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The Effect of Fuel Subcidy on Nigerian Civil Servants: Christian Ethical Point of View

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6 Abstract

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The Petroleum Products Pricing Regulatory Agency wishes to inform all stakeholders of the 7 commencement of the formal removal of the subsidy on Premium Motor Spirit, Petroleum 8 products marketers are to note that no one will be paid a subsidy on PMS discharges after 1st 9 January 2012," said the statement signed by PPPRA executive director Reginald Stanley. The 10 tempo of activities within the policy became overly charged immediately after the 11 announcement of the removal of fuel subsidy on January 1, 2012 by the Petroleum Products 12 Pricing and Regulatory Agency (PPPRA). This indeed, came as a shock to most Nigerians as 13 they were not prepared for the sudden change. Labour and transport unions, human rights 14 groups, market women, taxi drivers and lawyers' associations have been bitterly opposed to 15 having the subsidy removed. That led to the announcement of a nationwide strike by the 16 organized Labour, comprising the Nigerian Labour Congress (NLC) and the Trade Union 17 Congress (TUC) starting from January 9. That strike successfully grounded economic 18 activities around the country for one whole week, with Nigeria losing approximated N320 19 billion per day. From some state capitals came reports that governors, who earlier decided at 20 the National Economic Council (NEC) to advise the Federal Government to remove fuel 21 subsidy had started siding with the people and encouraging protests.? 22

23

24 Index terms—

25 1 Introduction

igeria is an oil exporting, developing country. With a population of 165 million, it is the most populous country
in Africa. Available evidence in extant literature shows that Nigeria is the largest in Africa and the sixth largest
oil producing country in the world. N igeria is the world's 14th largest producer of crude oil with 10th largest
proven reserve. It possesses the world's 8th largest proven natural gas reserves. The country has 4 refineries with
an install production capacity of 485,000 barrels of fuel per day.

³¹ 2 a) The Refineries

Old Port Harcourt Refinery: installed processing capacity of 60,000 barrels per day, built by Shell was taken over
 by the Nigerian government in 1977. It is Nigeria's first refinery.

? Kaduna Refinery: commissioned in 1988 with processing capacity of 150,000 per day. ? Warri Refinery:
Has installed processing capacity of 125,000 barrels per day of crude. It was built in 1978 with initial capacity
for 100,000 bbl per day. ? New Port Harcourt Refinery: processing capacity of 150,000 barrels per day. It was
initially designed as an export refinery. It is the most modern of Nigeria's refineries and was commissioned in
1991. ? Total refineries capacity 60,000+150,000 + 125,000 + 150,000 = 485,000 bbl/day. Source: NNPC, 2009.
The total production is adequate to meet its domestic needs with a surplus for export. Yet, the country is a
large net importer of gasoline and other petroleum products. It is rather ironic to posit that oil wealth which

41 serves as the source of fortune for many countries is the main source of Nigeria's misfortune. At least Nigeria was

54

economically steady and progressive before the so-called oil boom. Furthermore, the proceeds from the resources 42 are not utilized for the benefit of the citizenry. 43

Subsidies are payments made by the government for which it receives no goods or services in return ??Karl 44 45 Case, 1999). Many governments across the globe perceive the provision of subsidies as a social obligation to the

economically disadvantaged citizen, particularly the poor (people who live under \$2 a day) and vulnerable groups. 46 In this way, virtually every country introducing subsidies takes the pro-poor point of view into consideration, 47

sometimes arguing for some form of protection for citizens of the various countries. 48 49

The effect of the subsidy removal is widespread, the problems associated with the fuel subsidy removal and civil servants welfare as observed are highlighted below. The following areas are considered: a) Increase in the 50 cost of living: The cost of living has indeed sprung up. Nigeria already has one of the highest poverty rates 51 globally. Prices of many things have changed. Its effect is multi-faceted, as it affects food, clothing, shelter etc. 52 This can be viewed under some headings i. Consumer goods: The prices of goods and services have increased 53 owing to the subsidy removal. There exist, a decrease in the value of money (purchasing power). Funds available can now purchase or command less goods, when compared to what it used to get before. e.g. sachet water has 55

experienced hundred percent increase from N5 to N10. 56

57 ii. Transport cost: Increase in transport fare is also a resultant effect of fuel subsidy removal. There is a 58 sharp increment in the cost of transportation. This also adversely, affects their cost of living and invariably civil 59 servants welfare.

