

## Rightsizing as a Strategic Management Tool in Nigeria's Public Sector

ORILOYE GABRIEL, ADEWUMI EYTAYO, NWAODIKE CHIBUZOR AYODELE  
Babcock University, Ilishan-Remo, Nigeria

**Abstract.** Public sector's rightsizing entails the unbundling of the institutional architecture of states administrative apparatus which include restructuring exercise for effectiveness and efficiency. The Nigerian public sector's performance have been characterized with low productivity in its statutory responsibilities despite the huge budget allocation. In order to reposition the public sector in Nigeria, Goodluck Jonathan administration initiated a reform to restructure the public service to have value for money, increase efficiency, identify and set targets as well as monitor performance. The study adopted survey research design. The population of the study was 541, drawn from the human resources personnel department of selected public parastatals. The population figure was drawn from the following public agencies: Economic and Financial Crimes Commission (EFCC) 108, Independent Corrupt Practices and other related offences Commission (ICPC) 96, Nigeria Civil Aviation Authority (NCAA) 288 and Nigeria Metrological Agency (NIMET) 49. Yamane formula was used to calculate the sample size of 230. Instrument of data collection was questionnaire. Data analysis was in descriptive statistics with the use of mean, standard deviation, and frequencies. Findings revealed that rightsizing was not practiced in Nigeria public sector despite its relevance to human capital planning. It therefore recommended a strong practice of rightsizing in the Public Sector to facilitate much more result in the area effective human capital planning, efficiency, regular personnel audit, the maintenance of accurate personnel records, effective plan for immediate and future human capital need. It will expose irregularities such as ghost workers, redundant staff and workers with fake certificates.

**Keywords:** Rightsizing, Management, Tool, Strategic, Public Sector

### 1. Introduction

Nigeria has one of the most expensive and inefficient bureaucracy in modern history. This is even more

disturbing when viewed against the backdrop of the resources, (human and financial) wasted on overlapping and duplicated agencies (Obi, 2016). There are 541 Government parastatals, commissions, and agencies in the country in addition to Ministries. (Oronsaye, 2011). The Nigeria Public Sector suffers the misfortune of inefficient and inept recruitment process that makes it impossible for the sector to perform its statutory function efficiently and this explains why recurrent expenditures of yearly budget rivals capital expenditures. This is further compounded by the failure of the handlers of Nigeria public sector to rightsize the sector frequently and adopt efficient modern management practice such as outsourcing. This often leads to a single story of inefficiency, unmotivated public sector and wastage. A substantial part of 2017 recurrent expenditure was wasted on personnel cost in Ministries, Agencies and Commissions. This often results in fiscal imbalance and limits the Government's ability to finance infrastructural project and provide critical services such as education and health care. Outsourcing often leads to improvement in the provision of public goods, reduced cost and improved strategic resource utilization. However, the Nigeria Public sector is yet to take advantage of outsourcing to facilitate efficiency and improvement in service quality. In developed countries such as the United States, outsourcing results in 40% cost saving compared with traditional Government institutions (Seader, 2007). Unfortunately, the same cannot be said about the practice of outsourcing in Nigeria public sector. According to United Nations (2016) Nigeria Public Sector has a history of profligacy, inefficiency, corruption, over staffing and nepotism. The Nigeria Public Sector can be described as stagnant, retrogressive and acutely bedevilled by systemic malaise that requires urgent and holistic overhauling. It is therefore very important to examine the practice of rightsizing and outsourcing in the Nigeria Public Sector. The objectives of the paper are to assess the practice of rightsizing and its relevance to human capital planning functions in the Nigeria Public Sector.

## 2. Conceptual Clarification

### 2.1 Rightsizing

Rightsizing is a management term often used to describe a proactive, strategic human capital planning in organizations. This enables the organization to operate with efficient human capital. Neil (2016) noted that rightsizing is often intended as a long-term strategy that enables organizations to function with the right level of talent in each department, position and function. The foregoing presupposes that organizations whether in the public or Private Sector require the right balance of all resources to function. This perhaps best explains why most Public Sector organizations in developing countries usually perform below expectations.

