Universiti Utara Malaysia

# THE EFFECT OF STAFF DEVELOPMENT AND POLICIES ON THE PERFORMANCE OF IMMIGRATION PERSONNEL IN NORTHERN NIGERIAN BORDERS

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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2016**

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**NAZIRU MOHAMMED MUSALLI (95089)**

**A Thesis submitted to the Ghazali Shafie Graduate School of Government in fulfilment of the requirements for the Doctor of Philosophy Universiti Utara Malaysia**

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# ABSTRAK

Pengurusan sempadan merupakan isu penting dalam medan global semasa. Arus globalisasi menyebabkan berlakunya peningkatan aliran manusia, barangan dan perkhidmatan yang menyeberangi sempadan wilayah. Kebolosan sempadan di negara Nigeria yang tidak begitu dikawal mengakibatkan kemasukan pendatang asing tanpa izin secara besar-besaran dan wujudnya pelbagai bentuk kegiatan jenayah yang terancang, khususnya di wilayah timur laut. Beberapa inisiatif pengurusan sempadan yang terlaras telah dilaksanakan pada peringkat wilayah dan benua untuk menangani isu yang berkaitan dengan pengurusan sempadan. Namun begitu, wujud beberapa persoalan tentang keberkesanan pengurusan sempadan. Pengurusan sempadan bermaksud pentadbiran sempadan yang melibatkan undang-undang, tatacara, proses dan teknik untuk mengawal selia lalu lintas dan kegiatan menyeberangi zon sempadan yang telah ditetapkan. Matlamat utama kajian ini ialah untuk meneliti cabaran dan mengenal pasti jalan penyelesaian yang muktamad untuk mengatasi masalah yang mempengaruhi prestasi pegawai pengurusan sempadan dalam perkhidmatan imigresen di Nigeria. Unit analisis dalam kajian ini ialah zon C di sempadan timur laut Nigeria. Pelbagai kaedah-campuran kutipan data yang melibatkan teknik kuantitatif dan teknik kualitatif diupayakan dalam kajian ini untuk menyelesaikan masalah dengan efektif, dalam mana beberapa soal selidik telah diedarkan di lapangan. Bagi aspek kualitatif pula, temubual bersemuka secara mendalam telah digunakan untuk mengkaji populasi sasaran. Kajian ini menguji empat hipotesis secara empirikal dari sudut kuantitatif dengan tiga hipotesis didapati menyokong, manakala satu hipotesis didapati menolak andaian kajian. Dapatan memperlihatkan bahawa terdapat hubungan yang signifikan antara dasar organisasi, kemudahan infrastruktur dan kebajikan kakitangan dengan prestasi kakitangan. Pembangunan kakitangan pula didapati tidak mempunyai kesan yang signifikan terhadap prestasi kakitangan. Selain itu, hasil daripada dapatan kualitatif menunjukkan bahawa kekurangan tenaga manusia, kurangnya program latihan dan latihan semula, ketidakcukupan penyediaan kemudahan infrastruktur, keterbatasan proses pengambilan tenaga kerja yang dikendalikan berdasarkan merit dan kecekapan serta kebolosan sempadan mempengaruhi usaha untuk meningkatkan prestasi kakitangan. Kajian merumuskan bahawa kerajaan perlu merencana kerangka institusi yang berkesan dalam usaha untuk memantapkan prestasi Perkhidmatan Imigresen Nigeria. Tindakan ini boleh merungkai krisis pengurusan sempadan di timur laut Nigeria dan di seluruh negara secara amnya.

**Katakunci:** Pengurusan sempadan, Pembangunan kakitangan, Perkhidmatan Imigresen Nigeria.

# ABSTRACT

Border management has become a central issue in the contemporary global arena. Globalization has led to increasing flows of people, goods and services across regional borders. The porosity of borders in Nigeria which is loosely patrolled, resulted in massive influx of illegal immigrant and many other form of organized border criminal activities especially in north-eastern regions. Several initiatives on coordinated border management had been made both at regional and continental level with the purpose to address the issues related to border management. Yet there are growing number of concerns on how border will be managed effectively. Border management means the administration of borders, concerns with rules, procedures, processes, and techniques regulating the activities and traffic across defined border zones. The main objective of this study is to investigate the challenges and find out lasting solutions to the problems militating against the performance of border management personnel in Nigeria immigration service. The study unit of analysis is zone C of north-eastern Nigerian borders. Mixed-method of data collection was employed in this research of both quantitative and qualitative techniques, as a better means of problems solving than either method, where by number of questionnaires was distributed in the field. On the qualitative aspect an in-depth interview of face to face was employed to the study target population. The study empirically tested 4 hypotheses from the quantitative point of view in which 3 are supported and only 1 is not supported. The result indicated that there is significance relationship between organizational policies, infrastructural facilities and staff welfare to staff performance, while staff development has no significant effect to staff performance. Furthermore, result from the qualitative findings reveal that shortage of manpower, lack of training and re-training programme, inadequate provision of infrastructural facilities and lack of recruitment process based on merit and competency as well as porosity of borders impinge the realization of performance of personnel. The study concludes that government should put effective institutional framework that will immensely help in improving performance of Nigeria Immigration Service which would serve as panacea to border management crises bordering north-eastern Nigeria and the country at large.

**Keywords:** Border management, Staff management, Nigeria Immigration Service

# ACKNOWLEDGEMENT

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| | |
|---|---|
| AU | African Union |
| BOMCA | Border management Programme in Central Asia |
| BPA | Border Partner Agreement |
| CBP | Cross Border Patrol |
| CCTV | Close Circuit Television |
| CS | Custom Service |
| CWN | Common Wealth of Nations |
| CFIO | Chief Federal Immigration Officer |
| DHS | Defence Home Land Security |
| EU | European Union |
| ECOWAS | Economic Community of West African States |
| ENP | European Neighbouring Policy |
| FMIA | Federal Ministry of Internal Affairs |
| FFM | Five Factors Model |
| NIS | Nigeria Immigration Service |
| NDLEA | National Drugs Enforcement Agencies |
| ICT | Information and Communication Technology |
| TAM | Technology Acceptance Model |
| NATO | North Atlantic Treaty Organisation |
| OPEC | Organization of Petroleum Exporting Countries |
| UN | United Nations |
| NFP | Nigeria Police Force |
| UK | United Kingdom |
| UNICEF | United Nations Economic Community for Europeans |
| UNNext | United Nations Network of Exports for Paperless Trade in Asia and Pacific |
| WCO | World Customs Organization |
| UNCEFACT | United Nations Centre for Trade Facilitation and Electronic Business |
| JHAE | Justice of Home Affairs External Dimension |
| IBM | Integrated Border Management |
| SSS | State Security Service |
| OSBP | One Stop Border Post |
| PCASED | Programme for Coordination and Assistance on Security Development |
| IRCA | Immigration Reform and Control Act |
| MTSA | Maritime Transportation Security Act |
| SAFE | Security and Accountability for Every port Act |
| TWIC | Transportation Workers Identification Credential Program |
| PSGP | Port Security Grant Program |
| CSI | Container Security Initiative |
| CBP | Customs and Border Protection |
| TSA | Transportation Security Administration |
| USCG | U.S. Coast Guard |
| FEMA | Federal Emergency Management Agency |
| MARAD | Maritime Administration |

**CHAPTER ONE**

**GENERAL INTRODUCTION**

## 1.1 Introduction

The main purpose of this chapter is to provide some basic information regarding this study. Chapter one starts by discussing the background information surrounding border management, the statement of problems followed, then Research questions, Research Objectives, Scope of the Research, Research Significance, Conceptual Framework, Operational definitions of terms, and Research Organization.

## 1.2 Background of the Study

Border management has become a central issue in the contemporary global arena. Globalization has led to increasing flows of people, goods and services across regional borders. Countries around the world focus more attention and given more priority toward developing a sound border management strategy. Several initiatives on coordinated border management had been made in the world, both at continent and regional level with the aims of addressing the issues related to border management problems. Yet there is growing number of concerns on how border will be managed effectively.

Border management is critical aspect of the nation that involve the protection of population in a given territorial entity against what is considers as threats, such as international terrorism, robbery, proliferation of light arms and trafficking of human and drugs materials (Jihan & C'edric, 2010).

Border management means the administration of borders that concerns with rules, procedures, processes, and techniques regulating to the activities and traffic across defined border zones. It is the administration that gives an appropriate balance between preventing illegal immigrant entry and remained open to legal trade for the benefit of the countries (Mackay, 2008).

The importance of border management in enhancing the socio-economic and political development of West African regions, Nigeria in particular cannot be over emphasised. Besides promoting political stability in the country, the regulation enhances the economic activities integration in terms of free movement of people, goods and services within the regions (Sosuh, 2006).

Another important aspect of border management is the roles of border personnel towards controlling illegal activities in the border areas. The agencies responsible of border control have been making concerted efforts to curtail illegal activities such as smuggling, human and drugs trafficking, proliferation of small arms and light weapons as a result of existing porous borders in the region (Prosper, 2006). Nigeria has reasonable number of institutions and agencies charged with responsibility of managing borders, example Custom Service, National Drugs Law Enforcement Agency (NDLEA), Nigeria Immigration Service (NIS) among others.

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Border control agencies typically were made to engage in a parallel mandate in which to facilitate the activities such as the flows of licit and legal trade while concurrently deterring illicit and illegal contraband movement (Basu, 2014). Illegal trade encompasses a diverse range of commodities and services that creates the formation of black markets around the globe. Illicit trade is also consider and viewed as money, goods or value gained from illegal and generally regarded an unethical activities which generate a harmful socio-economic and political environment *(World Economic Forum, 2012).*

It is as a result of the importance of agencies in controlling borders due to the secretive nature and lack of verifiable data in illicit trade with difficulties in calculating the absolute precision in the market size of trade. Hence, at this juncture the agencies of border management and law enforcement official, policy makers as well as academicians agreed that illicit movement of contraband goods and other form of organized criminal activities results into major financial and social costs to global societies (Basu, 2014). Border management agencies faced a formidable task in disrupting illegal activity of contraband goods and dismantling organizations involved with smuggling operation. It is on this therefore, this research work should carryout aim at addressing the challenges confronting the border management personnel by selecting Nigeria Immigration Service as an institution.

For the purpose of this study Nigerian Immigration Service (NIS) as an institution is selected as the focal area of study, where the main functions of the agency is to secure the in and out flow of people entry, issuance of passport, visa (entrance) permit, as

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well as controlling illegal immigrant and proliferation of light arms and other contraband goods to the country. Despite all these, the country keeps experiencing growing number of deadly insurgencies that have a devastating effect on its economic development and security challenges.

National insecurity can be described as the socio-economic situations of a nation lacks confidence, uncertainty, none assurance and fear of instability of the country (Alex, 2005). The current security challenges in Nigeria have become a serious threat to the peace, stability and development of the country. This situation is worrisome to the people within and international organizations. Scholars such as Nnadozie, Ige, Anaba, and Abudulah (2004) agreed with this fact when they decried that "the security situation in the country is one of the problems threatening our democratic government. From disturbing political killing to dare devil banditry, the result is the same helplessness. There is now a bizarre situation where the high and low are gripped by fear…rather than reducing the menace, armed gangs have graduated from attacking innocent citizens at night to engaging law enforcement agents in gun duels in broad day light". In a situation of security dilemma such as the one Nigeria had reached to a pick now that there could be no better strategy of defence than offensive defence if meaningful development is to be attained (Okpata &Nwali 2014).

Thus, this research intends to examine the performance of personnel in Nigeria Immigration Service in countering the aforementioned problems and provide a possible solution. In Nigerian context institutions play vital roles in determining the success and failure of any organizations. One of the challenging factors is the faulty

recruitment process of employees, the idea of god-fatherism become the order the day at the expense of recruitment based on competency and merit (Etekpe, 2012).

Government as an institution is the key player in running the affairs of various organizations. Therefore for any institution to attain and provide the maximum level of services and productivity, there is need for symbiotic relationship between the government vis-a-via organizations. It is important to both parties in contract to come with a mutual agreement in terms of cooperation and for the cost efficiency, these enhances the optimal productivity and effectiveness at the minimal cost of utility (Etekpe, 2012). National security is the ability to preserve the nation's physical integrity and territory, to maintain the economic relationship globally on reasonable terms (Alex, 2005).Security in the words Ifesinach and Eke (2009) is a state of mind of several individuals within which range of physical leadership rationalize their quests for security, raise and maintain military power in order to be strong and effective in the pursuit of its interests. From the above view, security of individual rests first on the actions of the individuals but the bulk of the work depends heavily on the ability of the leaders to raise and maintain military powers and other internal forces that will be able to have effects on the pursuit of both personal and national interest (Okpata & Nwali, 2014).

Nigerian Immigration Service (NIS) as an institution which carries out various functions ranging from issuance of passport, visa and controlling both legal and illegal movement of immigrant is not in isolation. Therefore as such this study intends to look into this issues in order to investigate where the loophole are; that leads to failure performance of the personnel in the organisation, on the course of discharging their

tasks for the country to have secure borders, as the major constraints responsible for the current security challenges in Nigeria (Akinyeni, 2013). In line with the above discussion, therefore this research intents to carry out with hope to serve as a panacea to solve the challenges faced by border management personnel in Zone C of the North-Eastern part and Nigeria at large.

As a result of the importance of border management around the world, researchers and scholars alike had given considerable attention, on the studies concerning the impact of institution and border personnel on security challenges, as well as factors that could determine the effectiveness of border management personnel performance. Several variables had been considered that played significant role in this study i.e border management (Newman, 2002; David 2006; Matulionyte, 2009; Sandeep, 2012). Information Communication Technology (ICT),(Gareth, 2009; Jackson, 2009; Shields, 2011; Elizabeth; 2011; Ogedebe & Jocob, 2012). Staff development or Understaffing (Staffstrength) (Jonh, 1988; Yohgmei lui, Hall & Ketchen, 2006; Edeko, 2011), Border porosity, Infrastructures, Training and retraining staff (Sosuh, 2006; Omolara, 2013).

However, the variables intend to be considered in this study are Infrastructural facilities, Staff development, Understaffing or Staff strength, Funding or staff welfare, Information technology system (ICT) and Government organizational Policy on staff performance in Nigeria Immigration Service organization. This arrived at developing this study, considering the gap that so exist as recommended by (Akinyeni, 2013) as the study examines several recommendations for future researchers to embark open with aim of achieving effective border management in Nigeria. The study recommends

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several variable such training and retraining personnel, provision of modern equipment and infrastructural facilities among other things, as an important aspect for effective border management.

In line with the above recommendation, therefore, this study intends to consider staff development or understaffing, infrastructural facilities, information communication technology, relevance organizational policy and funding staff welfare to examine their relationship with the performance of border management personnel and how it can effectively help Nigeria Immigration Service as an institution to enhance its personnel performance. Understaffing is describes as shortage of manpower capable to handle task in organization. Staff strength is also described as systematic method of improving labour force to tally with the organizational requirement so as to avoid the shortage of manpower, otherwise refers to under staffing that can effectively manage the task appropriate (Fyfe, 1988).

According to MinLi, (2014) Man power shortage is frequently cited as one the highest level of constrain challenging the personnel on the course of discharging their responsibilities. Similarly, it is in line with Johnson (2014) perception that due to geo-strategic position of Nigeria in the continent of Africa and its ethno-cultural linkages of neighbouring border communities that allow transnational trade alone between them as well as permit the free flows of aliens that engages in illegal activities. It is pertinent to consider the porosity nature of Nigerian borders which allow illegal movement of drugs, encourage human tracking, proliferation of light arms and animations and many other forms of organized criminal activities in the region (Angela, Joyce & Marcia, 2003). Meanwhile, several studies had been conducted on this field but none of the

researcher comes across a work that look at the role of institutions in border management personnel. As such therefore, this study intends to examine the role of institutions on border management personnel performance.