iii. Cost of Accommodation: The amount usually charged for renting an apartment has increased. Also, there 60 has been a top up on the price of building materials and this has resulted to as further increase in the cost of 61 accommodation. 62

iv. High rate of corruption: The removal of fuel subsidy and devaluation of the naira has rendered the salaries 63 received by public servants inadequate. They would not be able to fend for themselves as they want to. The 64 tendency is that corruption would set in and be on the increase. This is expected as their basic salaries are not 65 enough to cater for all their needs. 66

v. Reduction in savings rate and investment: Salaries received by public servants are not enough to even meet 67 their expenditure. Prices of goods and services changed without a corresponding change in their pay. Thus, the 68 extra fund needed to be set aside for savings and investment is reduced to the barest minimum. 69

vi. Motivation: This means that workers inner drive may reduce as they are not well catered for. They might 70 71 see no need to go the extra mile in the performance of their duties so as to attain excellence.

? Government (Policy Makers) 3 72

To the government, this study will reveal the effect of subsidy removal on the welfare of public servants and thus 73 would aid subsequent economic decisions of the policy makers. 74

Innovative strategies that would facilitate a better well being and help channel the course of nation leaders in 75 the right direction as it is expected to poise them into enacting citizen friendly laws. 76

? Civil Servants 4 77

It serves as a platform to help civil servants express themselves by carefully giving attention to their views. 78 Important strategies proposed by them to leverage their sufferings arising from the removal of fuel subsidy 79 would be noted. Also, ways by which they can contribute better to the furtherance of the economy for growth, 80 development and productivity sake would be addressed and how the government can play its own role. 81

82 The table below provides a clearer picture of the different pump prices by the different administrations from 83 1978 to Jan. 2012. According to Eme (2011) the Nigerian down steam oil sector is characterized by underfunding, shortage of Petroleum products nationwide, product adulteration, vandalisation of products distribution 84 and shortage of facilities and poor and non-maintenance of facilities, especially the Turn-Around maintenance 85 (TAM) of the nation's four refineries. The oil pipelines and deports also suffered many years of neglect and 86

their vandalisation negatively impacted on the operational efficiency of the oil industry gave rise to the call for 87 deregulation of the petroleum industry. The fallout of the above scenario was incessant fuel shortage fuel price 88

like and rise in the prices o essential commodities. 89

Deregulation and Anti-Subsidy Removal Strikes in Nigeria. 90

The analysis below shows the reactions of citizens to the increase in the price of fuel since 1986-2012. 91

1986-The Ibrahim Babangida government increase in fuel price led to tension and mass protests across the 92 93 country.

94 1994-The Abacha junta increased the price of fuel to N15, from N3.25 but after massive street protests, it 95 reduced it to N11 on October 4, 1994.

Clashes with the military regime twice led to the dissolution of the NLC's national organs, the first in 1988 96

under the military regime of Gen. Ibrahim Babangida (rtd) and the second in 1994, under the regime of late 97 Gen. Sani Abacha. 98

1998-Abdulsalami Abubakar increased fuel price from N11 to N25 but after days of sustained protests, it was 99 reduced to N20 on January 6, 1999. 1998-After a series of flow stations were shut down, having been taken over 100

by a group of Ijaw youth, Nigeria's total oil output fell by about one third. 1999-The Nigeria Police opened fire 101

and used tear gas to disperse protesters trying to gain entry into the National Assembly complex in Abuja. The demonstration was called by the NLC to protest against plans to end fuel subsidies. 2000-The Obasanjo regime tried to effect an increment in fuel price to N30 but protests and mass rejection forced it to reduce the increment to N25 on ??une 8, 2000 and further down to N22 on June 13, 2000. The price hike raised a lot of dust. For eight days; the economy was at a standstill.