Favro (2010) argued that when rightsizing as a human resource strategy, is applied to the public sector, it seeks to cut down Government bureaucracy and ensure that the organization is in a position of strength to respond to feedback from the environment such that there is equilibrium between input and output. The Public Sector has witnessed dramatic expansion in scope and function. This is perhaps due to the increasing impact of globalization and advancement in technology with stricter consequences in form of regulation and control. This perhaps mostly applies to western countries where the role of Government in the management of national economy has been properly defined. However, this cannot be said of developing nations that are still grappling with the challenge of defining the role of Public Sector in the management of national economy. Expectedly, most scholars have attributed Public Sector expansion to the increase in the demand for Public Service. According to Kaffer (2010) the role of Government in the delivery of public goods has further increased with recent expansion in national economies. He further argued that today's advancement in technology means that the Public Sector that is used to the conventional way of servicing the public and providing regulations to the Private Sector has to be more flexible and efficient in its role as regulator to the ever-growing Private Sector. This then calls for a smarter, smaller and more efficient Public Sector that approaches Government business with the same doggedness and seriousness often associated with the Private Sector. In developing countries, especially in Africa, where the Public Sector is the primary provider of jobs, the Sector suffers the misfortune of over bloated and unproductive public servants. Regrettably, public bureaucracy as the case often is, also undergoes the avoidable unpleasant challenge of duplication and

overlapping of Government offices and functions. It was on this basis that Oronsaye (2011) argued that the Public Sector is a major drain of national resources and recommended to the Nigerian Government through the Presidential Rationalization and Harmonization Committee he chaired in 2012 that the sector should be rightsized. He further argued that by rightsizing the public sector, the National Government emphasis is always on the capacity of the Public Sector to provide efficient delivery of public service and effective distribution of public goods to the people. From the above, it is clear that the situations that give rise to rightsizing in the Public Sector go beyond a knee-jack response to an economic crisis where an organization seeks to urgently arrest a decline in economic fortune. Rightsizing as a practice in the Public Sector seeks to achieve a Public Sector that constantly re-engineers itself for improved capacity and enhanced performance through human capital needs identification, realignment and proactive response to the identified needs. In essence, rightsizing is not a reactionary management practice.

Recognizing this fact, Nograles (2017) argued that in rightsizing the public sector, public managers seek to achieve a lean bureaucracy where Public Sector resources is efficiently utilized in a way that enhance Governmental capacity to distribute public good in the most efficient way. Arising from the foregoing is the fact that contemporary Public Sector Managers seek to achieve smaller but more effective bureaucracy. This ensures that resources are better utilized while enhancing Government capacity to distribute public goods. Logarda (2017) further elaborated on this school of thought by submitting that rightsizing as implemented by the national Government of the Philippines resulted in a more focused, sharp, and action-oriented Public Sector that sees Government business as an avenue to provide cost effective service in an environment that promotes efficient and effective public service to the citizens. It was further noted that over-sized bureaucracy usually has a negative impact on Government capacity to distribute public goods and thereby negatively impact performance and efficiency. For example, the overlapping of functions of several Government Agencies often lead to confusing regulatory rules, duplicating requirements, red tape and inefficient delivery of Public Services in the Nigeria Public Sector.

### 3. Rationale for Public Sector Rightsizing

The practice of rightsizing in the Nigeria Public Sector seeks to streamline or achieve the "right size"

in Public Agencies and state – owned institutions in order to enhance efficiency and attain a more competitive Public Sector that can help Public Sector managers achieve economic prosperity and good governance. The decision leading to rightsizing in the Public Sector varies from country to country as (Haltiwanger & Sign 1999) pointed out. Fiscal crisis and economic crisis rank high among the major reasons leading to structural attempt to scale down the size of the Public Sector in most economy. Conversely, in some instances, the major causes seemed to be operational complications with the type and blend of Public Servants. Wage density among Public Sector employees causing self-esteem and employment issues. Flowing from the rationale given by Haltiwanger and Sign (1999) is the traditional management practice where rightsizing is often confused with downsizing. This is because rightsizing is not reactionary to management problems that often lead to employment termination or personnel reduction in time of fiscal problem rather a strategic, futuristic, and on-going process that ensures that an organization maintains the right balance of all resources to function maximally.

Pointing out the direction and objective of Public Sector rightsizing, (Haltiwanger & Sign 1999) noted that Public Sector rightsizing is usually designed to achieve the “right size” in Public Sector organizations. When applied to the Nigeria Public Sector, it is intended to cut down the size of Nigeria bureaucracy: ministries, agencies and Government departments. This ultimately will lead to improved efficiency of the Sector. The Nigerian government just like other national Governments in any part of the world seek economic growth and financial prudence in the public sector. Achieving these two important feats require that the government is better positioned to distribute public goods such as healthcare, education, social amenities (power, road etc) and embark on the provision of infrastructural project.

