them is viewed as the stampede of a herd on the run, any force or nation that stands in its way will be annihilated. They advised all nation-states and governments to abandon their unique ideas, forms and systems of governance and administration, and join this "global herd" that can run all economies and market systems.

In support, Offiong (2001, p.1) stressed that globalization emphasizes the multiplicity of linkages and interconnectedness that surpasses the nation-states, which together constitute the modern world system. It sets up a process through which events, decisions, and activities in one part of the globe can and do have great consequences for individuals and communities in very distant parts of the world.

According to Sapru's second theoretical perspective, opponents of globalization viewed it as a threat to the sovereignty, culture, democracy, and public administration of the nation-states and their communities. They warned against global convergences by global Corporations, which are margining and re-merging together to monopolize economic, financial and political powers and are therefore in a position to dictate political, social and other policies to governments. They see the rise of a new global imperialism through westernization of the world led by the US global empire. The consequences of this sort of globalization, they further argued, would be disastrous resulting in exploitation of cheap labour, massive poverty, global bondage, and political repression against all forms of resistance to this global order. To them, globalization is leading to de-legitimization and marginalization of public administration and the traditions of the welfare state.

In support, Ekanem (2003, p. 139) inferred that the current globalization is a systematic necessity that capitalist imperialism has designed to keep itself alive. He went ahead to argue that as regards Africa, there is no light at the end of the tunnel for it within the context of the current globalization. Its integration into the global capitalist market, legal system, political system, cultural system, psychological mindset and strategic manipulations is now complete and thorough. Whatever hope that was left is now sealed by the NEPAD's neo-colonialist sell-out in the ideological wedlock between African elites and their imperialist counterparts in West Africa now as before continues to serve as a regional appendage to contemporary globalization.

It is the opinion of Boutros Ghali that the economic blessings of globalization have not been distributed equitably and that poverty continues to reign supreme in poor countries. To add salt to injury, the marginalization of many low-income countries (LICS), particularly in Africa, from the mainstream of international trade and the global economy continues to increase. Such countries face a Herculean task in their endeavour to develop their economies and get out of perennial poverty. It was in this context that Jerry Rawlings, president of Ghana said on March 24, 1998, while welcoming present William J. Clinton to his country that "this continent (Africa) is ready and able to do business in today's liberalized and competitive marketplace... globalization has become a factor of our time. Some aspects of the present international

economic order tend to obstruct our efforts and have led to the increasing marginalization of many of our countries from the opportunities for growth and development (Africa Recovery, August 1998 cited in Offiong 2001, p.5).

In between the above two streams of view, the third perspective argues that globalization is an inevitable phenomenon of social and economic development in world history. To them, globalization cannot be stopped, but its negative consequences and impacts must be exposed through mass education and collective actions.

Flexible Employment Patterns and Human Resource Management in Nigerian Public Sector

Wokoma cited in Austin-Egole, *et al* (2014) states that the traditional work structures and practices are fast eroding, changing and transforming. In offering reasons for these changes, Nolan and Wood cited in Austin-Egole, *et al* (2014) asserts that the complexity, unevenness and the enduring features in the structure and relations of employment are crowded out by visions of universal paradigm shifts. This universal paradigm shift according to Austin-Egole *et al* (2014) is as a result of the social change-globalization, which is fast transforming and modernizing the way things are done especially work. Contemporarily, they further argued that most organizations are responding to these universal paradigm shifts by adopting those work measures, patterns, structures and organizations that will enable them to compete effectively and efficiently in this era of intense global competition.

Globalization has an effect on employment patterns worldwide (Hazel 2008: p.37). Jobs within organizations are becoming more temporary and this forces workers to remain adaptable as changing demand alters occupational knowledge and does away with stable career paths Ansberry 2003 and Skaplinker 2003 cited in Hazel (2008, p.39).