Looking at the above discussion therefore, it is glaringly clear that Nigerian borders greatly contributed to the current national insecurity which resulted to so many wanton of lives and properties. It also proved that the existence of Customs Service, National Drugs Law Enforcement Agency (NDLEA), Nigeria Immigrations Service etc, in the borders seems to be incompetence, handicapped, corrupt or seriously compromised in the discharge of their duties. Therefore, the urgent need to establish a vibrant and effective policy that can properly address the issues, to checkmate the massive influx of illegal immigrant and other related criminal activity that has a negative implication to the national security and economic development in country has to be done.

## 1.3    Statement of Problems

Nigeria like many other nations is besieging with many problems especially in immigration service which affect lives and properties of million Nigerians. The problems of Nigeria Immigration Service could be deduced from the following: -

Staff development is one of the constraints militating against the overall operation of border management agents, Nigeria Immigration Service in particular as an institution responsible of border patrol. It is apparently clear that most of the organizations and agencies do not seriously invest in on-going quality staff development and training (Huebner, Walker & McFarland, 2003; MinLi, 2014). Training is perceived as the most effective means of staff development that improve the quality of the existing staff

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with motive toward achieving organizational objectives (Roberson,1997). Training and development support organizational members to have an adequate skills and knowledge in performing their jobs effectively. Unfortunately, in the Nigerian context the reverse is the case. Igbokwe, (2001) and Johnson, (2014) posit that lack of inadequate well-trained manpower of port personnel and marine labour forces including dock workers, as specialist able to handle modern sophisticated cargos in service delivery that affect good performance of personnel. There are only number of few workers equipped with managerial ability of handling ports of entries operation in line with new trend of globalize ports of services that affect the economic development in Immigration of Nigeria (Akinyemi, 2013).

Motivation is another factor which is lacking such as remuneration, allowances, bonus, and promotion of staff which negate the performance of Nigeria Immigration, because it has been perceived as the procedure to energize and boost morale of someone towards accomplishment of target (Kalamullah *et al.,* 2010; Adeola, 2012). Mostafa, Gould-Williams & Bottomley (2015) osit that the relationships between employers and employees are predominantly based on social and economic exchanges. Therefore, it is considered as an important effort aims at developing not only personnel's but also managers understanding of human development, strengths and opportunities, which is considered as a way of improving the safety culture of the organization (Teperi, Leppänen & Norros, 2015).

Understaffing is also a major problem affecting the organisation (Fyfe, 1988). Manpower shortage is frequently cited as the excessive challenges faced by personnel in discharging their responsibilities (MinLi, 2014). The number of personnel managing

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border of the country compare to the largest landmass the nation acquired is relatively shortage as recently a report shown that over 1,470 illegal routes discovered in Nigeria (Comptroller NIS on Daily Times 17 Aug, 2013). So the number of manpower to control the border is relatively insufficient to cover 1,470 porous routes of entries. Other problems associated with the recruitment strategy, the agencies responsible for recruitment is based on sentiment, politicization, tribalism, and God fatherism etc, by the influential groups. Therefore, the selection base on merit and competency to choose the qualified potential staff is no longer order of the day (Odumeru & Ilesanmi, 2015).

Another problem confronting Nigerian borders is the lack of relevant policies from both in and outside organization, i.e external policy like ECOWAS Protocol established in 1979 by member states on free movement of people, goods and services across the region (Akinyemi, 2013). In spite of the positive pronouncement of this protocol, that is with the aim at integrating free movement across borders without visa. ECOWAS citizen who possess valid travelling document and international health certificate can transverse the entire region without visa. This protocol is been abused by others to engage in an organized criminal activities within the region such as smuggling, proliferation of light arms, drugs and human trafficking and so on, which hindered the security and stability coexistence amongst member nations. (Adeola, 2012). Non-possession of the entire necessary document of crossing international borders to engage in trading activities was engendered by border personnel (Adeyinka, 2014). Internally lack of relevant policies and practices of human resource management in organization extremely bevelling against the performance of personnel, the managerial implications of policies and practice of human resource management in building organizational efficiency adversely affect staff performance.

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Therefore, staff welfare is considered to be one of the important aspects in organizational performance. (Guest & Hoque, 1994; Ezzamel *et al.,* 1996; Boselie *et al.,* 2005; Subramony, 2009; Menezes *et al*., 2010; Conaway, 2011; Katou,2012).

Consequently, these aspect support management favourably in decision-making of solving problems, and also lead to improvement of staff performance in organization (Demo, Neiva, Nunes, & Rozzett, 2012).

Infrastructural facilities as the basic and necessary equipment for border personnel smooth operation hindered their performance. Inadequate provision and accessibility of these facilities that would support inhabitant leaving in border areas, such as proper check points of entries, effective patrol vehicles and building staff housing quarters along border zone, above all provision of ICT like satellite, detective sensors Rader as well as security light is the major constraint against border management in Nigeria (Akinyemi, 2013; Adeyinka, 2014). Basically, there are severe and pronounced low level computer literacy among Nigerians, emphasise was given the poor ICT knowledge among the users as well as the professional which makes it difficult for optimum utilization of computer devices (Ridwan, 2015). A current report has shown that the number of illegal route of about 1,470 was uncovered as against 84 regular legal routes. These report justified the level of porous proximity of Nigerian borders (Nigerian Immigration Service Commission, Vanguard 19 June, 2013).

The problem of funding in relation to staff welfare is another constraint against border management in Nigeria. Government failures in provision of adequate funding of staff welfare and other rotten activities that can enhance the smooth operation of Nigeria

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Immigration Service affect its performance. Current trend has shown that workers tend to engage themselves to work more than the traditional way in order to achieve their personal targets so as to meet up with minimum standard of leaving that would ensure the attainment of one's to fulfil his personal desire (Lim *et al*., 2012). It is obvious for any organization to perform better the issue of finance need to be consider, while in the case of NIS is not an autonomous body, it is funded by government. Therefore, the problem of funding faced by organisation has direct effect in relation to recruiting personnel. Moreover, the staff welfare of existing personnel that can serve as motivational factors and provision of infrastructural facilities affect the present study of performance of border management personnel in Nigeria. As such the Nigeria Immigration Service faced with a lot of financial problems.

Nigerian borders faced with numerous challenges among others were the problems of long and unpatrolled boundaries (porous) that are popular for human and vehicular traffic, organised criminal activities such as prostitution, human trafficking smuggling and terrorism act (Adeyinka, 2014; Johnson, 2014). On the other hand the problem of corruption which is commonly found in the areas of border management personnel i.e Immigration, Customs, NDLEA etc affects their performance. Based on the above discussion it is clearly understood that incapacitation of government to guarantee appropriate national control measures such as appropriate legislation and regulatory actions, upgrade skills in crime investigation and enforcement techniques as well as equipment of all border personnel agencies with modern techniques adequately affect personnel performance (Ahmed & Chilaka, 2014).

Previous administration on 25 May 2015, signed into law the 2015 Immigration Bill, the then Nigerian President, was Goodluck Jonathan which repeals the 1963 Immigration Act. The new Act provides more stringent penalties in respect of numerous offenses/violations of the country's immigration rules, as well as provision for a clear definition of the general duties of the immigration service (Nigeria Immigration Act Vol. 4 No. 1, 2015).

Several studies has been conducted on border management (Saskia, 2002; Addo, 2006; David, 2006; Broeders, & Engbersen, 2007; Berry, 2010; Mark & Mutlu, 2012; Rebbeca, 2012; Idowu & Chubado, 2012; Akinyeni, 2013).

According to Dennis and Engbersen (2007) effective measures to handle an illegal immigrant associated with criminal activities in border areas, is to use the initiation established by European governments through developing the network for database. The purpose of this programme is for network to access individual immigrant at the point of entry, so as to record bio data, and this help the authority to know about the immigrant whenever the need arise.

In another study conducted in European collective border management, emphasis was given to collective management laws, as the main barriers to effective border management. The perception of the research was based on high level of harmonization is need to be attained among European countries. However, a recommendation was made as to establish cross-border collective management system, as a single law of regulating European regional border management (Matulionytė, 2008).

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In line with the above discussion, therefore most of the studies focus their perspective on managing border through collaborative efforts. Very few or limited studies was conducted on the effect of personnel performance in a particular institution on border management. However, most of the studies tilted toward collaborative effort between various agencies on border management. It is on this therefore, this study intends to focus the attention on the effect of personnel performance specifically in Nigeria Immigration Service (NIS) as an institution responsible of border management. Certain variables of interest was introduce in order to examine whether it would have positive impact on enhancing the contemporary challenges in border regions of north-eastern part and Nigeria at large.

The issue of digitalization of border that the Europeans government is developing a network of immigration databases for the purpose of documenting bio data record of immigrant, in order to identify immigrant coming into the country whenever the need arise so as to avoid the issue of over stay is highly recommended (Dennis & Engbersen, 2007).

In the same vein, this research spelt out the different levels of technologies attained by developed countries, in the area of border control. The provisions of sophisticated devices that will help in policing potential travellers prior to their arrival at border is required and also at the point of arrival in the American soil (Salter, 2004) in the work of (William, 2006). Moreover, in the case of European Union it has gone to the extent of using sophisticated devices, remote control regulating activities far away from border zone. Nevertheless, emphasis was given toward dimension of border control in western world, as a result of current events associated with the organized crime, human

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and drugs trafficking, illegal migration, smugglings and other contraband goods in the border zone (William, 2006).

In line with the economic importance related to border management, therefore, several studies come up with divergent views, suggestions and recommendations on how to introduce certain variables of interest, in order to find a lasting solution of the problems hindering the performance of border personnel viz a via national insecurity affecting economic development in Nigeria.

## 1.4    Research Questions

1) What is the relationship between staff development and staff welfare to the Nigeria Immigration Service personnel performance?

2) Does organizational policies and infrastructural facilities affect the Nigeria Immigration Service personnel performance?

3) What are the factors responsible for low/poor performance of personnel in Nigeria Immigration Service?

4) What are the strategic ways of improving the system operate in Nigeria Immigration Service?

## 1.5    Objectives of the Study

The study is specifically designed to achieve the following objectives:-

1) To examine the relationship between staff development and staff welfare and the performance of personnel in Nigeria Immigration Service.

2) To determine the effect of organizational policies and infrastructural facilities to the performance of personnel in Nigeria Immigration Service.

3) To investigate reasons for low/poor performance of personnel in Nigeria Immigration Service as an important organization responsible for border management.

4) To explore better strategic ways of improving the operation of personnel in Nigeria Immigration Service.

## 1.6    Scope of the Study

The scope of this study will cover north-eastern Nigerian borders as the main focus area. It is proved to be the most vulnerable zone where mostly current insurgencies happening as a result of easy proximity of porous borders with less number of border personnel to patrol. The institution chosen as the study is the Nigerian immigration service (NIS) being one of the important organizations responsible in border management while zone C and A will be compare as the research unit of analysis.

## 1.7    Research Significance

The study makes contributions to the existing body of knowledge theoretically, methodologically and practically. From the theoretical perspectives the findings of offer empirical evidence on the importance of border management personnel toward improving their performance was prevailed. Several studies was carried out to investigate various predictors of how the performance of organization would be achieved (Adeyinka, 2014; Ahmed & Chilaka, 2014; Akimyemi, 2013; Lim *et al.,* 2012; Katou, 2012; Rebbeca, 2012; Minezes *et al.,* 2010; Subramany, 2009; Guest & Hoque, 1994). However, all the studies reveal there is positive relationship between staff development, organizational policies, infrastructural facilities and staff welfare to the personnel performance in the organization.

At the end of this study, it is hope that the findings would reveal the factors militating against the personnel performance of Nigeria Immigration Service. It will serve as a guide to policy-makers whose responsibility is to design good policies and to ensure effective implementation of Immigration policy to achieve its objective. It will also serve as reference material for comparative study in relevant field. This study will also be contribution to the growing literature for future research. The study will also serve as medium in providing security to the community through effective border management. Finally, the present study validate the role of institrutional theory (North, 1992) and agency theory (Ross & Mitnick, 1973) by portraying the buffering role of theory in relatioship between variables under study. Significantly on the investigation of better strategic way of improving the performance of border management personnel of Nigeria Immigration Service.

## 1.8    Theoretical Contributions

This study integrates the institutional theory and agency theory with certain variables that have not been tested in this context in improving the personnel performance of Nigeria Immigration Service as border management agent.

The study intends to test the relationship between staff development, organizational policies and staff welfare with performance of personnel in Nigeria Immigration Service as an institution for border management.

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## 1.9    Practical Contributions

This study will be useful to human resource, managers and stakeholders to find out important aspect that can enhance Nigeria Immigration Service in order to improve their performance in the field of border patrol.

It is also hope the findings of this research will be used in solving current and future problems of border insecurity of Nigeria.

This study will also enrich research centres, students and stakeholders in providing them with essential tools and knowledge gear toward individuals, organizational and institutional goals and objectives.

## 1.10    Conceptual Framework

This framework will explain the relationship between variables of the study this in line with Barron and Kenny suggestion on how to used variable in examine the relationship between independent variables (IVs) and dependent variable (DV).
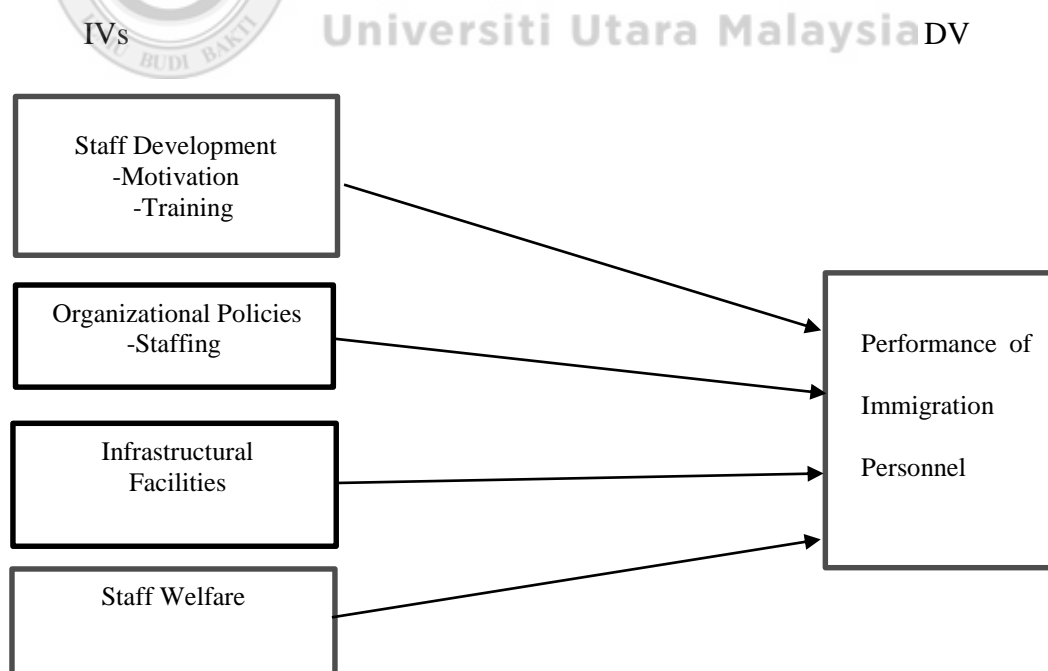


*Figure 1.1.* Conceptual frameworks

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The proposed research model was developed from various literature of the theories applied in the study, where by the integration of Institutional Theory (North, 1992) and Agency Theory (Ross & Mitnick, 1973) in the present study. Certain variables on both the theories were reviewed which includes training and development, factors of motivations, strategic policy for independent variables and organizational performance as a variable which served as dependent variable. On the other hand variables such as perceived usefulness, perceived ease of use and IT system which constitute e-recruitment, web-site usability as variables that served as mediator. A gap existed in the previous studies conducted in which recommendation were made to introduce any variable of interest and modify to suit in the context of the research. To address such gaps staff development, organizational policies, infrastructural facilities and staff welfare as independent variables and staff performance as dependent variable is apply using both institutional and agency theories, which has not being tested before in this context to examine the relationship between the constructs of the research model.