Olaopa (2016) in reacting to the many ills of the Nigeria Public Sector noted that the Nigeria Public Sector is characterized by gross inefficiency, corruption, over staffing, and nepotism. The sector has remained stagnant and retrogressive in spite of the current wave of innovation blowing across Public Sector in contemporary time. Olaopa (2016) could not have described it better given that successive government since the inception of the present democratic experiment has toyed with the idea of rightsizing or rationalizing the Public Sector for efficiency and effectiveness. Put differently, the Nigeria Public Sector in the words of Walter (2013) is

acutely bedevilled by systemic malaise that requires holistic and systemic cleansing. The solution is identified by Walter (2013) when he argued for the inclusion of private sector’s ideals into the Public Sector thus, prudence and efficiency can be achieved when the Public Sector is moved towards a more market oriented economy that promotes efficiency in resource allocation while also ensuring that Government business is tailored to engender economic growth and eliminate financial profligacy on the part of Public Sector Managers who bear the responsibility to look after the national resources.

To properly rightsize the Nigeria Public Sector, there is a need to look at the problem confronting the sector. Perhaps the most captivating scholar when it comes to x-raying the problems of the Nigeria Public Sector is Adebayo (2001). He succinctly submitted that apart from the dearth of innovation pointed out by scholars already discussed in this chapter, the sector also suffers from several Public Agencies that are unduly over-staffed, over bloated bureaucracy, unproductive and politicized Public Service. This undoubtedly has been a major bane of the Nigeria Public Sector since independence.

#### **4. Public Sector Rightsizing from 2010 to 2017 in Nigeria**

The administration of former President Jonathan inaugurated the Stephen Oronsaye led Presidential Committee on Public Sector harmonization and rationalization on August 11, 2011. The committee only had eight weeks to complete its assignment. It had the sole objective of fashioning out a modality for the restructuring and rationalization of the Federal Government’s agencies, ministries and departments, (Onuoha and Onyekpere, 2014).

It recommended the scrapping of 38 agencies, merger of 52, and reversion of 14 to departments in ministries. The 800- page report also recommended the discontinuation of funding professional bodies in Nigeria by the Government. The Committee also went further to recommend the scrapping of Federal Road Safety Commission (FRSC), Economic and Financial Crime Commission, The Independent Corrupt Practice and Other Related Offences Commission (ICPC) and other Agencies. Some recommendations were approved while some were rejected. In May 2014, the then Government went further to inaugurate an implementation Committee on the White Paper of the report with a task to urgently work to harmonize Agencies as approved by the Government, (Premium Times, 2012).

According to Stephen Oronsaye, if the report was adopted and Agencies reduced in accordance with the recommendation of the committee report, Government would have saved over N862 Billion from 2012 to 2015. This is the effect rightsizing the Nigeria Public Sector would have had on resource optimization and wastage reduction, (Oronsaye, 2011). The Oronsaye panel noted that sadly twelve years after the White Paper on Ahmed Joda panel report on the review, harmonization and rationalization of Federal Government Parastatals, Institutions and Agencies. The report had not been implemented. Some Parastatals and Agencies which Government had decided should either be scrapped, commercialized, privatize or become self-funding, were still receiving full Government funding which ran into billions of Naira.

**5. The New Public Management Theory**

The NPM as often abbreviated seeks to infuse or introduce elements or principles of Private Sector into the management of Public Sector organizations. This theory has its origin in neo-classic economics and new institutionalism. Key themes in NPM were financial control, value for money, increasing efficiency, identifying and setting targets and continuance monitoring of performance, handing over power to the senior management executives (Cohen 2016). Performance was assessed with audits, benchmarks and performance evaluations. Some NPM reforms used private sector companies to deliver what were formerly public services. This quest for improved service delivery in the Public Sector led to the development of a new theory or model known today as New Public Administration (NPM). The advocates of NPM further demanded the streamlining of the Public Sector and standardize administration procedure (Nazmul, Kabir, Ashaduzzaman, 2012). This in effect means rightsizing of the Public Sector to allow efficiency and increased productivity like what obtains in the private Sector.

The New Public Management Theory is also applicable to rightsizing because it emphasizes the

application of Private Sector business model to the management of the Public Sector which organization rightsizing happens to be. The NPM has been described as one of the most striking international public management trends (Nazmul, Kabir, Ashaduzzaman, 2012). Many scholars in developing countries are still trying to make sense of NPM. Even though NPM has been glowingly described by different Western scholars in terms of its capacity to improve Public Sector processes, efficiency, and value for money through improved performance, cost reduction, and general contraction in Public Sector size. It has also been criticized due to its paradoxical nature that involves a paradox of centralization through decentralization.