Reacting on the effects of globalization on African workers, Munk cited in Dung (2008, p.160) stressed thus:

Late capitalism has been transforming the nature of work and work organization. Work has become more heterogeneous and the working class becoming more disaggregated. Flexibility is one measure that capital has adopted to effect these changes in order to maximize profit. Flexibility according to OECD may take the form of employers deciding how many employees they need at any given time (external numerical flexibility); various forms of sub-contracting or putting out of work (externalization); working hours and shift etc. decided according to employers needs (internal numerical flexibility) job assignment and rotation according to employers needs (financial flexibility) and wages adjustment according to performance and productivity.

However, the flexible employment patterns in the Nigerian public sector organizations could be said to have taken the forms of outsourcing, work life balance and Lean and mean organizational structure. According to Sapru (2013, p.589) a major change in public administration is the increasing linkage of the state and the society in the delivery of public services. The government is no longer an autonomous actor in implementing its policies but

often depends on the private sector and the tertiary sector to accomplish its ends. This linkage of state and society may enhance the effectiveness and the legitimacy of government, but it also presents the government with problems of accountability and control.

The globalization trends which have raised stiff competitions among organizations have forced HRM practitioners to adopt outsourcing as a bulwark in order to remain afloat and achieve a competitive edge. The organizations including those in the public sector of Nigeria have learnt to remain in the provision of services in their core areas. The essence is to ensure better cost and quality of products and services delivered to the customers. Austin-Egole, Wokoma and Iheriohanma (2014, P.26).

As a result of globalization, the employed workforce is made up of part time, temporary, freelance or independent contractors and is growing Geiger and Neikirk cited in Hael (2008, P.36). Global outsourcing has altered the work in organizations. Initially, outsourcing was done only for the peripheral service such as janitorial services, but now outsourcing has been extended even to the core functions such as final product assembly and customer services Clott cited in Hael (2008, P. 37).

Clott also cited in Austin-Egole *et al* (2014) is of the opinion that outsourcing is the process of engaging providers to do a job for an organization instead of having an in-house employee to do the job. The basic idea about outsourcing is that if an organization does not specialize in a certain function which it does not consider core or have a comparative advantage over performing it, it will outsource the work and therefore be able to offer better cost and quality. Outsourcing is now a major contemporary management, economic, development and political issue. Mamah (2016) explained that outsourcing has equally assumed a lot of names and terms (nomenclature) according to where it is located in organisations and economies. These include management consultancy, subcontracting, third-party suppliers, off-shoring-near-shoring, multi-sourcing, strategic sourcing and the like. These emerging names ascribable to outsourcing could infer the importance attached to it by some individuals and groups. In the economic cum political arena, outsourcing has equally gained tremendous ground.

He further noted that, the current impetus on public service outsourcing started in the 1980s. It was as a result of widening the frontiers of free-market-public service reforms which began in the United States of America. Extending the information, it was said that outsourcing was introduced into public service as a means to neutralize the frequent industrial strikes (actions), and downsize the blue collar-jobs with much regard to non-core organisational competencies at workplaces. Equally, it was seen then, especially among the government establishments, as a means of 'rolling' back bureaucratic states and injecting into supposedly moribund public services a competition that was needed to drive up a new culture of innovation and entrepreneurship. In this way, outsourcing meant to some persons and groups, as taking politics out of public service equations, thereby, making everything purely an economic transaction.

In the bid to conceptualise human resource outsourcing, Mamah, (2016) opined that human resource outsourcing refers to reducing permanent staff to a core of essential workers and increasing the use of peripheral workers/subcontractors, temporary staff, and outsourcing work to external service providers, thus reducing employment costs and enables the enterprise to easily increase or reduce the numbers of personnel available for work, in response to fluctuations in the level of business activity.

He went on to stress that the former Nigerian President, Olusegun Obasanjo, on January, 2007 inaugurated a policy on outsourcing termed National outsourcing policy and institutional framework for Nigeria... it could be observed that outsourcing is a paradigm shift of some government policies, especially, the federal government of Nigeria from the traditional labour procurement order to what can be described as a more pragmatic one. Public human resource outsourcing can better be described as nascent in Nigeria's public service organisations. Public specialist healthcare institutions, with special regard to the ones at Enugu Metropolis, Enugu State of Nigeria, in the likes of National Orthopaedic Hospital, Federal Neuropsychiatry Hospital, National Arbovirus, and National Animal Research Centre cued into the policy by outsourcing some of their human resources functions such as security, laundry and cleaning services.