2003-During the April 2003 election, Nigeria was engulfed by four nationwide stoppages over fuel subsidies. It witnessed a legal battle over the extent of the right to strike.

2004-Fuel hike affected international and domestic flights in Nigeria as many airlines were hit by a shortage of aviation fuel, with planes unable to leave the commercial capital, Lagos.

2012-Strike action was also recorded. The announcement of the removal of fuel subsidy on January 1, 2012 111 caught Nigerians caught off guard. The nationwide strike came on board on January 9. By all intent and 112 purposes, Nigerians were right to protest the fuel price increase, or what has been termed this time around fuel 113 subsidy removal. While government estimated that it would make N1.3 trillion from the removal of subsidy, 114 Many Nigerians had set themselves up for festivities at the end of 2011. Many had travelled to their home states 115 during the long Christmas holidays. They were not expecting themselves back at their bases until the first week 116 of January 2012. Thus, it was not surprising that the removal bred anger. Transport fares skyrocketed, prices of 117 118 goods and services also pumped up, not just as a result of the fuel price increase, but also because of the usual 119 character of transporters during festive seasons. States of the South South except Edo stayed out of the fuel strike, there were vociferous cries in Abuja, Lagos, Ibadan, Kogi, Kaduna, Minna and Kano also. It emerged 120 that many of the states in the South East and even North East had stayed off the strike. It became obvious that 121 politics was playing a big role in determining the face of the protest. 122

¹²³ 5 History of Fuel

¹²⁴ 6 Fuel Subsidy Removal and Civil Servants

The Civil service is one of the agents of development in any nation. The transformation of any society or system depends on the effectiveness and efficiency of its civil service, particularly, the developing societies.

Civil Service-Adamolekun (2002), states that the civil service is commonly used as the synonym of the machinery of the government, this is so in Britain and most common wealth countries of Sub-Saharan Africa. In the British conception, the civil service is used to refer to the body of permanent officials appointed to assist the decision makers.

Today, the civil service has come to be regarded as modern institution bequeathed to mankind in the process of revolutionizing an efficient way of organizing any large human organization. It is in this respect that the civil service is defined as a bureaucracy (Ipinlaiye, 2001).

OPEC and non OPEC countries and their fuel prices per litre and minimum wage. The implication of the subsidy removal on the welfare of civil servants is of utmost importance. Since they form part of the economy and do contribute their quota towards the overall development of the economy, thus, a country desirous of growth should put them into consideration. Wellbeing usually refers to the degree to which an individual is well. In this sense it is synonymous with 'quality of life'. Sometimes, however, the word is also used to indicate the quality of supraindividual phenomena, such as the family, a sector of industry or society as a whole.

140 **7 III.**

¹⁴¹ 8 Merits of Fuel Subsidy Removal

¹⁴² To the protagonist fuel subsidy removal was a step in the right direction and in the interest of Nigerians.

According to Egbosiuba (2012), He points out the following: The positive outcomes of fuel subsidy removal are: i. It gives incentive to private companies to build oil refineries in Nigeria. ii. Reduces or eliminates fuel smuggling across Nigerian borders. iii. Reduce fuel usage. iv. The price of fuel also reduces a little bit due to competition.

147 IV.

¹⁴⁸ 9 Socio-Economic Consequences

149 The antagonists of the fuel subsidy removal present a contrary view. They have concluded that their leaders are 150 truly detached from the reality of economic hardship endured by Nigerians.

There would certainly be a downward shift in the quality of life for the borderline income groups as they are forced further down into the most desperate or challenged group of workers as choices have to be made in the redistribution of the household and business budgets -trades off have to be made between the essentials -fuel consumption/transport costs vis-avis health care costs, feeding allowance, education allowance, saving investment

opportunities until some adjustments have been made to the wage levels. This has not taken into cognizance the

plight of the unemployed and possible levels of unemployment such a shock might trigger in the short to medium V

157 term. V.