**6. Methodology**

**6.1 Research Design**

Survey research design was adopted for this study; this design was considered appropriate because it provides for data collection from a large population, and scientifically provides the platform for generalization of findings from a representative sample or fraction of a population.

**6.2 Population**

The population of the study was 541, drawn from the human resources personnel department of selected public parastatals. The population figure was drawn from the following public agencies: Economic and Financial Crimes Commission (EFCC) 108, Independent Corrupt Practices and other related offences Commission (ICPC) 96, Nigeria Civil Aviation Authority (NCAA) 288 and Nigeria Metrological Agency (NIMET) 49. These commissions, agencies and parastatals were the key agencies where righting is practiced based on the white paper report of the Presidential Committee on Restructuring and Rationalization of Federal Government Parastatals (2014).

**Table 1:** Population of Administrative/Human Resources Staff

<b>Org. Name</b>	<b>Adm./HR Staff</b>
EFCC	108
ICPC	96
NCAA	288
NIMET	49
<b>Total</b>	<b>541</b>

Source: Researcher Field Study (2019)

**6.3 Sample size and sampling Technique**

The study employed multi stage sampling technique to represent the actual population of the study. The justification for choosing this sampling technique is that it increases the sampling precision during the process of dividing the population into strata.

The sample size for this study was calculated using the Yamane formula at 95% confidence level focusing on the population of the administrative and human resources staff in the selected public service organizations. The formula is as follows:

Formula;  $n = \frac{N}{1 + N(e)^2}$

Where n= is the sample size Yamane

N= population size (541)

**Table 2:** Determination of the Sample Size

Org. Name	Adm./HR Staff	Proportion (%)	Proportional Distribution of Sample Size
EFCC	108	19.96	46
ICPC	96	17.74	41
NCAA	288	53.23	122
NIMET	49	9.06	21
	<b>541</b>	<b>100</b>	<b>230</b>

Source: Researchers’ Computation, 2019

Table 3.2 shows that the sample size was proportionally distributed across selected public sector organizations in order to ensure representative selection of participants, hence increasing the reliability of the findings of the study.

**6.4 Administration of Research Instrument**

The data gathering instruments were administered in the offices of the agencies in Abuja and Lagos offices. The researcher engaged the service of two research assistants. The assistants were educated on all the questions so that they could be in a good position to enlighten respondents on any areas of ambiguity or clarification. Where possible, data were collected through an on-the-spot system; where not possible, a drop-and-come-back-later-for-pickup system was used. It is believed that these two systems hastened and facilitated the entire process.

**6.5 Method of Data Analysis**

The data that were collected for the study were coded and analysed using Statistical Package for the Social Science (SPSS) Version 21. Descriptive statistics with the use of mean, standard deviation, and frequencies were adopted.

**7. Data Analysis of the Objectives**

**Table 3:** Objective One: Public Sector Practice of Rightsizing in Nigeria

	SA	A	D	SD	UD	Mean	St.D
Rightsizing has been practiced in Nigeria public sector	4 (1.7)	0 (0.0)	4 (1.7)	199 (86.6)	23 (10.0)	1.97	0.524
The practice of rightsizing in this public organization impacts on the efficiency and effectiveness of its human capital	4 (1.7)	0 (0.0)	6 (2.6)	197 (85.7)	23 (10.0)	1.98	0.532
Rightsizing has been adopted in this public organization to effectively plan for immediate and future human capital needs	4 (1.7)	0 (0.0)	6 (2.6)	194 (84.3)	26 (11.3)	1.97	0.544
Rightsizing has been used in this public organization to reduce employee’s redundancy	4 (1.7)	1 (4)	5 (2.2)	137 (59.6)	83 (36.1)	1.72	0.694
Rightsizing has been used in this public organization to result in strategic human capital planning	4 (1.7)	0 (0.0)	5 (2.2)	197 (85.7)	24 (10.4)	1.97	0.532

Researcher Field Study (2019)

Note: SA (Strongly Agree) = 5, A (Agree) = 4, UD (Undecided) = 3, D (Disagree) = 2, SD (Strongly Disagree) = 1,