According to De Bruin and Dupuise cited in Austin-Egole *et al* (2014) work-life balance is another emerging trend of much importance. In contemporary work organisations, most employees are striving to strike and maintain a balanced work and their personal daily living. To them, the work-life balance concept requires organisations to effectively integrate employees' work and non-work roles such that levels of multiple-role conflict and the associated stress and job dissatisfaction that may lead to unfavourable work behaviour, are minimized or avoided.

Wokoma, Jackson Sehuler and Sumita (2014) expressed that this is a big blow on the part of organisations operating in Nigeria, especially state-owned enterprises, in this era of globalization. Globalisation has brought significant changes in workplace demography. It is evident from the literature that more women are joining the world of work, working mothers are more likely to prefer part-time work, flexible work schedules and telecommuting in order to accommodate their family responsibilities (Igboeche, 2017). Hacker and Doolen cited in Austin-Egole *et al* (2014) equally argued that Women also prefer jobs that encourage life balance, which has the effect of limiting their options for career advancement. In an attempt to achieve work-life Balance, (WLB) organisations have to adopt a set of policies such as on-site child care facilities, on-site gymnasiums, telecommuting opportunities and even on-site sleeping quarters for the employees and their families.

Globalisation has led to the desire for having lean structures and also the desire for having to reduce unnecessary bureaucracies that slow customer service. Every organisation is looking for efficiency. However, with downsizing, there are major effects on individuals and on the economy itself. These moves could be leading to the ills of globalisation on developing nations which is increasing the level of poverty. This retrenchment had a number of counter effects not just on the immediate job holder and the family but also on others such as service providers like where they shop (Hazel, 2008).

With flexibilization of work and employment, organisational design fashion is now on the need to maintain a lean organisation other than having an overly bloated staff structure. Now, organisations are trying to achieve much with few employees, which of course, has implications such as determining how to motivate them. These conceptions are, however, alien to organisations in Nigeria that must restructure their organisational design to reflect this fad, spread by globalisation. (Wokoma cited in Austin-Egole *et al*, 2014) He further argued that the actual design and implementation of this fad is however, a challenge as well as a dilemma as against the traditional, overly bureaucratic, large staff organisational design of most organisations in Nigeria...the Nigerian government, through its ministries, and extra-ministerial

departments and agencies, remain the largest employer of labour. The adoption of lean organisational structure in government work processes implies expansion of the unemployment problem.

This may have informed the reason why Rochas Okorochoa, the former Governor of Imo State sacked 3,000 civil servants from 19 Parastatals, Agencies and Departments of the State in 2016. Chidi Nkwopara of *Vanguard* 18, January, 2016, noted that according to a statement by the secretary of the Government of Imo State, sir Jude Ejiogu, the workers caught in the sack-web include the Imo Water Corporation, Imo Cattle Market, Imo Sports Council, Imo State Environmental Transformation Commission (ENTRACO), Imo Consumer Protection Council, Hospital Board and its headquarters staff. Others according to the newspaper are Imo Tourism Board, Imo Blue Lake of Treasure, Imo State Water Development Agency (IWADA), Imo Library Board, Imo Agricultural Loan Board, Imo Poverty Alleviation Agency, Imo Palm Plantation, Agricultural Development Programme (ADP) and Small Holders Unit. Government explained that the action followed what it called “a productivity audit recently conducted in the Parastatals, Agencies and Departments.” Government is satisfied that it is no longer in public interest to keep running these Agencies, Parastatals and Departments with huge cost on public, revenue and services to the public under the present economic realities, the paper further stressed:

Globalization has affected work patterns, labour market and unions on the shop floor and at national levels in Africa and in many centres of global capitalism. As African states have accepted neo-liberalism in the form of privatisation, monetary liberalism and reduction in import tariffs etc, labour market flexibility and fiscal discipline has been imposed (Bezuidentout cited in Dung, 2008). Consequently, (Anyemedu and Kwasi cited in Dung 2008) maintained that real wages have declined, a huge gap between low-paid and higher-paid works, the civil service and subvented agencies have been reorganised, staff levels been reduced, rationalised hiring practices introduced etc., the numerous changes introduced by the neo-liberal reforms have been anti-labour.