158 10 Research Instrument

The major instrument to be used for data collection is the questionnaire. The questionnaires will be printed and administered to the eight hundred (800) workers of the Local Government. The second part of the questionnaire consists of research questions raised in the study to find solutions to the research problem. Specifically, the questionnaires used a four point opinion/attitude scale, stated in the following ways: SA -Strongly Agree A -Agree SD -Strongly Disagree D -Disagree The table above shows the distribution of the respondents' according to some demography parameters.

It would be observed from the table above that 55% of the respondents' were male whereas 45% were female. 165 More so, 36.3% of the respondents' opined between 31 to 40 years as their age whereas 35% opined between 21 166 to 30 years. Likewise, 20% of the respondents' opined between 41 to 50 years as their age and 8.8% opined at 167 least 51 years as their age. Also, 65% of the respondents' opined they were married whereas 26.3% opined single 168 as their marital status. Moreover, 6.3% and 2.5% opined divorced and separated respectively as their marital 169 status. Furthermore, more than 40% of the respondents' opined HND/B.Sc. as their educational qualification 170 whereas 22.5% opined WASC/SSCE/GCE. Likewise, 17.5% of the respondents' opined OND and 13.8% opined 171 MSc/MBA as their educational qualification. Additionally, 56.3% of the respondents' were senior staff whereas 172 36.3% were junior staff and 7.5% were executive. It would be observed from the chart above that more than 60%173 of the respondents' which represent more than 6 respondents' out of every ten randomly selected opined that fuel 174 subsidy is not a good idea whereas 36.3% opined otherwise. 175

¹⁷⁶ 11 Volume XX Issue XIII Version I

177 12 Fig. 2: Respondents' opinion for choice of job

178 It would be observed from the chart above that 62.5% of the respondents" opined that they work as a civil servant 179 because they have no choice whereas 37.6% opined otherwise.

180 13 Fig. 3: Respondents' Satisfaction based on Remuneration

181 It would be observed from the chart above that more than 80% of the respondents' which represent more than 8 182 respondents' out of every 10 random selected opined that their salary is no longer capable of meeting their needs 183 whereas 16.3% opined otherwise.

¹⁸⁴ 14 b) Presentation of Data According to Research Questions

Research Question 1: Is there any significant relationship between the removal of fuel subsidy and the level of 185 186 poverty of civil servant? It would be observed from the table above that more than 60% of the respondents' opined that their purchasing power has reduced in relation to the prices of commodities whereas 32.5% opined 187 188 otherwise. Likewise, 75% of the respondents' opined that their savings and investment have reduced whereas 25% opined otherwise. More so, more than 50% of the respondents' opined that the cost of accommodation 189 has escalated as a result of fuel subsidy removal whereas 38.8% opined otherwise. Also, more than 80% of the 190 respondents' opined that the cost of transportation has increased since the removal of fuel subsidy whereas 16.3% 191 opined otherwise. 192

Thus, it could be concluded that there is a relationship between the removal of fuel subsidy and the level of poverty of civil servant.

195 Research Question 2: What is the relationship between the quality of lives of civil servants and the subsidy removal? It would be observed from the table above that about 80% of the respondents' opined that fuel subsidy 196 has increased their indebtedness whereas 21.3% opined otherwise. Moreover, 72.5% of the respondents' opined 197 that the proportion of their salary devoted to the purchase of consumable goods has decreased whereas 27.5%198 opined otherwise. Also, more than 90% of the respondents' opined that health care cost and other utility bills 199 have all experienced a top up on their prices whereas 5.1% opined otherwise. Additionally, more than 80% of 200 the respondents' opined that they salary they received is meager when compared to their needs whereas 16.3% 201 opined otherwise. 202

Thus, it could be concluded that there is a relationship between the quality of lives of civil servants and the subsidy removal.

Research Question 3: Find out if the productivity of workers has declined as a result removal of the fuel subsidy removal. It would be observed from the table above that more than 60% of the respondents' opined that they are no longer motivated to work whereas 35% opined otherwise. Likewise, 71.3% of the respondents' opined that fuel subsidy removal has decreased their job satisfaction whereas 28.8% opined otherwise. Furthermore, 77.5% of the respondents' opined that their job has become more stressful and tiring whereas 22.6% opined otherwise. Additionally, 76.3% of the respondents' opined that subsidy removal on fuel has increased their expenditure whereas 23.8% opined otherwise.