**Interpretation**

Table 3 shows descriptive analysis of responses to how rightsizing have been practiced in Nigerian public sector. The findings revealed that 4(1.7%) of the respondents strongly agree that Rightsizing has been practiced in Nigeria public sector, 4(1.7%) disagree, 199(86.6%) strongly disagree and 23(10.0%) were undecided that rightsizing has been practiced in Nigeria public sector. On the average, the respondents strongly disagree that rightsizing has been practiced in Nigeria public sector (Mean = 1.97, STD = 0.524). Further, 4(1.7%) of the respondents strongly agree that the practice of rightsizing in this public organization impacts on the efficiency and effectiveness of its human capital, 6(2.6%) disagree and 197(85.7%) strongly disagree and 23(10.0%) were undecided that the practice of rightsizing in this public organization impacts on the efficiency and effectiveness of its human capital. On the average, the respondents strongly disagree that the practice of rightsizing in this public organization impacts on the efficiency and effectiveness of its human capital. (Mean = 1.98, STD = 0.544).

Further, 4 (1.7%) of the respondents strongly agree that Rightsizing has been adopted in the public organization to effectively plan for immediate and future human capital needs, 6(2.6%) disagree and 194(84.3%) strongly disagree and 26(11.3%) were undecided that Rightsizing has been adopted in the public organization to effectively plan for immediate and future human capital needs. On the average, the respondents strongly disagree that Rightsizing has been adopted in the public organization to effectively plan for immediate and future human capital needs (Mean = 1.97, STD = 0.544). The analysis revealed that 4 (1.7%) of the respondents strongly agree that Rightsizing has been used in the public organization to reduce employee’s redundancy, 1(1.4%) indicated high extent, 5(2.2%) disagree and 137(59.6%) strongly disagree and 83(36.1%) were undecided that Rightsizing has been used in public organization to reduce employee’s redundancy. On the average, the respondents strongly disagree that Rightsizing has been used in the public organization to reduce employee’s redundancy (Mean = 1.72, STD = 0.694). Similarly, 4 (1.7%) of the respondents strongly agree that Rightsizing has been used in this public organization to result in strategic human capital planning, 5(2.2%) disagree and 197(85.7%) strongly disagree and 24(10.4%) were undecided that Rightsizing has been used in this public organization to result in strategic human capital planning. On the average, the respondents strongly disagree that Rightsizing has been used in public organization to result in strategic human capital planning (Mean = 1.97, STD = 0.532).

**Table 4:** Objective Two: Relevance of Rightsizing in Nigeria

<b>Opinions</b>	<b>VHE</b>	<b>HE</b>	<b>LE</b>	<b>VLE</b>	<b>NA</b>	<b>Mean</b>	<b>St.D</b>
Rightsizing is an effective human capital planning technique in this public organization	216 (93.9)	13 (5.7)	0 (0.0)	0 (0.0)	1 (0.4)	4.93	0.348
Conducting regular personnel audit helps to confirm the actual or physical number of current employees and exposes irregularities such as ghost workers, redundant staff, workers with fake certificates etc in this organization	221 (96.1)		0 (0.0)	0 (0.0)	1 (0.4)	4.95	0.319
The maintenance of accurate personnel records by this organization provides it with information on the actual number of staff in its employment	161 (70.0)	68 (29.6)	0 (0.0)	0 (0.0)	1 (0.4)	4.69	0.518
Rightsizing allows the organization to effectively plan for its immediate human capital and future human capital needs.	214 (93.0)	14 (6.1)	1 (0.4)	0 (0.0)	1 (0.4)	4.91	0.375
As a human capital planning technique, rightsizing has a significant impact on this organization’s efficiency	215 (93.5)	14 (6.1)	0 (0.0)	0 (0.0)	1 (0.4)	4.92	0.353

**Researcher Field Study (2019)**

**Note:** Very High Extent (VHE) = 5, High Extent (HE) = 4, Low Extent (LE) = 3, Very Low Extent (VLE) = 2, Not at all (NA) = 1

**Interpretation**

Table 4 shows descriptive analysis of relevance of rightsizing in Nigeria public sector. The findings revealed that 216 (93.9%) of the respondents indicated that rightsizing is an effective human capital planning technique in the public organization to a very high extent, 13(5.7%) indicated high extent

and 1(0.4%) indicated not at all that rightsizing is an effective human capital planning technique in this public organization. On the average respondents indicated that rightsizing to a very high extent is an effective human capital planning technique in public organization (Mean = 4.93, STD = 0.348). Further,

221(96.1%) of the respondents indicated to a very high extent that Conducting regular personnel audit helps to confirm the actual or physical number of current employees and exposes irregularities such as ghost workers, redundant staff, workers with fake certificates etc in this organization, 8(3.5%) high extent, and 1(0.4%) indicated not at all that Conducting regular personnel audit helps to confirm the actual or physical number of current employees and exposes irregularities such as ghost workers, redundant staff, workers with fake certificates etc in this organization. On the average, the respondents indicated that conducting regular personnel audit helps to confirm the actual or physical number of current employees and exposes irregularities such as ghost workers, redundant staff, workers with fake certificates etc in their organization is relevant to a very high extent (Mean = 4.95, STD = 0.319).