Information and Communication Technology (ICT) and Human Resource Management in Nigerian Public Sector

The way the governments across the World are going about the implementation of their policies and programmes through the public service institutions is now been affected by the application of Information and Communication Technology (ICT). According to Aziz cited in Aina and Reuben (2014, p.140) one of the factors that have contributed to globalisation is technological change, in particular, information technology. Information technology has been the catalyst for globalisation by creating efficient and effective channels to exchange information.

Information technology also provides the Communication network that facilitates the expansion of products, ideas and resources among nations and people regardless of geographical location. Knowledge and technology provide the current impetus for the present dynamics of globalisation. For rapid socio-economic transformation, the Information and Communication Technology Capacity of human resources has to be continuously upgraded. (Aina and Reuben, 2014).

As Internet usage grows, and the use of technology in general grows, so too does the use of technology and the internet by government. Holzer and Schwester cited in Iheanacho and

Okechukwu (2015) proposed that E-governance is the general term used to describe the government's use of technology in performing its multiple responsibilities. They further argued that e-governance in the public sector/ electronic governance and administration is very relevant in the discourse on modern usage of technology in the world of Public Administration. This was vividly captured by Coleman as cited in Iheanacho and Okechukwu (2015) when he asserts thus:

The e-governance has become an accepted methodology involving the use of Information Technology in improving transparency, providing information speedily to all citizens, improving administration efficiency, improving public services such as transportation, power, health, water, security and municipal services. Governance has always been dependent upon technology; in the broadest sense of knowledge, skills, techniques and epistemological strategies, as well as devices, hardware, software and power circuits. As the reach of governance has spread into new areas of the globe as well as new aspects of hitherto personal relationships, it has come to rely upon more complex assemblages of technically stored and disseminated knowledge.

According to Swaroop cited in Fahimeh (2014, p.147) organisations have increasingly been introducing web-based applications for HRM purposes, and these are frequently, labelled as E-HRM system. To Fahimeh (2014, p.147), the rapid development of the internet during the last decade has also boosted the implementation and application of electronic human resources management.

Globalization paves the way for rapid technological development and assimilation. Whenever any new technology is made available to various users necessitating new skills in human resources such that human resource is capable of working in the changing work environment, it is as a result of globalization. (Saranya and Asok, 2019). Public Administration is no exception to changes of globalization that requires us to think afresh on management of activities of government and adapt to the realities of the new era. Sharma, Sadana & Kur (2012). Assert that the theory and process of public administration have changed tremendously, which represent a paradigm shift from bureaucratic model of administration to a market model of management which has chaste relation to the private sector.

E-HRM, automation of human resources processes would enhance productivity through faster processing, better work environment and reduction in mistakes or errors as well as overlapping work. The integrated human resource information system will enable the sharing of reliable information quickly. It will also allow for better and faster communication among all the agencies involved. The HRMIS will link all government agencies electronically so that human resources information from the grassroot level can be easily transmitted to higher levels such as to the headquarters of agencies, ministries, the state secretariat offices and the Public Service Department (PSD). Human resources activities that are less productive can be reduced and greater emphasis can be given to more productive work that enables human resources management to function at the strategic level. (Fahimeh, 2014).

Similarly, Onah (2015) posits that major changes in technological advancement also posed some challenges to the management of human resources in Nigerian organizations. The use of the internet has so much influenced the activities of human resources managers. It has drastically reduced the amount of work done by employees since someone can stay in the comfort of his house and transact business effectively. Also, the implementation of Computer and Internet Technology which led to fundamental changes of work processes and organizational structures, imposes continuous developmental demands to employees.