## 1.11    Theoretical Framework

Despite the fact that, there are divergent theories, to employ as theoretical framework of this study.

Institutional Theory contribution by North (1992) would serve as theory because the basic assumption of this theory is coordination among actors for the attainment of economic development. Therefore, it can be seen as game theory (analogy) where by the higher level of cooperation is requires.

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Agency theory by Weidenbaum and Jensen (1973) which has emerged as the dominant theory in explaining the relationship between principal-agent that arises when engages on the contract of a new venture (Amit *et al.*, 1990; Sahlman, 1990). Although, the concept was earlier developed by Berle and Means (1932) with the assumption of modern corporation and private property in which it made the fundamental contribution by analysing the extent to which management of Modern Corporation has been separated from its ownership in running the organization. According to agency theory, an agency problem can arise between the agent and principal as a result of incongruent goals and potentially different risk preferences (Eisenhardt, 1989; Bruton *et al.*, 1997). This theory assumes that both the agent and principal are self-interested and bounded rational and consequently individual utility-maximizing behaviour is likely to emerge if proper incentives and controls to align the goals of the entrepreneur with the principal are not enacted (Eisenhardt, 1989). Thus, the theory assumptions tally with the context the present study.

System theory is interchangeably called modern theory. System analysis of organizations had become more pronouns around 1950s. The basic assumption of system theory is focus on organizational relationship between parts. The system theory considers organization as a system that operates on dependency of sub-system. Emphasis was drone to inter dependency relationship between several parts for effective function of organizational performance, where by each sub-system or part performing series of particular needed activities in order to make organizational activities abreast.

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According to Hendry and David, (2003) a system generally consist the procedure of inputs, process, outputs, feedback mechanism and environment. The successful operation of system lies on constantly seeking for inputs from environment, and technical process and would be transform into outputs using internal and technical process which otherwise known as throughputs. Therefore, the malfunction of single part may affect the general function of the system as a whole.

Technology Acceptance Model (TAM) propounded by Davis (1986) will be used as a theory of this study, because it is reliable models used in the studies of information communication system acceptance (Ramayah *et al*., 2004) and the theory basic assumption is how to perceive the use of ICT in organization.

**1.12    Conceptual Definitions**

**i)  Staff Development**

Staff development is seen as the process of development that assist the organizations to ensure its members possess the skills and knowledge they require as the basic requirement needed in performing  jobs effectively. It is apparently clear that most of the organization and agencies do not seriously invested in on-going quality staff development and training (Angela, Joyce & Marcia, 2003).Training and development had been considered as the most effective and important strategy of motivation that improve the quality of existing knowledge and skills, experience and abilities of individuals leading toward attainment of organizational goals (Naqvi & Khan, 2013).

### ii) Organizational Policies

Policy of Regional Organization refers to both internal and external policies that affect the organizations i.e. policy of ECOWAS Protocol established by member states in 1979, which allowed free movement of persons, goods and services among the member nations as well as usual government policies on borders and regional matters (Akinyeni, 2013). Internally lack of relevant policy and practices of human resource management in the organization is extremely bevelling against the performance of personnel, the managerial implications of policies and practice of human resource management in building organizational efficiency adversely affect the performance of personnel. Therefore, staff welfare is considered to be one of the important aspects in organizational performance. (Guest & Hoque, 1994; Ezzamel *et al.,* 1996; Boselie *et al.,* 2005; Subramony, 2009; Menezes *et al.*, 2010; Conaway, 2011; Katou,2012).

### iii) Infrastructural Facilities

Infrastructural facilities is seen as relevant technological items and facilities such as Patrol Vehicle, Helicopters, building proper Gate and Check points of entries. Construction of Roads and Staff quarters along border areas etc (Edward, 2012).

Information Communication Technology (ICT) that can serve as a means of enhancing interactions among border agents. Such as wide area network, internet, Sensors, Radar, Satellite and other mobiles gadgets for determinant of effective communication in organizations (Ogedebe & Babatunde, 2012). In a study conducted by Tropina (2016) described the importance of application of digital technologies that government need to imbibe in managing borders. The emergence of sophisticated technology influenced high level of proximity in the global arena. Information communication

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technology (ICT) high level usage of computer technology as a means of interactions such as wide area network, internet and mobile devices for effective communication of organizations (Ogedebe & Babatunde, 2012). Provision of basic Infrastructural facilities as necessary equipment that assist border personnel in discharging their operation smoothly, as well as uses of sophisticated devices that can policing potential travellers prior to their arrival in the border, also at the point of arrival in the American soil (Salter, 2004) in the work of William, (2006). Provision and accessibility of these facilities that would support inhabitant leaving in border areas, such as proper check points of entries, effective patrol vehicles, and building staff housing quarters along border zone, above all provision of ICT like satellite, detective sensors Rader as well as security light is the major constraint against border management in Nigeria (Akinyemi, 2013; Adeyinka, 2014).

**iv) Staff welfare**

Provision of appropriate training, free medical treatment, sport facilities, social club, canteens, supervising staff and works, operating sick club and savings well fare schemes, providing advices on personal issues as well as arrangement of legal aids, staff pension funds and leave grants, giving loans especially on hardship situations, providing assistance to a transferred staff and above all giving assistance to all area of ramification that would make employees feel comfortable in organization (Coventry & Barker, 1988). Singh (2009) posit that quality of work life normally depends on the degree of staff welfare that employer provide to satisfy employees need. It is understood that for all staff to have a monitory expenditure and failure to receive salary promptly discourages their performance and affects the organisational profit turn out in the long run (Okereke & Daniel, 2010).

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### v) Border Management

Border management means the administration of borders and it is mostly concern with rules, procedures, process, and techniques, regulating the activities and traffic across defined border zones (Mackay, 2008). Control at points of entry is exercised by the frontier troops of the State Committee for National Security, along with the customs and other authorized state bodies of the Republic. This is in line with united nation (UN) report (2010), the control of the border crossing and imposition of border control is laid out and described in the legislation as being "for the purpose of prevention and suppression of violations of the state border regime, frontier regime and regime at entry points at the state border to examine required documents of persons and documents for transport vehicles, conduct inspection of transport vehicles and goods carried by them". Application of national legislations on the exercise of frontier control over goods and transport vehicles crossing the state border at entry/exit border points governs the border management of the country. The application of border control is also bound by applicable requirements and provisions contained in international, inter-governmental, bilateral and multilateral agreements, to which the bounded various countries that shares borders with common interest.

### vi) Border Personnel

Border personnel here is defined as the staff in the agencies of immigration who are responsible of managing the activities of border zone i.e. the agencies regulating movement of persons and goods crossing border area known as Nigeria immigration Service (NIS). But in the general term are the frontier troops of the State Committee for National Security, along with the Customs Service and other authorized state bodies of the Republic i.e in the case of Nigeria border arms and police, Immigration

service, National Drugs and Law Enforcement Agency (NDLEA) and more other paramilitary agencies assigned with responsibility border management (Sosuh, 2011).

**vii) Staff performance**

Staff performance is seen as the quality of output in relation to the timely, effective and efficient effort put in of a given task set on mutual agreement between employee and employer in running the organization (Mathis & Jackson, 2009). Organizational support is refers to employee's perception of the concern shows for their well-being in the organization. Organization support should be tilted toward boosting employees moral through involvement and commitment which eventually impact positively to job performance of organization. Wayne *et al*., (1997) figured out a positive relationship in using human resource management practices that is development al in nature and organizational support help in quality of service and productivity. Wayne *et al*.., (1997) explain staff performance is the successful completion of tasks by selected individuals as set and measured by overseer or organization to pre- defined acceptable standard with effective and efficient utilization of available resources within a changing environment. Moreover, the high level of perceived organizational support result to a mandatory sense and obligation of staff fought to be committed to the organization. Even further fell mandatory in putting their best effort in favour of organizational job performance. The concept is perceived as means organizational support is positively related to conscientiousness, commitment and innovation in carrying out the responsibilities of job performance in organization. The concept is being valued and cared by the organization in which exchange in recognising and rewarding desired personnel performance in praise, salary and promotion increases is require

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commensurate to their commitment of job performance (Eisenberger, Fasolo & Davis-LaMastro, 1990).

## 1.13    Operational Definitions

### i)  Staff development

Staff development here mean a process of ensuring personnel in Nigeria Immigration Service is given adequate skills and knowledge they need as the basic requirement possess in performing  jobs effectively. Training and development motivate staff in discharging their task effectively. Moreover, staffing is also considered as the most effective means of organizational performance. It is obvious for any organization to attain high level of productivity, there is need to give more priority to the manpower employed. Therefore, staffing is also paramount important in organizational performance.

### ii)  Organizational Policies

Organizational policies here refers to internal and external policies that affect the organizations. Internally lack of relevant policy and practices of human resource management in the organization is extremely bevelling against the performance of personnel, the managerial implications of policies and practice of human resource management in building organizational efficiency adversely affect the performance of personnel. While external policy like ECOWAS Protocol established by member states in 1979, which allowed free movement of persons, goods and services among the member nations as well as usual government policies on borders and regional matters.

### iii) Infrastructural Facilities

Infrastructural facilities here seen as provision of basic Infrastructural facilities as necessary equipment that assist border personnel in discharging their operation smoothly, as well as usage of sophisticated devices that can policing potential travellers prior to their arrival in the border. Zones. Provision and accessibility of these facilities that would support inhabitant leaving in border areas, such as proper check points of entries, effective patrol vehicles, and building staff housing quarters along border zone, above all provision of ICT like satellite, detective sensors Rader as well as security light is the major constraint against border management in Nigeria.

### vi) Staff welfare

Staff welfare here means providing an appropriate motivational facilities such as training, free medical treatment, sport facilities, social club, canteens, supervising staff and works, operating sick club and savings well fare schemes. Providing advices on personal issues as well as arrangement of legal aids, staff pension funds and leave grants, giving loans especially on hardship situations. Providing assistance on the occasion of transferred staff and above all giving assistance to all area of ramification that would make employees feel comfortable in the organization.

### v) Staff performance

Staff performance is here is seen as efficient utilization of personnel that can brings about the quality of output in relation to the timely, effective and efficient effort put in of a given task. Positive relationship in using human resource management practices that is developmental in nature and organizational support help in quality of service and productivity. Moreover, the higher level of cooperation among organizational staff

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that can lead to yielding high output in the organization. It is also a sense of felling mandatory of workers in putting their best effort to encourage the organizational job performance.

Table 1.1

*Operationalization of Constructs and Corresponding Items with their sources*

| Construct | Corresponding Items | Sources of Items |
|---|---|---|
| Staff Development (SD) | -I can use knowledge and behaviours learned in training at work.<br>-The organization I work for helps me develop the skills I need for the successful accomplishment of my duties (e.g., training, conferences, etc.).<br>-The organization I work for invests in my development and education promoting my personal and professional growth in a broad manner (e.g., full or partial sponsorship of undergraduate degrees, postgraduate programs, language courses, etc.).<br>-In the organization where I work, training is evaluated by participants.<br>-The organization I work for stimulates learning and application of knowledge.<br>-In the organization where I work, training needs are identified periodically. | G. Demo, E. R. Neiva, I. Nunes, K. Rozzett (2012) |
| Organizational Policies (OP) | -The organization I work for widely disseminates information about both external and internal recruitment processes.<br>- The organization I work for discloses information to applicants regarding the steps and criteria of the selection process.<br>- The organization I work for communicates performance results to candidates at the end of the selection process.<br>- Selection tests of the organization where I work are conducted by trained and impartial people.<br>- The organization I work for has competitive selection processes that attract competent people.<br>- The organization I work for uses various selection instruments (e.g interviews tests, etc.). | G. Demo, E. R. Neiva, I. Nunes, K. Rozzett (2012) |

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Table 4.17 Continued

| | | |
|---|---|---|
| Staff Welfare (SW) | -In the organization where I work, I get incentives such as promotions, commissioned functions, awards, bonuses, etc.<br>-In the organization where I work, my salary is influenced by my results.<br>-The organisation I work for offers me a salary that is compatible with my skills, training, and education.<br>-The organization I work for remunerates me according to the remuneration offered at either the public or private marketplace levels.<br>-The organization I work for considers the expectations and suggestions of its employees when designing a system of employee rewards. | G. Demo, E. R. Neiva, I.<br><br>Nunes, K. Rozzett (2012) |
| Infrastructural facilities (IF) | -The IT Unit provides a wide range of channel management services (electronic channel to the customer or partner to support multiple applications, such as point of sale, computing) Web sites, call centres, mobile<br>-The IT unit provides a wide range of security and risk management services (security policies, disaster planning, and firewalls).<br>-The IT unit provides a wide range of communication services (network capabilities, groupware)services,<br>broadband services, Internet capabilities, Extranet<br>-The IT unit provides a wide range of data management services (key data independent of applications, centralized data warehouse, data management consultancy, storage management) area networks, knowledge<br>-The IT unit provides a wide range of application infrastructure services (centralized management of applications, middleware, mobile and wireless application processing)<br>-The IT unit provides a wide range of IT management | Lior Fink and Seev Neumann (2007) |

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Table 4.17 Continued

| | | |
|---|---|---|
| | services (IS planning, investment and monitoring, IS project management, negotiations with suppliers and outsourcers, service level agreements)<br>-The IT unit provides a wide range of IT architecture and standards services (specify and enforce architectures and standards for: technologies, communications data, applications and work)<br>-The IT Unit provides a wide range of IT education services (training in the use of IT, management education for generating value from IT use)<br>-The IT unit provides a wide range of IT research and development (R&D) services (identity and test new technologies for business purposes, evaluate proposals for new IS applications) | |
| Staff Performance (SP) | -I do not give up quickly when something does not work well.<br>-I really do my best to get my work done, regardless of potential difficulties.<br>-When I start an assignment I pursue it to the end.<br>-I do my best to what is expected of me.<br>-I am trustworthy in the execution of the tasks that are assigned to me.<br>-I really do my best to achieve the objectives of the organization.<br>-I think of myself as a hard worker.<br>-I really do my best in my job.<br>-I put a lot of energy into the task I commence.<br>-I always exert equally hard working effort during the execution of my job. | Rein De Cooman, Sara De Gieter, Roland Pepermans, Marc Jegers, and Frederik Van Acker (2009) |