It was observed that 161 (70.0%) indicated that the maintenance of accurate personnel records by organization provides then with information to a very high extent on the actual number of staff in its employment, 68(29.6%) indicated high extent and 1(0.4%) indicated not at all that the maintenance of accurate personnel records by their organization provides it with information on the actual number of staff in its employment. On the average, the respondents indicated to a very high extent that the maintenance of accurate personnel records in organization provides then with information on the actual number of staff in their employment (Mean = 4.69, STD = 0.518). In addition, 214 (93.5%) of the respondents indicated to a very high extent that Rightsizing allows organization to effectively plan for its immediate human capital and future human capital needs and 1(0.4%) indicated not at all that Rightsizing allows the organization to effectively plan for its immediate human capital and future human capital needs. On the average, the respondents indicated that rightsizing allows the organization to effectively plan for its immediate human capital and future human capital needs to a very high extent (Mean = 4.91, STD = 0.375).

Similarly, 215 (93.5%) of the respondents indicated that as a human capital planning technique, rightsizing has a significant impact on organization's efficiency to a very high extent, 14(6.1%) indicated high extent, and 1(0.4%) indicated not at all that as a human capital planning technique, rightsizing has a significant impact on this organization's efficiency. On the average, the respondents indicated that as a human capital planning technique, rightsizing has a significant impact on their organization's efficiency to a very high extent (Mean = 4.92, STD = 0.353).

## 8. Discussion of Findings

The section below provides other findings from the study and discusses how these findings relate to earlier findings. The section attempts to draw up sound conclusions, or confirm or refute earlier findings, by juxtaposing, comparing similarities and differences.

The analysis revealed that rightsizing has not been practiced in Nigeria Public Sector. This study correlates with earlier known articles. Recognizing this fact, Nograles (2015) argued that in rightsizing the public sector, public managers seek to achieve a lean bureaucracy where Public Sector resources is efficiently utilized in a way that enhance Governmental capacity to distribute public good in the most efficient way. Arising from the foregoing is the fact that contemporary Public Sector Managers seek to achieve smaller but more effective bureaucracy. It was shown in this study that inefficiency exist in the public sector. This finding correlates with the findings of Oronsaye (2011) that Nigeria Public organizations are inefficient. Furthermore, there are several recent examples to substantiate this assertion. It was shown that attempts to right size the Public Sector through downsizing as the case was proved abortive.

The study showed that right sizing is relevant in the public sector owing to its cost saving potential, proclivity for efficiency and effectiveness in service delivery. This relevance was further proven by the Orosanye led committee. While submitting the Committee's report, Oronsaye noted that the long-standing challenges that beset the Nigeria Public Sector including the overlapping, duplicated parastatals have created a single story of inefficiency, corruption, poor work environment, low morale, ineffectiveness, and low productivity, thereby establishing a perception of a dysfunctional and unproductive Public Sector. Unfortunately, but not surprising, none of the Committee's recommendations has regrettably been implemented.

## 9. Conclusion and Recommendations

The study concludes that rightsizing has not been practiced in Nigeria public sector. There has not being any practical plan to employ rightsizing to the challenges of inefficiency, ineffectiveness, immediate and future human capital needs and reduction of employee's redundancy. Currently, the major management tool employed by public agencies to mitigate some of the poor services on human capital

in the public sector is downsizing. A strong practice of rightsizing in the Public Sector will bring about much more result in the area effective human capital planning, efficiency, regular personnel audit, the maintenance of accurate personnel records, effective plan for immediate and future human capital need. It will expose irregularities such as ghost workers, redundant staff and workers with fake certificates.

In conclusion implementing right sizing in the Nigeria public sector will bring about the much-needed transformation in service delivery and performance. Thus, rightsizing should be implemented by using the Stephen Oronsaye led Presidential Committee on Public Sector harmonization and rationalization. This will address underutilization and mismanagement of human resources

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