Thus, it could be concluded that the productivity of workers has declined as a result removal of the fuel subsidy removal.

²¹⁴ 15 c) Presentation of Data According to Research Hypotheses

Hypothesis 1: There will be no statistically significant relationship between the removal of fuel subsidy and the level of poverty of civil servants. The computed chi-square statistic is given below:

16 CROSS TABULATION

Computing the critical value, The degree of freedom is given as $(r-1)^*(c-1)$ "where r = number of rows and c

- = number of columns". Thus from the cross tabulation table above, the degree of freedom is $(4-1)^*(2-1) = 3^*1$
- 221 = 3. Thus, the degree of freedom is 3.

Using 5% (0.05) as the significance level, the tabulated chi-square (critical value) is 9.488.

Since the computed chi-square statistic lags the critical value i.e. 6.01<9.488, the null hypothesis cannot be rejected.

Thus, this implies that there is no significant relationship between the removal of fuel subsidy and the level of poverty of civil servants.

Hypothesis 2: There is no statistically significant relationship between the standard of living of civil servants and the of fuel subsidy removal.

229 17 CROSS TABULATION

Computing the critical value, The degree of freedom is given as $(r-1)^*(c-1)$ "where r = number of rows and c

= number of columns". Thus from the cross tabulation table above, the degree of freedom is $(4-1)^*(2-1) = 3^*1$ = 3. Thus, the degree of freedom is 3.

Using 5% (0.05) as the significance level, the tabulated chi-square (critical value) is 9.488. Since the computed

chi-square statistic lags the critical value i.e. 8.20<9.488, the null hypothesis cannot be rejected.
Thus, this implies that there is no significant relationship between the standard of living of civil servants

and the of fuel subsidy removal. Hypothesis 3: There is no statistically significant relationship between the productivity of workers and the removal of fuel subsidy. The computed chi-square statistic is given below:? (???? ? ????) 2 ???? = 8.04

- 240 Computing the critical value, The degree of freedom is given as $(r-1)^*(c-1)$ "where r = number of rows and c
- 241 = number of columns". Thus from the cross tabulation table above, the degree of freedom is $(4-1)^*(2-1) = 3^*1$
- $_{242}$ = 3. Thus, the degree of freedom is 3.

Using 5% (0.05) as the significance level, the tabulated chi-square (critical value) is 9.488.

Since the computed chi-square statistic lags the critical value i.e. 8.04 < 9.488, the null hypothesis cannot be rejected.

Thus, this implies that there is no significant relationship the productivity of workers and the removal of fuel subsidy.

²⁴⁸ 18 VI.

249 19 Conclusion

This study has provided information in terms of the effect of fuel subsidy removal on the welfare of civil servants 250 together with their attitude and productivity level at work. The respondents' opined that fuel subsidy removal 251 is not a good idea. Moreover, they also opined that they work as civil servants because they have no alternative 252 with more than 80% stating that their salary is no longer capable of meeting their needs. More so, there is a 253 relationship between the removal of fuel subsidy and the level of poverty of civil servant as their savings together 254 with purchasing power reduced as a result of fuel subsidy removal such that this further affect the quality of life 255 of the civil servants. As a result, the productivity of workers has declined as more than 60% of the respondents' 256 opined that they are no longer motivated to work. In a nutshell, it could be said that fuel subsidy removal has 257 negative impact on the welfare of the civil servants together with their productivity level. 258

²⁵⁹ **20** VII.