## 1.14    Research Activity

This study comprises of seven chapters, chapter one composed of introduction which is the background of the study, problem statement, research questions, and research objectives, scope of the study, research significance, conceptual framework, theoretical framework, operational definitions and research activity. Chapter two constitute a brief historical background of the study area and the brief discussion of institution selected as unit of analysis while literature was review in chapter three. Chapter four consist methodology use in the study and chapter five consist of quantitative data analysis and chapter six is qualitative data analysis while final chapter seven consist of discussion of findings, conclusion and recommendation of the direction for feature research. The activity is illustrated below:
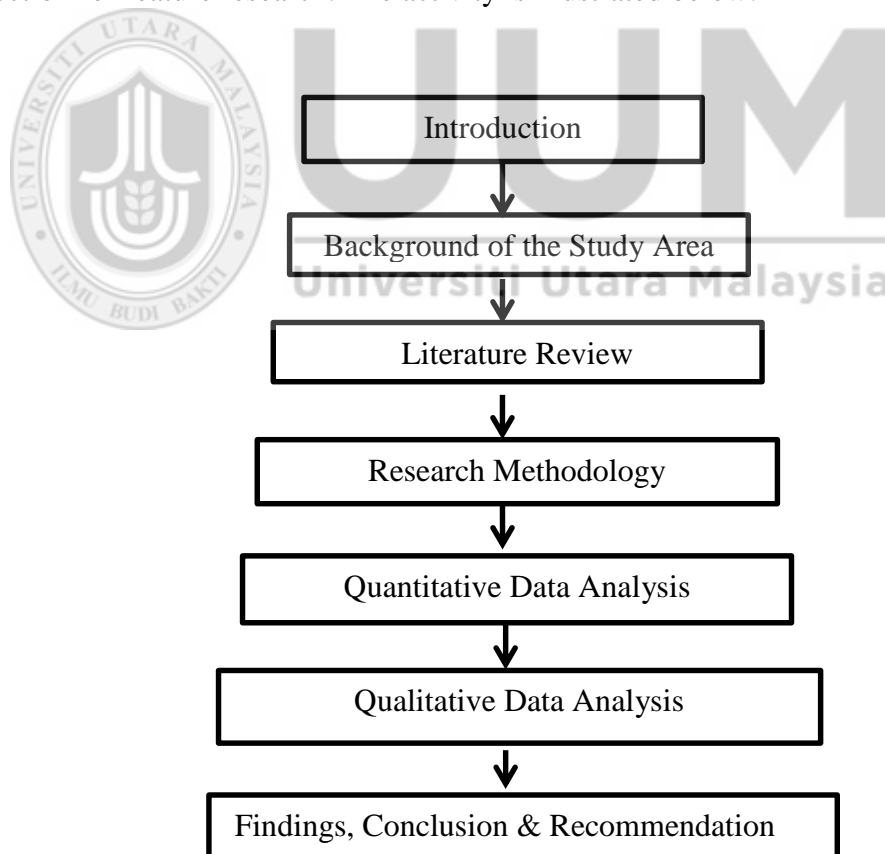


*Figure 1.2.* Research Activities

**1.15    Conclusion**

In the above chapter is the introduction of research topic and logically elaborated the statement of problem. The research questions designed for the purpose to achieve research objectives. The scope and the significance of the study were highlighted. Also conceptual and theoretical frameworks as well as operational definitions were explained and finally the research activity was clearly explained while the next chapter is the brief historical background of the study area and the research institution selected as the unit of analysis of the study.

# CHAPTER TWO

# BRIEF HISTORICAL BACKGROUND OF NIGERIA

## 2.1 Introduction

In the previous chapter, this study discussed introduction, problem statements, Research Questions, Research Objectives, and Scope of the study, conceptual definitions and Research organisation. In this chapter, background of Nigeria would be highlighted follow by a brief discussion on Nigeria immigration service (NIS) as an institution and issues bordering the organization.

Nigeria is situated between latitude 4 and 5 degrees north of the equator and Longitude 3 and 15 degree east; it covers area of 923,768 square kilometres (356,376 square miles). With almost over 800 km coastline on the Atlantic Ocean move down to north words through mangrove swamps of oil-rich Niger Delta.

The country has a rain forest zone with torrential down pour in the southern part while in the northern part experiencing a long dry season with little rainfall mostly within the period month of June and October. There are two prevailing winds blows these are tropical maritime air mass in the southern part and tropical continental air mass in the northern part, which is associated with the Harmattan weather. The two prevailing winds have a significant influence to the administrative activities in Nigeria. History

of the important chronological events of the regions, from 16-18 centuries slave trade took placed which led to forcibly transporting millions of Nigerian from their origin to America against their wish, mostly for hard labour work of farming activities. Berlin conference of 1884-85 to divide Africa continent between the imperial powers for the purpose of colonial domination, the continent was partitioned by European countries i.e Portugal, Great Britain, Germany, and French among others, aimed at securing sphere of domination. 1914 amalgamation of the northern and southern protectorate by former Britain colony aimed at promoting economic exploitation through indirect rule using traditional rulers.

In terms of population Nigeria is the most populous country in Africa with approximate number of about 180 million people from more than 380 ethnic groups. The various ethnic groups constituted the country each has a peculiar or its own way independence Language, Culture and traditional way of life. There are three major ethnic groups which is Hausa in the northern part and predominantly Muslims, in the south-western part are Yoruba's who are the combination of both Muslims and Christians and Igbos tribe in the south eastern part whom are majority Christians as well as traditionalist. The country was divided into three, along ethic line and the division method turned the country into asymmetric territorial component there by both south-west and south-east were sum as less than North in terms of land mass (Ojo, 2009). The structural imbalances generate a lot of outcry and fear of domination especially the minority groups. North alone constitute about 77.0%, western part with 8.5%, while Eastern-part had 8.3% in terms of land mass. Therefore, the situation had become indispensable by both south-east and south-west to control political power at the centre due to ethno-religious polities of the country (Sunusi, 2012). This

controversy resolved to northern part to be afraid of south due to western education and skills acquired earlier than northern part, while on the other side the south were feared of northern political hegemony by population and land mass advantage (Elaigwu,2007).

Economically the country is blessed with abundant both human and natural resources. Nigeria is rated as sixth largest exporter of crude oil in the world. It is also endowed with Tin, Iron Ore, Coal, Lime stone, Zinc, Lead to mention but few. It is also one of the largest markets of European manufacturing finish goods.

Nigeria as a nation emerged under colonialization or colonial rule, by Britain way back in 1864 through the use of instruments of separate treaties with various different chiefdoms. The continent of Africa around 1884-85 Berlin Conference was held, about fourteen countries among others Belgium, Germany, France, Portugal, Great Britain etc. attained the conference. About 80% of Africa remained under local and traditional control, moving at their own face of development. The conference resolution culminated into partitioning Africa continent by European imperialist, in order to have a sphere of domination. African continent was divided into fifty irregular countries, there by created new map of the continent that impose to over thousands diverse indigenous cultures in the regions. Ethnics groups were divided and others were merged together who did not g*et al*ong. This phenomenon marked the beginning of demarcating borders of African hinterland (Rosenberg, 1997). The resultant effect of this was the Lagos Crown Colony in 1862, which later metamorphose to Niger coast protectorate around 1893, then it later renamed as protectorate of southern Nigeria by 1900, on the other side the Sudan province which also constitute independent

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territories under the supervision of Royal Niger Company and later renamed as northern protectorate in 1900. Three separate administrations were experienced evident from 1900-1906 namely Lagos Colony, Protectorate of Northern Nigeria and southern Nigeria. Lagos colony was merged to protectorate of southern Nigeria. There was amalgamation in 1914 of both Northern and Southern protectorate by Sir Friederick Lugard as then the Governor General of the colony. This phenomenon resulted to what is now known as todays Nigeria.

As seen in the following subsequent pages 29-30, and 26 the maps of world, showing the location of Africa, while the map Africa shows the location of Nigeria and finally the map of Nigeria showing the location of Northern part respectively as the study area of analysis.



*Figure 2.2.* Map of the World: Showing the location of Africa

*Source:* World Map Atlas

*Figure 2:3.* Map of Africa showing the location of Nigeria

*Source*: World Map Atlas



*Figure 2.4.* Political Map of Nigeria: Showing the states capital of Nigeria

*Source:* World Map Atlas

*Figure 2.5.* Map of Nigeria showing the location of northern part.
*Source:* World Map Atlas

Theoretically, Nigeria shares border with four French speaking countries, which include Niger in the northern part with land borders of 1,497 km, Chad in north eastern part with 87 km Cameroun in the north-eastern part with 1,690 km, and Benin republic in the south-western part with 773 km. climate varies from one region to another due large land mark of the country, equatorial in south, tropical in the centre, arid in the north, southern lowlands merge into central hills and plateaus, maintains in the southeast, plain in the north. All the countries are members of the Economic Community of West African States (ECOWAS) with the exception of Cameroun. One obvious fact with those neighbouring countries is the existing of very thin demarcation without clear features or barriers that distinguish them, to the extent that some towns and villages live in mix at the same location. All the countries borders without exception were loosely patrolled, if at all; because illegal immigrant and any kind of

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contraband goods flows freely on daily basis without proper check matting (Fayomi & Oluyemi, 2012). The situation is worse in the northern border towns, due to cross-cultural religious affiliation between Nigeria and it neighbouring countries across borders. To the extent that people on such areas inter-marry and shares almost same socio-cultural and religious similarity. In fact some do infiltrate to take active part during election to vote in Nigeria and vice-versa (Thisday Paper13 Oct, 2011).

The Economic Community of West African States (ECOWAS) like any other international organization such as European Union (E.U) plays a significance role to its member states, in terms of ECOWAS Protocol on Free Movement of People, Goods and Services established by Member States in 1979. The main aim is to permit any ECOWAS citizen that possess valid travelling document as well as international health certificate can move freely throughout the region without a visa. Despite the fact that the protocol has positive pronouncement, yet it also has a negative effects in the region as well. This policy turned to an avenue, as some people do engaged in an organized crime that courses a lot of problems among member nations, and hide under the umbrella of this forum, especially in Nigeria where the increased rate of criminal activities recorded in the border zones, such as smuggling, proliferation of light arms, drugs and human trafficking etc. as major constraints to the national security and stability in the nation (Akinyeni, 2013).

National security is described as an ability of a nation state to preserve the physical integrity of territory and its economic relationship coexistence to be peacefully maintained globally. In the same vein, the inability of a nation to secure and preserve it physical territory may result to insecurity. It is as a result of the aforementioned

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problems therefore various scholars and researchers alike posit and put their arguments forward on the contemporary insecurity situation of Nigeria as whether is associated with institutional failure.

Vines (2005) posits that issue of insecurity in Nigeria can never be divorce with the nature of porous borders of African regions particularly West Africa. Although several research prove the kind of important roles West African States played in an efforts to curtail the menace of massive flows of light arms within the regions. Yet the regions find it difficult to do away with the challenges associated with human and drugs trafficking as well as proliferation of light arms into sub-Sahara Africa. West African states had committed to various initiations hoping to deals with the contemporary insecurity challenges in the region and the number policies geared toward handling the situation cannot be over emphasised. Yet the situations keep on deteriorating and loosely out of control. It is at this juncture therefore this study intends to look at the role of institutions in handling border management in Nigeria.

According to Douglas, (1992) institutions include any kind of devised constraints that shape human interaction. It is the structural arrangement that involved human exchange and shaping the organizational relation. An institution is a formal rules, conduct and constraints that guide organizational performance, in providing routine life activities and reduce uncertainty to human interaction. Several studies had been conducted on institutions and institutionalism (Peters, 2000; Scott, 2004; Meyer, 2007; Thoenig, 2007; Amenta & Ramsey, 2010).

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Prior to the attainment of independence Nigeria had experienced various kind of constitutional developments. Notably among them was Clifford constitutional development of 1922. Follow by Richard constitutional development of 1946, Macpherson by 1951, then the constitutional development of 1955 by Littleton and independence constitution of 1959 etc. October 1st 1960, the country gained independence from Britain and became a republican in 1963. It adapted parliamentary system of government as kind of British model and later was dumped and embraced presidential system of government 1979 as an American style during the second republic. There were series of military intervention into politics, for over fifty years of independence the country experienced nearly thirty years under the rules of various different military dictatorships. Nigeria is a member of both regional and international organizations, such as economic community of west African states (ECOWAS), Common Wealth of Nations, The African Union (AU), North Atlantic Treaty organisation (NATO), Organization of Petroleum Exporting Countries (OPEC), United Nations Organization (UN) and host of other regional and continental Organizational bodies around the globe.

## 2.2    Nigeria Immigration Service

Nigeria Immigration Service commission (NIS) was established in 1958, the commission was extracted out of Nigeria Police Force (NPF). The immigration department was entrusted with the core responsibility/duties under the headship of chief federal immigration officer (CFIO), initially when this department was established it had a very narrow operational scope which is the provision of visa and business sections were set up.

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By August 1ˢᵗ 1963, immigration department were formally established by the act of parliament (CAP 171, Law of federation Nigeria) the department was under the control and supervision of federal ministry of internal affairs (FMIA), Where by the head of the department was Director of Immigration. The commission witnessed series of changed from the inception, many reforms and restructuring in order to put the organization a better position for modern migration policy. The structural changes witnessed by the organization are to enable the commission to accommodate and discharge their responsibilities which is in line with the emerging regional and sub-regional political alignments. Consequently the introduction of economic community of West African states (ECOWAS) and African affairs/bilateral division, as well as aliens control and border patrol management were tasks of the organization to discharge.

Issuance of travelling document to all Nigeria is another important responsibility of the commission. As E- Passport was made as a secure means to curtail organized form of criminal activities, as it contains the biometric details of holders, which became easier to detect person travelling with false identity. The aforementioned discussions are some of the functions and duties of the Nigeria immigration service (NIS).

Since that time the service has come a long way in its march toward reformations and restructuring to be better positioned for the implementation of modern migration management.

The structure has been changed to accommodate added responsibilities as well as emerging regional and sub-regional political alignments. The implication was the

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introduction of the ECOWAS and African affairs/bilateral division. Similarly aliens control and border patrol management were added to the responsibilities of the service. Furthermore the service was saddled with the responsibility for the issuance of all Nigerian travel documents.

The service embraced the use of ICT in its operations with the introduction of the Combined Expatriate Residence Permit and Aliens Card (CERPAC). Ever since the service has taken giant strides in the use of ICT in it processes and operational procedures, notably the introduction of online payment for its facilities, in other words e-revenue collections by the service popularized this mode of revenue collection, leading it to become a Federal Government policy. Earlier on the Service created a website with the domain name www.immigration.gov.ng. This was in a bid to create a platform for interaction and dissemination of information about its operations to a wide ranging clientele.
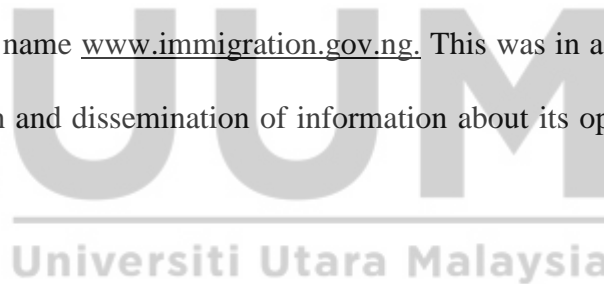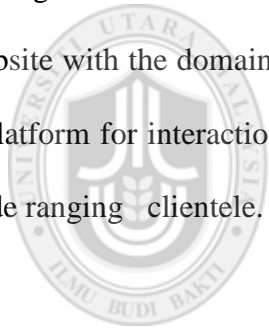
The introduction of machine readable electronic passports in 2007 was a landmark achievement by the service in that Nigeria became the first country in Africa to introduce the e-passport and among the first forty countries in the world to do so. The embrace of the e-passport has become a major tool in the fight against trans-border criminality as the e-passport contains the biometric details of holders thus making it easy for detection of persons travelling under false identities or compromised travel documents especially as the service is poised to introduce the PKD at our borders which has been approved by the Federal Government of Nigeria. In due recognition of Nigeria Immigration Service's stride as exemplified above, the International Civil Aviation Organization (ICAO) the global body that regulates standards for travel

documents admitted Nigeria into its board as the sole African representative. Currently the country is cutting over Machine Readable Passports (MRP) to the electronic passport (e-passport) which initial deadline was December 2010 but now extended to April 2011.