Achimugu cited in Ayoade (2017) declared that Information and Communication Technology tools support the work of governmental institutions and agencies in delivering public services and information in a more convenient, citizen centric and cost-effective manner. Thus, in Nigerian public service, ICT can be an effective tool to ensure increased access to government services, improved value for money as well as increased productivity, transparency and better service delivery. In line with the above, Che Azemi *et al* cited in Ayoade (2017) submits that nowadays, some state governments in Nigeria have taken a huge step in implementing ICT in their public sector. This is to ensure they meet up with the changes in information technology and promote more efficient and cost – effective government. It will also facilitate more convenient government services and allow greater public access to information as well as make government more transparent and accountable to citizens.

However, in 2014, the CBN introduced a broad guideline on electronic banking which included the introduction of ATM, e-money products such as credit and debit cards. The federal government in late December, 2008, announced the commencement of electronic payment system in all Federal Ministries, Departments and Agencies (MDAs). This system kicked off in January 2009 Okechukwu and Anthony (2015, p. 121).

Commenting on the changing face of the civil service in Nigeria following the emergence of the digital space, Olaoye, (2022) stressed that the office of the Head of the Civil Service of the Federation (OHCSF) has said that the 2022 Annual Public Service Confirmation examination fixed for October 19, 2022, nationwide will be a Computer-Based Test (CBT). He further added that a statement by M.A. Ahmed, Deputy Director of Communications, stated that the move is part of the efforts to digitize activities and work processes in the civil service. The OHCSF will be collaborating with the Joint Admissions and Matriculation Board (JAMB) to ensure the realization of the transition from manual method to electronic.

Over the last 20 years, new forces such as globalization, information technologies, and innovation have transformed the way we think about governance, the role of government and the work done by public sector institutions Philemon (2012, P.6). According to Maduka (2015, p.38) managers of this century must strive to balance the demand to think globally and act locally. Furthermore, Abdulwahab, (2019) observed that in the face of losing huge funds to Ghost workers through unsubstantiated salary wage bills, the federal government in 2007, under the watch of former minister of finance, Dr. Ngozi Okonjo-Iweala, introduced two information technology driven payment mechanisms-the Integrated Personnel and Payroll Information System (IPPIS) and Government Integrated Financial Management Information System (GIFMIS), an IT-based system for budget management and accounting in public sector.

The office of the Accountant General of the Federation, the newspaper further indicated, is the hub driving IPPIS and as of September, 2018, 506 MDAs with total staff strength of 344, 625 were on IPPIS platform translating to gross pay in the sum of ₦471, 961.15 kobo. IPPIS is a

fully fledged department under a director at the office of the Accountant General of the Federation. The above scenario was succinctly captured by Okonjo-Iweala (2018, p.94) as follows:

In line with the federal government's goal to significantly strengthen governance and accountability, reduce corruption and enable it deliver services more effectively, the objectives of this are two-fold: i) to improve the federal government's economic and financial management systems and processes; and ii) to firmly establish a reform process of the Federal Civil Service to improve professionalism and the government's ability to deliver services. Progress towards the achievement of these objectives will be measured by (a) adoption of more transparent and modern economic and financial management processes that are less prone to corruption; and (b) implementation of restructuring plans in pilot MDAs and Initiation of reform in other MDAs. To achieve these... the project financed the implementation of an Integrated Payroll and Personnel Information System (IPPIS) that included a technology platform and a biometric Identification System. Each civil servant on the payroll and each pensioner was to be verified and enrolled through this system, with salaries and benefits paid directly into their accounts and no longer through their ministries, departments and agencies. A second component was the government Integrated Financial Management Information System (GIMIS). It provided an electronic platform for transactions from the Budget Office and Treasury (through the accountant General's Office) to Ministries, Departments and Agencies, thus improving Cash management and resources planning and limiting manual transactions.