260 21 Recommendation

The following are the recommendations as a result of the findings made: ? The remuneration of civil servants 261 should be properly reviewed using the present economic situation in the country as the basis. ? The outlined 262 263 promises made by the Federal Government for implementing the fuel subsidy removal should be fulfilled to 264 maintain relevance before the citizens. ? Civil servants should be motivated to work to promote the furtherance 265 of the mission statement of the civil service of the federation so as to save it from extinction. ? Government must put in place an effective regulatory framework to protect the citizens from exploitation by petroleum marketers. 266 Therefore, the Petroleum Product Pricing Regulatory Agency (PPPRA) must be urgently reorganized. Subsidy 267 as a social security is the rights of Nigerian particularly the under privileged. The ordinary Nigerian must 268 be protected and money aimed at ameliorating the lives of the poor must be protected. ? The governance 269

21 RECOMMENDATION

structure should be more cost effective and corruption must be more effectively tackled. Government must 270 sustain the momentum of dialogue and enlightenment to stabilize the polity and ensure accountability and 271 transparency in the use of the savings from the policy decision for the benefit of the people. There is a seeming 272 agreement among Nigerians that the Nigerian National Petroleum Corporation (NNPC) is corrupt and needs a 273 complete reorganization and persons found to be guilty be appropriately punished. ? Decision making must 274 be participatory. Government must sufficiently involve the citizenry in the process of decision and policy 275 making particularly on issues and policies that affect their lives. This could be through town hall meetings 276 with all segments of society and making the necessary contacts with members of the grassroots and civil society 277 organizations. To do this, government could employ the services of NGOs and National Orientation agencies 278 across the country.

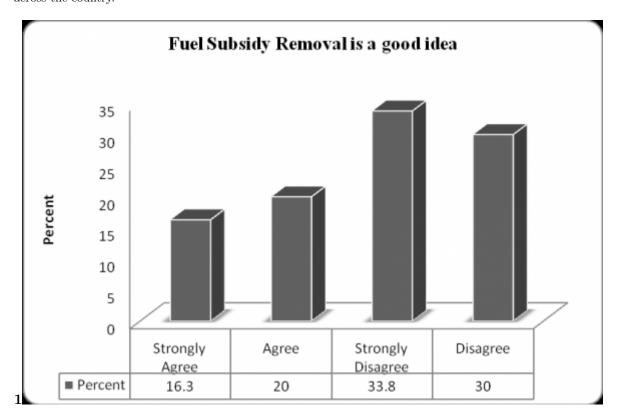


Figure 1: Fig. 1:

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 $^{^1 \}odot$ 2020 Global Journals
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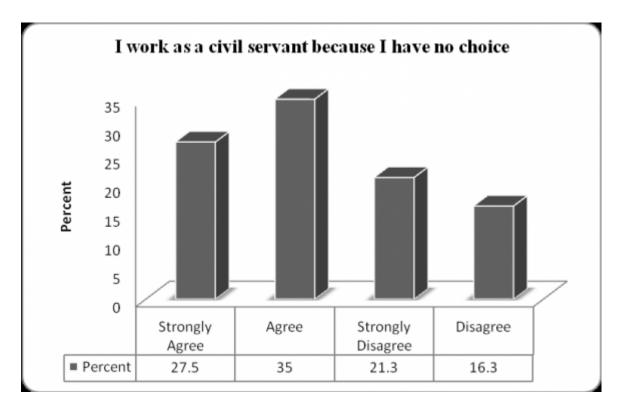


Figure 2:

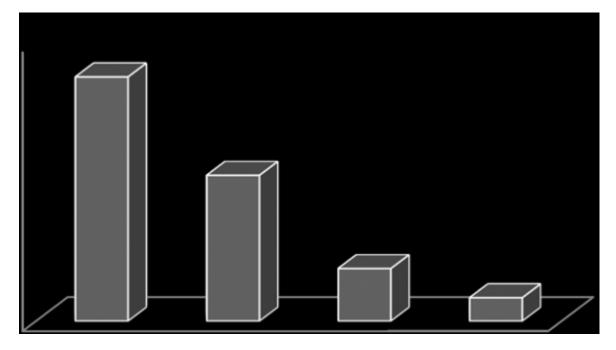


Figure 3:

21 RECOMMENDATION

Ι

S/N	Date	Administration	Price	Percentage
1	1079	Obacania	15]-	change
_	1978	Obasanjo	15k	
2	1990	Babangida	60k	300%
3	1992	Babangida	70k	17%
4	1992	Babangida	3.25k	364%
5	1993	Babangida	N5.00	54%
6	1994	Shonekan	N11.00	120%
7	1994 - 1998	Abacha	N11.00-	
8	1998-1999	Abacha	N20.00	82%
9	2000	Obasanjo	N20.00-	
10	2000	Obasanjo	N22.00	10%
11	2001	Obasanjo	N26.00	18%
12	2003	Obasanjo	N40.00	54%
13	2004	Obasanjo	N45.00	13%
14	2007	Obasanjo	N70.00	56%
15	2007	Yar'Adua	N65.00	7%
16	2010-2012	Jonathan	N65.00-	
17	2012	Till date Jonathan	N141.00	117%
		Source: Adagba O., Ugwu S.C and Eme O.I, (2012)		

Figure 4: Table I :

II.

11.			25 Volume XX Issue XIII Version I (A)
Date	Cause of strike	Duration	Resolution
June 1, 2000	Prices of petrol increased to	${ m Eight}\ { m days}$	Price reduced to N20 per Ara- bian litre
	N30/litre from N11/litre		
June 16, 2002	Price increase from N20/ litre to	Two days	Price retained at N26 per litre
	N26/litre		
June 30 - July	Price increase from N26/ litre to	Eight days	Price reduced to N34/litre
8,2003	N40/ litre	Price	
		in-	
		crease	
		from	
<u> </u>	N34/litre to N50/litre		~
October 11,	Price increase from N42/ litre to	Three days	Government appointed the 19- member
2004	N52/litre		Sen. Ibrahim Mantu commit- tee on palliatives.
September	Price increase from N52/ litre to	No Strike	Protest by NLC and civil society groups
2005	N65/litre		led to a cut in price
June 20, 2007	Price increase from N65/ litre to	Four days	Price reduced to N65/litre
	N70/litre		
January 1,	Price increase from N65/litre to	${ m Eight} { m days}$	Price reduced to N97/litre
2012	N141/litre		

Figure 5:

1	
	Classification Variable
	GENDER
	Male
	Female
	AGE
	21 -30yrs
	31 -40yrs
	41 -50yrs
	51yrs and above
	MARITAL STATUS
	Single
	Married
	Divorced
	Separated

56.322.5QUALIFICATION 1822.5WASC/SSCE/GCE 1417.5OND 3746.3HND/B.Sc. 11 13.8MSc/MBAMANAGEMENT POSITION 2936.3Junior Staff 4556.3Senior Staff 6 7.5Executive

Figure 6: Table 1 :

Frequency Percent

55.0

45.0

35.0

36.3

20.0

8.8

26.3

65.0

44

36

28

29

16

7

 $\begin{array}{c} 21 \\ 52 \end{array}$

My purchasing power has reduced in relation to the prices of commodities.	28.8	38.8	17.5	15.0
My savings and investments have not reduced. The cost of accommodation has not escalated as a result of		$\begin{array}{c} 15.0 \\ 17.5 \end{array}$	00.0	$\begin{array}{c} 36.3\\ 36.3 \end{array}$
fuel subsidy removal. The cost of transportation has not increased.	2.5	13.8	28.8	55.0

Figure 7: Table 2 :

3

 $\mathbf{2}$

STATEMENTS	\mathbf{SA}	А	SD	D
Fuel subsidy removal has increased my indebtedness.	32.5	46.3	18.8	2.5
The proportion of my salary devoted to the purchase of	45.0	27.5	22.5	5.0
consumable goods has decreased.				
Health care cost, electricity charges, water bills have all	57.5	37.5	3.8	1.3
experienced a top up on their prices.				
The salary I receive is meager when compared to my needs.	52.5	31.3	5.0	11.3

Figure 8: Table 3 :

STATEMENTS	\mathbf{SA}	А	SD	D
I am no longer motivated to work.	32.5	32.5	25.0	10.0
Fuel subsidy removal has increased job satisfaction.	16.3	12.5	36.3	35.0
My job has become more stressful and tiring.	42.5	35.0	21.3	1.3
Subsidy removal on fuel has made me increased my expen-	46.3	30.0	12.5	11.3
diture.				

Figure 9: Table 4 :

21 RECOMMENDATION

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