As a result of the above development, e-passport machines have been installed in all the states of the federation and some missions abroad while efforts are still ongoing to deploy e-passport machines to all our missions abroad, the Nigeria Immigration Service has been sending its personnel for passport intervention to all regions of the world in line with the Federal Government foreign policy of citizen diplomacy. This implies taking the mobile passport issuing equipment's to acquire and process passport for Nigerians in Diaspora.

Another significant achievement in the realm of ICT development is the establishment of a well-equipped forensic laboratory for the examination of travel documents and monetary instruments. It is also to be noted that NIS personnel manning this laboratory are highly skilled due to the fact that they have been exposed to a lot of trainings locally and internationally on document fraud detection and techniques. The role played by our development partners in attaining the above achievements is acknowledged with gratitude. These bodies include the International Organization for Migration (IOM), the European union (EU), the ECOWAS commission, just to mention but a few.

## 2.3    Operational Structure

Following the reforms and restructuring of the series the directorate have been increased to seven, and eight zonal offices as well as thirty six state commands, federal

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capital territory and immigration offices in all 774 local governments' areas across the country.

Seven directorates are:

1) Human Resources

2) Finance and Audits

3) Planning Research and statistic

4) Work and procurement

5) Investigation, Inspectorate/Enforcement

6) Operations/Passport

7) Border patrol, ECOWAS/African affairs.

## 2.4    Zonal Offices Nation Wide

Nigeria Immigration Service (NIS) had eight zonal offices across the country. They are listed in Table 2.1.

Table 2.1

*Zonal Offices Nation Wide*

| ZONES | HEAD QUARTERS | STATES |
|:-----:|---------------|--------|
| A | Lagos | Lagos, Ogun |
| B | Kaduna | Kaduna, Kano, Katsina, Jigawa, Sokoto, Zamfara |
| C | Bauchi | Bauchi, Gombe, Borno, Adamawa, Yobe |
| D | Minna | Niger, Kebbi, Kwara, Zamfara |
| E | Owerri | Imo, Rivers, Enugu, Akwa Ibom, Cross River |
| F | Ibadan | Oyo, Ondo, Eketi |
| G | Benin | Edo, Delta, Bayalsa, Anambra, Enugu |
| H | Makurdi | Benue, Plateau, Nasarawa, Taraba, Kogi |

*Sources*: Nigeria Immigration Service 2013.

For the purpose of this study zone C is selected in the north eastern part of the country as the unit of analysis, been the most vulnerable zone currently involved in the border

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crises, as a result of government failure to provide the basic infrastructural facilities for the staff that can enable them carry out their duties effectively (Akinyeni, 2013).

It is pertinent to note that the success of any organization lies on the calibre of personnel as well as the level of institutional commitment by government. Looking at the current trend of insecurity situation in Nigeria, it is of immense importance for the government to provide the basic tools for immigration so as to carry out their functions effectively.

The immediate past administration On 25 May 2015, signed into law the 2015 Immigration Bill, the then Nigerian President, was Goodluck Jonathan which repeals the 1963 Immigration Act. The passage of the bill and subsequent assent of the administration is meant to provide an updated legal framework for the control and regulation of expatriates' employment in Nigeria which has long been awaited by relevant stakeholders. The new Act provides more stringent penalties in respect of numerous offenses/ violations of the country's immigration rules, as well as provision for a clear definition of the general duties of the immigration service. The procedure for appointment of immigration officers, and the duties of officers in the Service as well which should foster a more efficient and effective NIS workforce and help ensure that the objectives of the NIS are realized.

Some of the notable offences and applicable penalties are as follows:-

- Non-renewal of Expatriate Quota positions within the required time or non-submission of EQ monthly returns by a corporate body will attract a fine of

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three million naira. The officer answerable for the commission of the above offenses will be liable on conviction to a fine of one million naira or to imprisonment for one year or both the two.

- Any commercial carrier (plane, ship, train or coach) that brings in any person in contravention of the Act (e.g. visa-less case) shall be liable on conviction to a fine of two million naira and if the offence is attributable to any neglect or instigation by a Director, Manager, Secretary of a corporate body, or the corporate body itself, he/she shall be liable on conviction to imprisonment for three years or a fine of two million naira or both. The expectation is that these penalties will inhibit practices that could infringe the Act and enhance compliance with the country's immigration laws.

- Non-completion of an expatriate's regularization of stay within the stipulated three months or renewal of residence permit thirty days after expiration or failure to renew business, transit, visitors pass or temporary work permit, the expatriate shall be responsible on summary conviction to a fine not exceeding two million naira, or imprisonment for a term not below twelve months or both.

- The new Act provides for the establishment of Immigration Courts at recognized ports of entry for quick resolution of Immigration matters. An offender with a pending case can be remanded in custody for a period not exceeding twenty one days at the first instance and thereafter, as occasion may demand. However, the total period on remand must not exceed three months.

- This provision seems to give some leeway to immigration officers to detain any expatriate who is deemed to have contravened the Act. There is also the possibility of abuse of this provision by overzealous officers. It, therefore,

befits the Company to ensure that it is in full compliance with the provisions of the Act.

- There are also provision of appropriate Terms of Address for the Head of the Immigration Service In the new Act, the head of the Nigeria Immigration Service (NIS) is designated as the "Comptroller General" (the term used under the 1963 Act is 'The Director of Immigration'). This change removes any ambiguity in the nomenclature and provides clarity in addressing the authority of that office (Highlights of 2015 Immigration Act Vol. 4 No. 1, 2015 Nigeria).

## 2.5    Conclusion

This chapter discussed a brief overview of the Nigeria as a study area and also highlighted a brief discussion on background of NIS and it structural operation as well as details of zonal offices in Nigeria immigration service. The next chapter reviews the literature from previous studies.

# CHAPTER THREE

# LITERATURE REVIEW

## 3.1   Introduction

In the previous chapter, this study discussed introduction, background of the study area thus a brief discussion of Nigeria as a nation. Also the Nigeria Immigration Service an institution selected as the study unit of analysis was highlighted how the organization comes into being. In this chapter relevance literature of border management, literature on border personnel performance, border insecurity and institutional theories e.t.c. will be the focused on.

## 3.2   Border Management

Berry (2010) conducted a study on effective criteria to border regulations. Suggesting a proper means of dealing with potential immigrant on their attempt to cross border. It was formed as a basic criteria and elaborated clearly in respect to individual's permission to grant access of entry and others to be denied. In his work two arguments were put forward regarding to undocumented immigrant and all of them defend on the circumstance attached to individual motive. The first argument was based on liberal ideological point of view who's justified their argument. As beside the economic interest use to grant access of entry, there is equally recognition of vulnerable people guaranteeing of entry to the country of destination. In the contrast it was ascertained that individuals to be exclusion of entry on the basis of public order and security that

seems to be tempered and lead to harmful consequences. In another study, it was argued that border management perceived as a process which constitute similar though to different individuals.

Therefore, the advent of globalization affect the common discussion on whether demarcation of territorial boundaries is still relevant to the contemporary world. The study tends to perceive the idea of advancement of modern technology using cyberspace which virtually tends to remove the barriers across nation's boundaries (David, 2006). Therefore, existing wall, fence, mountain and sea, or invisible demarcation alone border line, has less impact on the contemporary or borderless world. Considering the presence border coordinated trend in many regions i.e. UK are given more emphasis on collaborative border management that enhance effective means on creating socio-economic development to the nations.

Basu (2014) posit that border control agencies typically were made to engage in a parallel mandate with purpose to facilitate the flows of licit and legal trade transaction and concurrently deterring illicit and illegal/ criminal activities. Illegal trade encompasses different form of activities ranging from commodities and services that generates the formation of black markets around the globe. Illicit trade is viewed as money, goods or value gained from illegal means which was generally regarded as unethical activities that consequently generate a harmful socio-economic and political environment *(World Economic Forum, 2012).* Thenon-possession of the entire necessary document of crossing international borders to engage in trading activities was engendered by border officers, whose usually shows the attitude of indifference after collecting bribe from the travellers (Adeyinka, 2014).

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Border management partakes double task, to control and monitor in order to identify and screen undesirable persons, goods that could be a potential threat to the security that promote trade stability between neighbouring countries. Performing these tasks requires series level of competencies for officials working at the borders areas. The state apparatus have to be able to fulfil a wide range of tasks from internal and external security as well as revenue collection responsibilities. Therefore, the issue of border management it required different agencies involvement to collaborate for effective patrol (Seniora & Cedric, 2010). More attention were given to two most important personnel in their study, Custom agents and border guards and division of tasks between them, although their roles in managing border is not clearly divided to the extent that many at times they tends overlap each other, especially in most of developing countries.

The customs authorities are with responsibilities of import, export and transit of goods across border while the border guard's responsibility is to deals with travellers. It is also part of their role to monitor the facilitation of goods entering or leaving a given territory. In addition to that custom authority is charge with responsibility of revenue collection in the range of duties and taxes. While border guards are the police responsible for control and surveillance at the border posts, which include checking of persons crossing border to border to prevent illegal crossing (Senior &Cedric, 2010). Therefore, it is paramount important for each of the agents to vividly define a role in terms of border management so as to avoid duplication of job between them.

Jain (2012) ascertained that to facilitate the movement of goods and people crossing the borders, it is recommended all the border agents should work in coordinated manner by sharing information to avoid repetition of job that result into delay in clearing goods movement in border zones. The inter agency coordination among various border personnel is one the important dimension of coordinated border management. Another important aspect of coordinated border management is the institutional joint effort among the neighbouring countries involvement in controlling border crossings in order to enable them eliminate to reduce the level duplication of work in border areas. The higher degree of inter-agency coordination yields a positive and meaningful result in border management control. As a result important of coordinated border management joint patrol and control in reducing unnecessary delays in border management, it draws the attention of international community in 1982. The Convention on Harmonization of frontier control of goods was established under the sponsorships of the United Nations Economic Commission for Europe (*UNECE*).

Zhi Sun et,al., (2011) posit a conventional method of border patrol system known as "Border Sense" of patrolling border using application of advanced wireless sensor network to manned border. The comprehensive application of border patrol that reduces the extensive human involvement using unmanned aerial vehicles, unattended ground sensors as well as high tech surveillance towers equipped with camera sensors installation in the country border zones. The concept was coordinated considering failure encounters using a single technique like high false alarm rate and line-constraints in border patrol. Therefore, this concept of border sense of a hybrid wireless sensor network was introduced as the advanced sensor technology in border

patrol. Border sense as the most advanced method of border patrol utilizes certain number of modern technologies such as wireless multimedia sensor networks and underground wireless sensor network.

The system constitutes three different layers which included un attended ground sensor that provide high level of granularity of monitoring the border in which information of potential crosser past to the border agents in IT situation room immediately. The second layer is the multimedia sensors where it assists the application to accurately visualize the information of intended border crosser on the sport. The final aspect is the mobile ground robots as well as unmanned aerial vehicle in the above higher layer that enhances the coverage of other information in a flexible means (Zhi Sun *et al.,* 2011). The application was found positive in detecting any possible form of intrusions where the system can easily track the movement of the intruders along the border zones. The border sense hybrid wireless sensor network architecture is consider as a comprehensive method of border patrol introduced to detect the accuracy of recent border patrol system with less human involvement in the country.

Ravi (2009) ascertained that border management is the process of promoting open and secured border to allow legal movement of people, good and services. Effective border management is regarded as the processes and procedures leading to unimpeded flow of people goods and services. These include the means of transportation which ensure mutual benefit between countries bordering each other. It also recognised the important of trade which contributed to both social and economic development of the nations. Traditionally tasks related to border management essentially tight on Customs, Immigration and quarantine environment which monitor and control any

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form transport means seeking entry into or exit from a country that include protection of threats to national security. Prevention of illegal entry of undesirable persons bent on causing mischief that affect the country development. Above all to prevent loss of revenue through smuggling as well as protection of illegal entry and exit of arms, explosive devices and other relevant materials of like in nature. There are number of issues which have negative effect on border management i.e the complex nature of inter agencies presence at border check points each one of them  to assess goods at the point of entry affect their performance.

Similarly, in an attempt to address integrated border management in central Asia European Commission's Border Management Programme in Central Asia (BOMCA), was established with the aims to offer a secure and stability of border management in the region. BOMCA plan constitute speeding up cooperative control to increase Custom income and block opportunities for corruption through informal payments (Jain, 2012).

In the same vein, another programme was established in 2005 known as Single Window as a means to promote coordinated border management in South East Asia. The objective of the programme is to provide an integrated information technology system that will enable the regions to share information which support border agencies to facilitate their operation in coordinated manner. On the other hand, United Nations Network of Experts for Paperless Trade in Asia and Pacific (UNNExt) was also established with aims of supporting national, sub regional single window trade initiatives and cooperation. The programme give more emphasis on knowledge sharing, training , and application of international standards which was developed by

the World Custom Organization (WCO) and United Nations Centre for Trade Facilitation and Electronic Business (*UNCEFACT*).

Alden (2012) in his study conducted in United States on immigration and border control explained in details the kind of effort made by government in preventing illegal immigration crossing American borders. Congress has succeeded in passing a law to increase the numbers of border personnel from few than three thousand to more than twenty one thousand, apart from increasing the number of personnel, government also deployed large sum of money in the provision sophisticated technology devises, such as sensor cameras, satellite, and pilotless drones. In addition to that it built a fence to demarcate the Mexico borders with nearly about seven hundred miles. The government upgrade the visa system which required the presence of applicants to conduct a face to face interview at the visa office. In the case of issuance of passport the traveller's finger prints is require to ascertain the authenticity of documents of travellers coming to America (Alden, 2012). The main objective is to establish the system of border control that grantee permission to only legal travellers by border authority to inter American territory and leave the country when required. In view of this study the researcher explained the level of government intervention in the provision of modern technologies to have secure border control in the country.

In another study Hanson (2012) ascertained that despite many hurdles associated with the American high influx of immigrants in search of better leaving conditions and job opportunities in the country, but still immigrants contributed to a certain large extent to the U.S. productivity growth in the economic sector. High-skilled immigrant's especially talented foreign students that mostly over stay in America after graduation

and eventually resulted to positive contribution into the U.S. economy. As such therefore this view turned in contradictory to many that tends look at the immigrants as more like liability, in which do not either contribute or play any significance contribution to the countries of destination. Although many arguments were put forward on the implications of low-skilled immigrants as oppose to high-skilled, which the perception strongly believed that most of the low-skilled tend to be in the country undocumented that is without observing proper channels of entries i.e. illegal routes, while the implications is they pay little taxes in comparison of their income rate in the various organizations.

According to Borjas (2001) posit that despite the aforementioned implication of low-skilled immigrants in U.S. economic development. Immigrants contributed in improving the efficiency of America economy through greasing the wheels of labour market with regards to admission of foreigners into various work forces in organizations. Concerning the employers mostly factories and farms considered the significance contribution of low-skilled immigrants as against the low-skilled native workers in United States of America, especially in terms of payment.

Similarly, Camarota (2004) asserted that low-skilled immigrants, whether legal or illegal, most pay government taxes on services use to enjoyed and also Paying through sales taxes on purchases as well as properties taxes for renting houses. Meanwhile it is more advantageous of high-skilled workers going by the payee system of taxes method that government earn more according to the income rate, but all the same in practice workers are subject to federal income taxes (GAO 2010).