Commenting on the mismanagement of the IPPIS technological platform Nyam, *New Telegraph newspaper*, Thursday, July 27, 2023 stated that the House of Representative adhoc Committee investigating the mismanagement of personnel recruitment, employment racketeering and gross mismanagement of the Integrated Payroll and Personnel Information System (IPPIS) summoned the Head of the Civil Service of the Federation, Mrs Folasade Yemi-Esan and the Director General of the Budget office, Mr Ben Akagbue, to appear before it. Also, invited is the Chairman, Federal Civil Service Commission (FCSC), Dr. Bello Tukur Ngawa. The Accountant General of the Federation (AGF) Mrs Oluwatoyin Madein, disclosed that only 640 out of over 900 agencies of the Federal Government were captured on the Integrated Payroll and Personnel Information System (IPPIS). She made this disclosure before the House of Representative adhoc committee probing employment racketeering and gross mismanagement of the IPPIS Nyam in *New Telegraph Newspaper*, Wednesday, August 2, 2023.

The self-funding agencies are not on IPPIS. Some parastatals that have differing arrangements for the payment of their salaries like those that are receiving first line transfers like the National Assembly are not on the IPPIS and so many others like that... At the hearing, the Accountant General of the Federation said her office is working hard to fish out ghost workers who existed

in the system before the introduction of IPPIS. She denied allegations that her office was engaging in the enrolment of ghost workers for personal gains and her office was working hard to address problems with the IPPIS. Having realized that this is a system that needs to be reviewed, on my assumption of duty, I met a series of issues around IPPIS and that made me organized stakeholders with all the service providers around the IPPIS (Nyam, New Telegraph, Newspaper, Wednesday, August 2, 2023).

According to Che Azemi et al cited in Ayoade (2017, P.16) nowadays, some state governments in Nigeria have taken huge steps in implementing ICT in their public sector to meet worldwide changes of information technology to promote more efficient and cost-effective government, facilitate more convenient government services, allow greater public access to information and make government more transparent and accountable to the citizens.

Conclusion and Recommendations

The Nigerian public sector has been caught by the new web of global human resources management practices. It is therefore surmised that this current blend of both international and domestic Human Resources Management approach is orchestrated to meet the International best practices in Human Resources Management in the Nigerian public sector. As emphasis is speedily moving towards the adoption of International Human Resources Management practices around the world, Nigerian not an exception, its negative effects on Nigerian public sector not be relegated to the background due to the euphoria.

In as much as this approach will ensure improved productivity and cost-effectiveness in the administration of the human resources in the public sector organizations, efforts should be directed on how to solve the problems caused by the application of this approach which includes amongst others the loss of job security, retrenchment, downsizing, unemployment, delay and non-payment of some workers' salaries.

It is therefore recommended as follows: first, the government should diversify the economy by developing the private sector through favourable laws and policies that will ensure suitable environment for private businesses to thrive, hence, the private sector is expected to employ the larger chunk of the labour force in the country thereby mitigate the negative effects of the application of these global human resources management practices in Nigeria public sector organizations. The public sector employees should be sensitized on the need to understand the inevitability of the realities of these global human resources management measures that have come to stay with us with emphasis on fewer staff strength and other flexibilities in employment. They should avail themselves the opportunities of acquiring more skills and capabilities to remain mobile in the labour market as against the traditional thinking of job security in the public service which is fast eroding. Secondly, efforts should be made to sensitize as well as train the public sector human resources management practitioners on how to apply Information and Communication Technology in public sector organizations ahead of time in order to realize the policy goals and objectives. Finally, efforts should be made by the government as a matter of urgency to provide training programs for the HR managers in the public sector in areas such as software development and design, application of software operating systems, network administration and local technicians for service and repair of ICT facilities in the MDAs. This will to an extent reduce the challenges faced by the public sector with regard to ICT complaint HR Managers.

This captures the view of Otobo (2002, P. 309) that the training of public servants to acquire the key skills required to manage the challenges of globalization must rank high on the agenda for civil service capacity building... the Nigerian Public Administration System must build on its strength, acquire new skills and orientation, and apply the lessons of history and experience to adapt to the challenges of globalization for the benefit of the country.

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