Aguilar and Fisher (2010) posit two most important argument based on 2012-2016 border patrol strategic plan that uses risk based approach to secure border. The approach involves a set of objectives, strategies and programs that use information, integration and rapid responses to develop and deploy latest and better tactics, procedures and techniques in achieving sound border management strategy. One of the essential futures of interrelated and interdependent goals to achieve is border patrol that will work with number of agencies like federal, state, local and international organization in partnership for the attainment of sound border patrol using information, integration and rapid response in risk based manner.

Information provides situational awareness and intelligence ideas to understand and detect potential threats faced along nation's border. Integration enhances corporation through higher level of partnership between federal, state, local as well as international organizations. While rapid response means the quick responding of border patrol and its partners in appropriately changing potential threats of borders. Second objectives of the strategic plan are to invest in people and organizational capabilities by improving the skills and abilities of border personnel to become more mature and sophisticated law enforcement organisation. The essential goal of this plan is to initiate intelligence integration across all components of coordinated border patrol and high level of collaboration to facilitate goods border security operations.

In another study two most important issues has been identify on dealings with how best can contemporary border be managed and it summarised as the main purposes of security and efficient flows of legal commerce and mobility across borders. While on the second aspect is the question of how diverse border management institutions and

other strategy can be harness and cooperate together for the effective control system (Otwin, 2010). Border management has been increasingly becoming fashionable objects for both academic and scholarly enquiry that consider it as a basic underline scope of thinking as borders are very complicated subject matter. Border management strive to regulate external entrance and threats to domestic territories and populations. The most effective management systems require a specific and accurate legitimation notion on what is appropriate border legal crossing and vice versa. Although with the emergence of internet cyber-space technology has led to genuine creation of borderless spaces which make it very difficult for effective control, thereby making the real notion of border becomes meaningless (Otwin, 2010).

Lawson (2012) describes several factors that impeded higher levels of performance of border patrol in U.S. The problems of checkpoint operations is one of the important impediment of border patrol, lacked of adequate measures that operate checkpoints effectively affect the operation and weaknesses border control hence increased the higher level of risk that illegal activities may travel into the U.S. undetected. In the study he found that despite the presence of fences in some parts of border, yet the inability of border patrol to adequately complete the fenced areas resulted to be a serious problem. The study also identifies the shortage of manpower and adequate equipment encourage the higher level of threats used to encounter in the course of operation in patrolling U.S. borders (Tim, 2012).

Toucas (2008) conceptualised the terms border as social process or construction that arises the origin of security communities and new frontiers among states, while other territorial entities tends to define their borders in accordance with their own security perceptions. Recently European Union (EU) was made concerted efforts towards

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border management strategy which is considered as panacea to European Union's regional border proximity with the neighbouring countries that are considered to be the source of insecurity of the region.

Border management plan was also developed by Justice and Home Affairs External Dimension (JHAE) with involvement of European Neighbouring Policy (ENP) to set an important measure such as training of border guards in a secure way to making travelling documents (European Commission, 2003). The strategy was established aim at facilitating the movement of persons with higher level of security cooperation. Border management as current key areas of concern has been funded in a joint collaboration programme between European Union member states and its neighbouring countries that share both sea and border (Wolff, 2008). In view of the above therefore border management is considered to be as an important way in which European Union member states can effectively manage their internal security.

According to Rabbecca (2013) the new strategy used in securing America point of entries in order to have sound border patrol was established after the terrorist stacks of September 11, 2011. United States deployed large among of resources to support DH'S in achieving their target. The Defence Home Land Security (DH'S) was empowered in all ramifications ranging from finance, personnel, infrastructure facilities and technology in order to enhance higher level of security operation in controlling states borders. In the southwest border the number of patrol agents was increased that almost doubled from 9,500 to about 18, 500 within the period of one year (Rabecca, 2013). Several miles of south-western border were operationally and effectively patrol to detect, and interdict cross-border illegal activities.

Kim (2006) asserted that infrastructure development in developing countries under sponsorship of developed nations is extremely important aspect to the economic development. Insufficient provision of basic infrastructural facilities hindered the economic development in many less develop countries. Sufficient provision of infrastructure proved to help in raising productivity and lower the costs in productive activities of economic growth. It is on this a number of international organizations such as World Bank and O.E.C.D. are actively involved in promoting the improvement of infrastructure. They introduces several programs to support developing countries in providing basic infrastructural facilities fin provision of or social and economic development to be attained programs by the above organization will not yield any positive impact without considering certain factors like involvement of stakeholders in provision of programs that has direct effects to their lives.

According to Ahmed & Chilaka (2013) Trans-border crime can also be perceive as set of criminal acts whose perpetrators and upshots go beyond territorial borders. Trans-border crime is a phenomenon that is now generating a lot of concern globally, more especially in countries like Nigeria, where it is highly prevalent. Added to this, the trans-border economic activities heightened by the deterioratorialization, which globalization portrays is not only on global scale but from the public to private stage of affairs. The underpinnings are revealed in the increasing spread and sophistication of criminal networks and wicked trans-border economic activities. However, despite the concerted efforts of the Police at combating off the tide of cross border criminal activities banditry in recent times, the government seems not to have appreciated full gravitational length of the situation.

Nigerians as well as foreign observers realised on the current situations of insurgencies in north/eastern part, which has a devastating effect to the extent that precious life is being lost and valuables items were forcefully taken away from them. (Agekameh, Tell News Paper, August 25, 2013). It is therefore shocking to Nigerians that by Friday August 8, the Federal Government of Nigeria woke up from what seemed to be insignificance to the plight of its citizens. Nigeria at a time put all the land borders with neighbouring Benin Republic under lock and Key. This way Nigeria finally sent a signal to all its neighbours that enough is enough, and that the milk of human kindness hitherto extended to them had been variously abused. Nigeria was no longer prepared to turn the other cheek. The sudden announcement of the border closure created fear, anxiety and disbelief across the West African coast, especially Benin whose economic mainstay is tied to its international trade with Nigeria. This is hinged on the fact that Benin Republic seemed to benefit more from trans-border trade with her Nigeria. The sea port of Cotonou is a major gateway for imported second hand cars (fairly used) and much kind of items to Nigeria. Experts in economics had alleged that trade in second hand cars is the highest revenue earner for the country economic development.

In Benin Republic, there are no prohibitions on the year of manufacture of a car, while tariffs are lower compared to what obtains in Nigeria. Vehicles above certain stipulated period of time that is age limits are not allowed; that is, five years and above, is rightly prohibited. This made the use of Nigerian sea-port less attractive to importers. On the other hand, whenever, the government of Nigeria lowers its tariffs on imported cars, its counterpart in Benin Republic responds usually by further lowering its tariffs, thereby making its port still more attractive to importers. To demonstrate the economic

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importance of Nigeria as country, and how the border closure is taking a serious toll on her economy, the president of Benin Republic Matthew Kerekou flew into Abuja, Nigeria to meet with his counterpart former President Obasanjo of Nigeria to blend positions towards the re-opening of the borders between the countries. The president of Nigeria however, agreed to re-open the border at the end of the lengthy conversation.

This sad development differs from one border zone to another. The most notorious is the Nigeria-Seme borders which according to reports has numerous illegal checkpoints mounted by security men and robbers. Both government of Nigeria, and Benin Republic had at different times, come out to criticize bitterly on the increasing rates of crimes along the Nigeria-Seme borders. Beside the bitter challenges of extortion, harassment, rape and intimidation that characterized most of these borders, courtesy of the porous border arrangements, the development has also slowed down international trade, economic and other activities between countries within the sub-region moving unprecedented. In fact, it has become almost an impossible task for travellers to embark on hitch free journey as they are faced with the twin challenges of robbery attack and multiple toll gates collection by customs agents and other illegal transport agencies. The menace of cross-border banditry, violent automobile thefts, and human trafficking has in recent years drawn public attention to the well-known problems of policing Nigeria international boundaries (Ahmed & Chilaka, 2013). Therefore, it is responsibilities of border personnel to seriously engage on the commitment of patrolling the boundaries with well-equipped tools in solving trans-border crime of the region.

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Integrated border management gained a lot of attention in the contemporary world especially from the European Union member states. The voluntary collaboration of sovereign nations to form a large economic and political union community result to a more coordinated system of external border control. The introduction of four freedoms of movements (people, goods, services, capital) within the Schengen space gave birth to elimination of internal border control among European member states. In an effort to protect external borders members developed cooperative mechanisms to counter the criminal and illegal activities going on with the space. The issue of external border management has become an important matter as a stake to both member states. European Union solidarity effort to support and achieved the common goal through volunteer joint sharing sovereignty and ultimate right of members state to regulate and control own territorial integrity remain intact (Marenin, 2010).

Similarly, in another study conducted in EU had also figured out the annual inflow of irregular migrants experienced in a very large substantial number which is considered to be a state enemy. Multiple numbers of policies on immigration geared toward irregular immigrants has been failed to stop undocumented flow of migrants to European member states (Broeders, 2007).

Much has been invested in EU and its member states with the aims of keeping asylum seekers, undocumented immigrants and irregular migrants as well, the European Union Sea and airport point of entries had been transformed into tough boundaries. Despite the concrete wall and fences constructed in border zones. More importantly the provision of well-equipped technologies such as motions detector video surveillance and infrared scanning devices etc. Moreover, visa is also modernized

difficult to forge, yet the issue of irregular migration remain a fact of life in most European member states. Finally the idea to developed database networking system and now completed the idea is when it is fully in operation will become so easy for EU to survey immigration population form various angle coming to the region (Bigo & Guild, 2005).

In another study carried out in Indonesian borders to examine on how effectively sea ports can be manage in such a country which is made up of over 17,000 island, and almost over 54,000 kilo meters of coastline confirmed to be very difficult task exercise. One of the major reasons is the fiscal and technological constraints that militate against Indonesian government border policies. Several report were reveal from the Navy authority that are confronted some issues particularly lack of sufficient fund for the maintenance and servicing the vessels that can enable them to be in the full picture of the operation at any point in time. The research also highlight the problem of political will of government to secure the borders which make the country to be regarded as international hotpot for smugglings of any form of goods, drugs, human trafficking sea robbery, piracy and terrorism (Ford & Lyons, 2013). Although several initiatives were developed efforts geared toward addressing the problems of Indonesia and it neighbouring countries borders. However, the presence of border personnel along the region did not yield to any significant reduction of illegal flows of unwanted activities across Indonesian borders. In their final analysis Ford &Lyons (2013) bring the issue of collaborative efforts and participation with both parties in policing borders. Emphasis on public-private partnership, the role border communities as well as non-state actors such as non-governmental organizations NGO's to enhance effective border control in Indonesia.

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## 3.3    Border Insecurity

In another study conducted by Babatunde (2009) on migration challenges to the national security in Nigeria and other Sub-Sahara African countries revealed views of some scholars who emphasize the need to have an adequate knowledge of the geographical location. Especially in terms of socio-economic and political situation of the country, as the most paramount important aspect serving as a catalyst in initiating good policy in the nearest future of the state. Furthermore, the study spelt out the role of Nigeria immigration service as security agent charge with responsibility of regulating movement of entry and exit within the country. In addition to that the issuance of E-passport that captured biometrics data and finger prints of the holder which are stored in central data base is attached to the organization. Finally, the study make an appropriate recommendation of strategic measures to be taken in order to secure the borders and create peaceful co-existence and harmony in Nigeria and other country in Sub-Sahara Africa (Babatunde, 2009).

Similarly, a study conducted in Asia and pacific region on coordinated border management with the aim of addressing obstacles that impede trade and transportation in the region. An important effort was made in promoting regional connectivity in order to enhance both trade and transportation. Experience has shown that border delays are the major impediment which negates the smooth movement of goods and services across borders in the region. Therefore, this study encourage the coordination among the countries and support the idea of investment on infrastructure that can help in boosting regional integration in order to address the barriers of trade and transportation (Jain, 2012).

In a another study carried out by Badunde et., al (2014) asserted that despite the existence of the large number of various security agencies that many of them are set to complement the Nigeria police force. Some of the agencies include among others are Nigeria Prison Service (NPS), Nigeria Immigration Service (NIS), State Service Security (SSS), Nigeria Armed Forces (NAF), Federal Road Safety Corps (FRSC), Nigeria Fire Service (NFS), and Nigeria Custom Service (NCS) etc. as one of the most paramount important security organization tight with responsibility of security live and properties of Nigerian citizens. Hence, the existence of these agencies appears to be inadequate enough to secure the nation security wise. Most of the challenges faced by some of the aforementioned security agencies is largely due to existence of so many illegal routes in the country borders. The infiltration of small light weapons, human trafficking, organised criminal activities and other contraband goods influx to the country on daily basis without proper documentation by security responsible (Badunde *et al.*, 2014). In securing a country it means the ability of government to institute agencies with proper mechanism of modern techniques that can protect and develop the courage of promoting nation precious values, which meets the yearning, needs and aspirations of its citizens and provide them with safety atmospheric condition for self-improvement. According to Buzan (2014) refers the concept of security as about the freedom from threat and ability of state and society to maintain independent identity and their functional integrity against forces of change which result to humanitarian peaceful state of desire.

Nigeria is presently confronted with severe insecurity challenges ranges from political violence, armed attack and robbery, ethno-religious violence, hired assassination agents, hostage and kidnaping activities much more importantly massive influx of

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contraband goods smuggling by trans-border criminals, who's encourages proliferation of arms, ammunition to Nigeria. As a result of large number of illegal routes (porous borders) in the country instigate the high rate of criminal activities and public disorder which eventually undermine the economic growth of nation (Badunde *et al.,* 2014). Existence of large number of unemployed youths coupled with massive influx of non-Nigerians illegal immigrants with contraband goods through porous borders of the country, certainly affects the economic development in Nigeria.

In spite of the efforts made by the use of join task force security personnel particularly Nigeria Immigration Service (NIS) Nigeria Custom Service as well as Nigeria armed forces and border police that are mount in borders zones, yet there are still challenges of irregular movement of people crossing Nigerian borders on daily basis, these events signify the need for recruiting massive number of security personnel who would be adequately equipped with modern technologies of information system to monitor the irregularities taken place on border zones effectively. Employing large number of security personnel would certainly curtail the menace occurring in borders that hindered the economic growth in Nigerian territory.

The high crime rate activities happening especially in the border points of entries will drop to a minimum level. However, it is clearly indicated that current insurgences of boko haram going on in the country is attributed to failure of government to employ personnel that have the zeal and integrity to prevent the country with high sense of patriotism(NSA Daily trust 20th Dec, 2014). The recent insurgences has been largely associated with lack of government political will to have a sound strategy of recruiting competence and qualified candidate with right calibre to put in the right place at the

right time which affect the development of the country in the long run. Provision of proper training and re-training of the security personnel with current modern technologies and equipment that can help the personnel adequate skills and knowledge which will enable them discharge their duties effectively (Bodendu *et al.,* 2014).

In the word of Harold (2013) "National security then is the ability to preserve the nation's physical integrity and territory; to maintaining its economic relations with the rest of the world on reasonable terms; to preserve its nature, institutions, and governance from destruction from outside; and to control its borders." On the other hand, Insecurity can be describe in different dimension, defending on how one intent to perceive it, either from the economic, political or socio-cultural point of views. In the Nigerian context and for the purpose of this study, socially, the country lack confidence, uncertainty none assurance and fear of instability become the order of the day. Especially with the current insecurity situation in northern part of the country, virtually is turning the region into state of anarchy (chaos), where innocent people were killed and their properties are destroyed (Nigerian National News Giant of Africa, 2013).

Previous studies attempt to address the issue of border insecurity such as (Gardon, 2006; David, 2006; Newman, 2006; Babatunde, 2009; Marcela & Mark, 2009; Gambler, 2012; Harold, 2013). Gambler (2012) conducted a study in United State of America in measuring the ability to prevent the illegal flow of persons to a nation, border patrol agents in consultation with cross border patrol (CBP) and Defence Homeland Security (DHS), could choose to applied different method separately on illegal flow of migrants, smugglers and other organised criminal or persons linked with

terrorism, and undocumented crossing the border between the points entries. They should equally use the method to check the inflow of weapons, illegal drugs and human trafficking or proceeds of crime.

According to David (2006) border related work confronted with extensive challenges in the past two decades, as regard to the term borders or boundaries. Analysts resolved that in an effort to describe boundaries, attention should focus more on political geography and historical demarcation of a particular area. In this study effort was made by the researcher to glaringly clear explanation of how border were traditionally understood and equally gave details on the fact that compartmentalized and regimented done by elite decision-making in cutting points and edges of intergroup and separate them based on imperialist interest (Newman, 2006).

Gardon (2006) also out lined certain issues that hampered the solution to curtail the immigrant proceeding to U.S- Mexico border as one of the porous and largest source of illegal migration to U.S. such as unwillingness of government officials to questions individuals about their immigration status, despite the effort made by of U.S. department of labour which conducted a research and came with the report that most of the farm workers were illegal immigrant and considering the height proportion number exceeding to millions, therefore it is recommended that Immigration service in U.S. would apply the method by utilizing the above report of immigrant to the situation in order to curtail the illegal immigration of U.S.-Mexico borders.

Similarly, this study of Mexico-America as one of the complex border that requires high level of security measures, in order brings sanity in the regions. The author

explained certain important policies formulated in conjunction with Mexico-America in order to handle the situation a stake, such US-Mexico Border Partnership Agreement (BPA) signed in 2002, US-Canada Smart Border Agreement and so on, with the aims of providing peaceful coexistence and harmony in the border operation within the region. The regions accounted for economic importance  as the research investigate the statistical data was estimated about 12 thousand trucks with a number of almost 660,000 passengers moved in US-Mexico border on daily basis. In terms of trade activities almost $200 million worth transaction going on. Despite the economic importance United States of America tightening its border, became mandatory, especially during and after 9/11 attacks which conscioustized US to take stringing measures on their border, particularly Mexico-America border the main aims were to curtail the potential terrorist to the country (Marcela & Mark, 2009).

## 3.4    Staff Development

Staff development is seen as the process of development that assist the organizations to ensure its members possess the skills and knowledge they require as the basic requirement needed in performing  jobs effectively. It is apparently clear that most of the organization and agencies do not seriously invested in on-going quality staff development and training (Angela, Joyce & Marcia, 2003). Training is perceived as the most effective means of staff development that improve the quality of the existing staff with motive toward achieving organizational objectives (Roberson,1997). Training and development support organizational members to have an adequate skills and knowledge in performing their jobs effectively. Unfortunately, in the Nigerian context the reverse is the case.

Training as a concept had been perceived differently among various scholars and mostly considered it as the most important strategy to improve the quality of existing knowledge and skills, experience and abilities of individuals leading toward attainment of organizational goals (Naqvi& Khan, 2013). Training is mostly initiated with the motive to increase the member staff with technical know-how and skills needed to discharge their duties effectively .In order to expand the level of welfare in a safety critical environment, a method for analysing incident is essential. Traditionally, in incident analyses, the emphasis has been on factors causing hitches to organization. However, to motivate the personnel and managers of the particular organization in this study it was considered important to highlight the positive role of human activity in handling with unexpected events, and the strengths and capabilities of human operators, rather than focus on human errors and risks. Such a pro-active approach to safety management emerged within the Human Factors organizations public during the 2000s, and even marked a real paradigm shift in safety management (Teperi, Leppänen & Norros, 2015). This method, resilience engineering, stresses the organizations' mechanisms via which people continuously cope with unexpected happenings and create abilities in the organization to adaptively solve problems (e.g. Hollnagel, 2004; Hollnagel *et al*., 2006).

In natural settings, it has been found that even whenever the organization is confronted with pressure, people can make reasonable sense of their effort to tackle it (Klein, 1998; Vicente, 1997). Managers in particular play a vital role in developing safety culture (Flin, 2006; Johnson *et al*., 2009). Therefore, it is considered as an important effort aims at developing not only personnel's but also managers understanding of

human development, strengths and opportunities, which in this way improve the safety culture of the organization.

According to Olaniyanand (2008) there are certain items identified as an important aspect of training which upsurge the productiveness as well as improvement of good quality work in organization; it change attitude staff, increasing knowledge and skills, developing staff horizons and ability to use tools appropriate, reducing waste, educating staff with appropriate behaviour of conduct i.e avoidance of lateness on duties, absenteeism on jobs that negate performance, and above all enhances staff ability to apprehend brand new ideas and regulations that can ensure growth and development of organization.

The training today also provided for developmental and skills exhibiting through review of professionally produced recorded certain segments of actors demonstrating good and poor teamwork, practical justification shown that effort made by top management in exercises to engage apprentices in practising components of teamwork such as task ranking and case review from a teamwork viewpoint assisted in improving the achievement of organizational objectives. Analysts concern and discussion of clinical vignettes developed by an expert board conveying features of good and poor teamwork toward improving the organization Teamwork training has made an essential influence on error reduction of human performance toward improvement organizational goals in a number of both public and private entities, such as aviation other major industries. Aviation provides a good example of how the replication experts and human factors influence, as recently psychologists are working together to produce flight simulators that are intended to train and test both crew technical and

human interaction skills that can serve a panacea to their problems (Shapiro et  a l., 2004).

Staff training and development is considered as the most important procedure of developing personnel that assist the organizations to ensure its members possess the skills and knowledge they require as the basic requirement needed in performing jobs effectively. Training is perceived as the most effective means of staff development that improve the quality of the existing staff with motive toward achieving organizational objectives (Roberson, 1997). Training is mostly initiated with the motive to increase the member staff with technical know-how and skills needed to discharge their duties effectively. According to Olaniyanand (2008) posit that some identified factors are important aspect of training which upsurge the productivity in improving the good quality of work in organization; it change attitude staff, increasing knowledge and skills, developing staff horizons and ability to use tools appropriate, reducing waste, educating staff with appropriate behaviour of conduct i.e avoidance of lateness on duties, absenteeism on jobs that negate performance, and above all enhances staff ability to apprehend brand new ideas and regulations that can ensure growth and development of organization.

Staffing is one of the basic and important mechanism serving as good parameter in measuring organizational performance. Agencies need constant staffing procedures which will compliance with the organizational mandate. The aforementioned is in line with the assertion of recent strategy done in Europe and the Commission's proposal calls the initiative of European Border and Coast Guard, it is hard to accept that it would actually constitute a suitable European border and coast guard authority if

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adopted in its current form. Even though it is not the first time that Frontex has lamented that inadequate personnel's and equipment dedicated by the member states to its operations affected border activities. The resultant effect of migration crisis' that has erupted in the EU since the setting up of the agency in 2004. The resolution has too often been to increase its budget, without giving the agency a corresponding increase in its autonomy and operational means and competences to 'absorb' this funding. Out of seven hundred and seventy five border guards originally demanded by Frontex in the course of 2015, the agency received only four hundred and forty seven with those often not constituting long-term or full-time postings either.

The new European Border Coast Guard initiative would aim at overcoming similar constraints in the future forthcoming and remedy contemporary shortages of personnel's by member states contributions. However, on the other hand the competence of the Frontex agency to carry out an operation without the prior request of a member state should not be exaggerated. The member state and the agency would still need to agree on an operational plan and national officers and assistance would be still needed to be able to implement any form of operational cooperation (Sergio & Leonhard, 2016). Therefore, uplifting the number of personnel's in the organization is considered as an important aspect of achieving organizational objectives with motive toward enhancing efficiency.

Vives (2016) spelt out certain key element of institutional architecture applicable in curtailing the existence of unwanted migration between Africa and European regions. Emphasis were given toward cooperation for development among the regions, through initiating programmes of job creation in communities of origin. On the other hand

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provision of migration programs were explicitly designed to prevent migrants from leaving is highly required. The scenario would serve as the important means of promoting legal trade and migration, the fight against illegal migration of both human and materials trafficking among regions. The ultimate goal of the programs of job creation is to assist these migrants and return to their country of origin.

Manpower shortage is frequently cited as one the highest level of constrain challenging the personnel on the course of discharging their responsibilities (MinLi, 2014). The geo-strategic position of Nigeria in the continent of Africa and its ethno-cultural linkages of neighbouring border communities did not only allow transnational trade alone between them but as well permit the free flows of an alien that engages in illegal activities. It is even more pertinent with Nigerians porous borders which allow illegal movement of drugs, encourage human tracking, proliferation of light arms and animations and many other forms of organized criminal activities (Johnson, 2014).

Training programs developed and support organizational staff to acquire an adequate knowledge skills and improve effective jobs performance. Training as a concept had been perceived differently among various scholars and mostly considered it as the most important strategy to improve the quality of existing knowledge and skills, experience and abilities of individuals leading toward attainment of organizational goals (Azara, Naqvi & Atif Khan, 2013). In spite the important of staff training in organization, yet most of the organization and agencies do not seriously invested in on-going quality staff development and training (Angela, Joyce & Marcia, 2003).In a similar vein, another study suggests the role played human resource development to the development of employees using training as medium in achieving organizational

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objectives (Saleem & Mehwish, 2011). Moreover, training it is belief to be useful both to organization and individual workers, as it equipped the employees with skills and knowledge in facing contemporary and forthcoming challenges of organizations. Training employees raise the level of production by improving services that eventually result to positive transformation in the organization (Naqvi & Khan, 2013).

Aguinis & Kraiger (2009) posit the benefit of training to organizations were it recognized the level of performance that enhance the productivity which yield higher profitability in long run. However, this study also highlights other benefits that are not link to job performance which could be related to individual indirectly. Since training serve as medium of transformation of attitude toward positive direction, therefore individual attainment is directly or indirectly affects general human conduct. To portrait this argument therefore the level of training acquired by individual has direct effect to general society in providing an intellectuals mind that can bring positive change in the community, society and the nation at large.

In another study conducted in research development and deployment by the World economic forum in conceptualizing framework to address infrastructure capacity issues new policies, technologies and strategies will be the main focal areas that need a critical effort to the success of any of important dimensions to be consider which is viewed as an integral part of holistic strategy to infrastructure system development and provision. Policy domain is activities that involved the identification and associated of institutions, organizational structures as well as financial mechanism.

This aspect would be the primary items in addressing demand side management of infrastructure. The policies choices give opportunity to many stakeholders to interact and deliberate in infrastructural services. Technology domain is viewed as areas such new materials, new infrastructure constructors technologies and important technologies that make transportation rolling high-speed train services. Research development and deployment were making concerted effort leading to activities that can attain to new technology development system for the advancement of economic growth. Finally, systems dimension which emphasizes the interaction of various systems and subsystems in large domain of physical infrastructure is required. The most important aspect of system domain is expansion of broader skills, knowledge about the independencies among various components of infrastructure systems and subsystem exist within different kinds of infrastructure system (*World Economic Forum, 2010)*.

Country to ascertain and ensure the democratic leadership certain measures is to be considered as dividends of democratic regime. The provision of basic infrastructure development that can directly or indirectly touches the common man irrespective of where they live whether in the rural or urban centre (Oyedele, 2012). While people agitation to provide such facilities is going higher and resource to utilize in providing infrastructural facilities are scarce. There are several challenges associated with the provision of infrastructural facilities in Nigeria these include design, finance, maintenance, technology for development as well as international requirements of project for the sustainable development. Despite the numerous challenges but the presence of committed government with serious political will can handle the situation due to increasing efforts to research failed to considered enormous numbers that

account for the natural endowment untapped in the country at disposal which the government is in dare need to explore that can enable the country to have enough more than what the citizens require for their social services.

Cesar & Luis (2003) ascertain that the effectiveness and adequate supply of infrastructural services can serve as major essential component part for productivity and development. Currently there is a lot of attentions been given to the role of infrastructural facilities in changing living standard of general society. Researchers affirm that adequate provision of infrastructural facilities plays a vital role in helping reduction of income inequality. The basic idea here is that under normal circumstances infrastructure development could help in providing poor individuals and underdeveloped region in having access to core economic activities that enable them to engage in productivity which improve their economic growth.

In another study conducted in China on the impact of infrastructure development prove that in developing countries both the economic and social development is determine by the level of infrastructural development achieved with the country, hence result to economic growth. The effort of both public and private investors on infrastructure generate heavy production in economic activities, competitiveness much more importantly brings about employments opportunities to the general populace in the country. While in the contrary it creates bottlenecks to the economic growth and negates sustainable development, consequently resulted to increase poverty level in the country (Sahoo, Dash & Nataraj, 2010). This study provide the justification of infrastructure development towards contribution to economic growth in China positively and further acknowledge the effort made in the country to improve the level

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of investment on infrastructure led to sustainable growth and development in the economy, and minimise impact to global financial crisis. The most important investment that led to rapid economic development is the human capital on health and educational aspect which played crucial role in the economic growth. In the contrast there is need to look at the aspect such as political will in the nation in considering the economic development of developing countries.

According to a study carried out by Khan, Khan & Khan, (2011) the important of human resource were highlighted that is considered as the backbone of every organization. Most of the organizations intend to invest huge amount of capitals in human resource department because it is the major area that will ultimately improves the performance of organization toward achieving goals and objectives. The improvement of performance increases effectiveness and efficiency in organization and assist the organization for the achievement of it goals in the long run. Certain factors were identified which help in improving work of staff are flexible schedules and training among others (Khan *et al.*., 2011).

Armstrong (2000) ascertain the important of training design is very helpful to organizational objectives and the organization to excel, there is need to figure out employees interest according to their needs. Seems training design play an important roles in organizational performance, therefore unorganised training design lead to organizational waste of both resources and time. Modern organizations nowadays mostly engage in their employees with on the job training based on realisation of certain advantages related to this form of training i.e on the job training is cost effective and time savings. It is also recommended the system because it gives the staff

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opportunity to learn practical aspects in the organization. An organization to be able to compete with current global challenges it is necessary to embark on training and development programme. Although the effect of training is directly related to staffs performance because of the skills and knowledge acquired by employees, but eventually the benefit will trickle down to the organizations (Khan *et al..*, 2011). In the final analysis this research intends to bring out several factors for the organizations, in considering the important of training and development, also an effort to give insight for organization in understanding the necessary of training employees with regards to the achievement of organizational goals and objectives.

Michael (2006) describes human resource management as strategic and intelligible method of management in an organization. It is a place where the most valuable human resources individuals who collectively cooperate together and contribute to the achievement of organizational objectives. The main purpose of human resource department is assuring the organization attainment of maximum level of productivity to the achievement of success using organizational manpower. Basically human resource management mostly concern with the achievement of the following goals and objectives.

- Organizational Effectiveness human resource management approach is mainly aim at encouraging programmes that can improve organizational efficiency through establishment of policies in the field of knowledge and skills management and acquisition with the motive to create conducive atmosphere of working environment in organization.

- Human Capital is the combination of expertise with vast skills and knowledge intelligent enough that can bring positive impact to organization. It is the talented manpower capable of providing innovation and change especially if encouraged can ensure organizational long term survival.

- Employee relationship in meeting diverse needs of organizational range, the aim of human resource management is to establish harmony among workers and management vis-a-via end user of the organization product. Based on developing sound policies and implementations which consider the needs of both stakeholders by providing equal chance for the purpose of achievement of organizational objectives (Armstrong, 2006).

Asim (2013) highlight main objectives of the study are to check and effect of motivational stage of workers and their performance in organization. It has been prove the level of motivation determine organizational outcome, the higher the motivation of employee the more increase level of performance of workers in the organization. Motivation is seen as anything that stimulates one action and desire to put extra efforts toward achievement of organizational objectives. Rewards and recognition serve as the basic tools for employees' job satisfaction in enhancing organizational tasks. Organization that are making low remuneration a likely to observes higher profits at the expense of workers and this further discourage morale of employee toward commitment to the job which result to lower productivity in organization, based on wages disparities among higher and lower income earners.

## 3.5    Staff Performance

Staff performance is associated with the quality of output in relation to the timely, effective and efficient effort put in of a given task set on mutual agreement between employee and employer in running the organization (Mathis & Jackson, 2009).  Staff performance is the successful completion of tasks by selected individuals as set and measured by overseer or organization to pre- defined acceptable standard with effective and efficient utilization of available resources within a changing environment.

Organizational support is refers to employee's perception of the concern shows for their well-being in the organization. Organization support should be tilted toward boosting employees moral through involvement and commitment which eventually impact positively to job performance of organization. Wayne *et al*., (1997) figured out a positive relationship in using human resource management practices that is development al in nature and organizational support help in quality of service and productivity. Moreover, the high level of perceived organizational support result to a mandatory sense and obligation of staff fought to be committed to the organization (Wayne *et al.*., 1997) Even further fell mandatory in putting their best effort in favour of organizational job performance. Eisenberger, Fasolo and Davis-LaMastro (1990) in his work shown that perceived organizational support is positively related to conscientiousness, commitment and innovation in carrying out the responsibilities of job performance in organization. The concept is being valued and cared by the organization in which exchange in recognising and rewarding desired personnel performance in praise, salary and promotion increases is require commensurate to their commitment of job performance.

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Training is considered as the most important aspect that increases employee's ability to handle the job effectively. The performances of organization mainly depend on its ability and effort geared toward human resource management, investing on staff to attain in the job or on the job training programme. Training and development serve as the catalyst to the improvement of employees which in turn affect the general productivity on the organizational performance. Therefore, in order to improve the organizational performance and staff performance as well, training of employees is considered and given higher priority in the organization. Training has a distinct role in achievement of both the employees and organizational goals, and the higher the level of organizational commitment on training and development determine the success of the organization in the long run. Nowadays organizations embark intensive training programme with main purpose of increasing the capabilities of the existing employees, skills and competency. Employees with higher level of skills and knowledge are perceived and affairs to be more productive on the job performance in organizations.
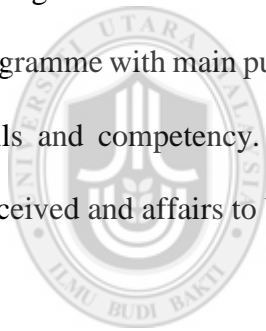
An effective human resource is considered as the backbone of organizations. Organizations invest huge capital on human resource department, because the affectivity and well quality performance of human resource management will ultimately increase the general performance of the organizational service and productivity. According to Armstrong (2000) posit that for any organization to be successful, it has become very imperative to design training programme carefully in such a way of accordance with the needs of the organization employees.

Similarly, Marinez and Kennerley (2005) suggested that maximum productively can be ascertained in organization through performance reviews on the internal way

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organizations perform. Several studies revealed that positive benefit on the concept of making decision, management control and productively in organization. However, the concept of performance review is associated with negative effects which had been highlighted which indicated the process of bureaucratic activities in preparations of reports and reviews as well as the complexity of measuring items. Therefore, the study found that performance reviews has negative implications to business performance. In general sense affectivity and efficiency of organization can be achieved with the condition of optimum used of resources by maximization of effective job performances toward achievement of stated organizational goals (Mihaiu, Opreana & Cristescu, 2010).

Staff performance is concern with the quality of productivity in relation to the timely, effective and efficient effort put in of a given task set on mutual agreement between employee and employer in running the organization (Mathis & Jackson 2009). Staff performance is also seen as successful completion of tasks by a number of individuals who are set and measured by supervisor in organization to the attainment pre-defined acceptable standard with effective and efficient utilization of available resources within a changing environment.

Wayne *et al*., (1997) figured out a positive relationship in using human resource management practices that is development al in nature and organizational support help in quality of service and productivity. Organizational support is considered as employer's perception and concern to the employee's well-being in the organization. Organization support should be tilted toward boosting employees moral through involvement and commitment which eventually impact positively to job performance

of organization. Furthermore, it has realised that the higher the level of organizational support the better the result and commitment of personnel in the organization. Even further fell mandatory in putting their best effort in favour of organizational job performance. Eisenberger *et al*., (1990) revealed that perceived organizational support is positively related to conscientiousness, commitment and innovation in carrying out the responsibilities of job performance in organization. The concept is being appreciated by both the employers and employees in the attainment of predetermine organizational objectives. On the other hand inappropriate exchange in recognising and rewarding desired personnel performance in praises salary increment or promotion affect employees commitment to the organizational job performance.

On the contrary a study conducted to measure the impact of workplace environment on organizational performance in public sector, which posits the inability of some managers and supervisors in understanding factors that influence the employee's performance. Mostly the managers mistakenly had the impressions that the level of employee performance on the job is determine by their payment level. Even though this may be the case in many instances as salaries and bonuses increases is proportionate to the performance of employee. But in another instances it is the quality of the employee working environment that mostly impacts to their level of motivation and consequently improve their performance in organization. How suitable they relate with the organization and their immediate environment contributes significantly on their performance results (Chanddrasekar, 2011). Several studies revealed that mostly majority of employee abundant their work and leave the organization due to the fact that there is in amicable relationship with their immediate managers and supervisors.

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Therefore, work place environment determine employee performance both in either way positive or negative.

According to Drucker (2001) asserted that efficiency and effectiveness are interwoven where by one cannot achieve in the absence of the other. There is no efficiency without effectiveness and relationship between the two concepts is that as system part in the whole. Hence the malfunction of part directly affect the function of another, therefore it is noted that effectiveness is a necessary condition to the attainment of efficiency, in the overall influence organizational performance. In describing the relationship between the efficiency and the effectiveness, system theory of environmental factors blend between input, output and outcome with feedback mechanism explained more clearly the correlation of the two concepts in organizational service and productivity performance (Mandl, Dierx & Llzokovitz, 2008).

David Easton system theory explained the relationship between parts in a whole, where by the input come from the environment and it will be deliberated as an output finally move out as outcome, the response of the environment degenerated to another input continuously. Hence, the organizational job performance revolved around the system theory. In which employees, employers relationship serve as determinant factor of the effective and efficiency of service and productivity. In the same vein, the employees job performance in public sector is determine with the relationship between objectives means and results whereas the job performance is the result of simultaneous effort put in efficiency, effectiveness as well as corresponding budget to support the financial implication of the organization (Profiroiu, 2001).

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### 3.6    Organizational Policies

Similarly, the research investigate some relevance literatures work on policy issues in relation to its application in the organization tilted toward improvement of  personnel and organizational performance.

Patric (2012) in his work of common assessment framework spelt out certain number of criteria's among which the important of leadership in improving organizational performance. Leadership plays one of the most important  role through creation, adaptation and implementation of policies that would ensure the organization is driven by a clear mission, vision as well as its core values, and the mission of why the organization exist, while the vision implies the organizational ambition and the values is what steers out behaviour. Leaders are also expected to develop, implement and monitor policy of the organizations management system, through the application of appropriate structure of clear tasks at every level of staff in the organization which serve as catalyse responsible of improving staff performance.

Morris and Snell (2010) Posit that the policy perception and of Strategy on human resource management serve as determining key factor to the success of organization. Policies and practices can be seen as reciprocal in reinforcement that creates a strong impact on organizational goals attainment. However, human resource management policies are guided by the logical sense and skills that mostly developed in accordance with the requirements of business processes of the organizational activities (Serpell & Ferrada, 2007). Thus, the policy strategy provides an apparatus to capture and communicate the important criteria that focus toward achieving organizational objectives. Therefore in the context of policies development to organizations that allow

human resource management to have an insight with regard to the policies initiation aims to identify to what extent they are applicable to the organizations that produce significance result in the long run.

Modern trend of human resource management must also not be relegated to a traditional supportive role anymore, but instead must institute the necessary competency in reaching the organizational and individual objectives, since human resource are valuable aspect that constitute a source of competitive advantage in attainment of organizational goals. Uysal (2012) indeed found strong, positive and significant relationships among the main human resource management policies cited in the literature, such as staffing, training, performance evaluation and compensation in the organizational performance. These results are important in understanding the inter-relationships between human resource management practices in order to enhance the effective management of human resource systems on employee-based organizational performance. In this context, organizations have turned to the perspective of creating competitive advantage solely to improve the quality of service and productivity. Consequently, most of the organizational policy and theory come together, for the purpose producing comprehensive positive effects for human resource management in putting organizational goals as primary function as stake(Demo *et al.,* 2012).

However, strategy and planning is considered as other important criteria in which the organizations require to develop strategic objectives based on public policies guide lines. It is important to understand any kind of decision taken by top management that will enable them to attain organizational objectives in the long run (Staes, 2012). In
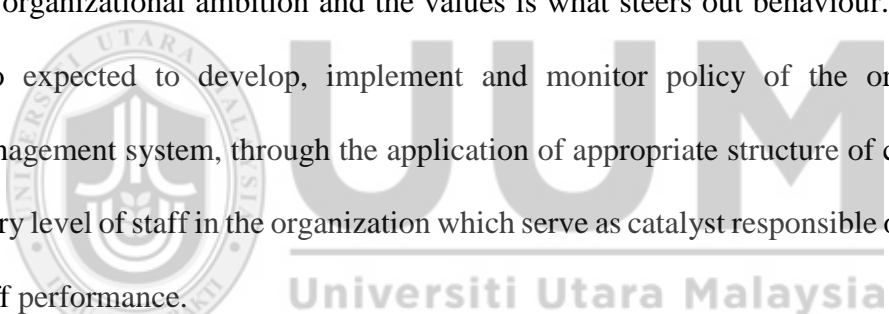
the same vein, planning is an approach which involves settings of the objectives and identification of process with the aims of achieving the organizational goals. The study also emphasise the important role of human resource management that will enable personnel to contribute effectively toward accomplishment of organizational objectives.

Human resource management is expected to develop and implement policy regarding to recruitment, promotion, remuneration, rewards much more importantly staff welfare, to improve the personnel performance in the organization. Another important aspect asserted in terms of Information knowledge in respect to information and communication technology as well as other technological policies should have a systematic way to get into the organization, as this will serve as panacea in improving the quality of personnel in performing organizational tasks. In view of the above, the relevance infrastructure needs to be managing effectively, so as to support the staff to have working condition with conducive atmosphere in discharging their duties (Patric, 2013).

It is also understood employees have different reasons in making decision on whether to continue or to leave an organization voluntarily. Some of reasons are personal such as changes in family situation, developing interest to learn new skill or trade. While other reasons are mostly influenced by the organization i.e. employee realized in given unfair treatment, issues related to promotion or employer to engage employee of doing something against his belief. Another two most important factors that influenced people are satisfaction with the job especially payment, chances for promotion, working environment as well as the tasks they carry out in the organization, encourage

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them to stay. On the other hand the opposite side of the above mentioned i.e. dissatisfaction, in term of payment, promotion etc, people quite the job more especially those with better alternative ones (Mitchell, Holtom, & Lee, 2001).

Patric (2012) spelt out certain number of criteria's of common assessment framework where emphasis has been given to the important of leadership in improving organizational performance. Leaders played vital role and important  role in initiating/creation, adaptation and implementation of policies that would ensure the organization success toward attainment of organizational mission, vision as well as its core values, and the mission of why the organization exist, while the vision implies the organizational ambition and the values is what steers out behaviour. Leaders are also expected to develop, implement and monitor policy of the organizational management system, through the application of appropriate structure of clear tasks at every level of staff in the organization which serve as catalyst responsible of improving staff performance.

Strategy and planning is another criteria where by the organization is require to developed, a strategic objectives based on public policies guide lines. It is an important to understand any kind of decision taken by top management that will enable them to attain organizational objectives in the long run (Staes, 2012). In the same vein, planning is an approach which involves settings of the objectives and identification of process with the aims of achieving the organizational goals. The study also emphasizes the important role of human resource management that will enable personnel to contribute effectively toward accomplishment of organizational objectives. Human resource management is expected to develop and implement policy regarding to

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## 3.7    Staff Welfare in Organization

In an effort to give a clear explanation of the concept of staff welfare the following items has been considered which their presence determine the level of commitment of organization on staff welfare. Provision of appropriate training, free medical treatment, sport facilities, social club, canteens, supervising staff and works, operating sick club and savings well fare schemes, providing advices on personal  issues  as well as arrangement of legal aids, staff pension funds and leave grants, giving loans especially on hardship situations, providing assistance to a transferred staff and above all giving assistance to all area of ramification that would make employees feel comfortable in organization (Coventry& Barker, 1988). It is apparently clear that the existence of staff welfare helps and encourages personnel to improve their working environment which in the long run resulted to high quality performance in the organizational productivity. Another factor that led to staff apathy and hinders the efficiency of personnel end result performance is delay of paying workers' salaries. It is obvious for all staff to have a specific monitory expenditure and failure to receive salary on promptly discourages

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their performance which affects the organisation in the long run (Okereke & Daniel, 2010). Quality of work life normally depends on the degree of staff welfare that employer provide to satisfy employees need (Singh, 2009). While in the contrary up front salary encourages employees' physical, mental, moral and emotional well-being, it increases motivation and satisfaction and finally yield to positive result in the organizational productivity.

The relationships between employers and employees are predominantly based on social and economic exchanges (Kehoe & Wright, 2013). Economic exchanges require contractual arrangements, like pay, working hours, and holiday entitlements. These contractual requirements are clearly defined and enforceable through legal sanctions (Gould-Williamsm, 2007). Relationships developed on the basis of economic exchanges are typified by discrete, financially oriented interactions with no clear expectation that performance will go beyond the terms of the agreement (Shore *et al*. 2006). Social exchanges, on the other hand, involve the development of interdependent relationships in which indefinite bidirectional transactions arise. The temporal gap between what is given and what is returned in a successful social exchange relationships are characterized by high degrees of loyalty and trust between donor and recipient (Gould-Williams, 2007).

It is essential and mandatory for employers to initiate a sound mechanism that would assist them in understanding the attitude of employees regarding to their performance. Individual's attitude toward job performance varies based on their personal needs and wants, particularly on the basis of social need and status recognition. Recent trend has shown that workers tend to engage themselves to work more than the traditional way

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in order to achieve their personal targets so as to meet up with minimum standard of leaving that would ensure the attainment of one's to fulfil his personal desire (Lim *et al*., 2012). There is long-term relationship with following variables, the real wages, employment and productivity in which the economist consider the real wages as the most important variable, and there relationship explained the extensive rational behind job performance of staff in the organization (Yusof, 2008). Provision of comfortable working environment to employees resulted to optimal productivity which contributes to the performance in organization.

Coventry and Barker (1988) asserted that staff welfare has been considered as the most important aspect to determine the level of commitment in organizational job performance. Providing an appropriate training, free medical treatment, sport facilities, social club, canteens, supervising staff and works, operating sick club and savings well fare schemes, advices on personal issues and proper arrangement of legal aids, staff pension funds and leave grants, giving loans especially on hardship situations, providing assistance to a transferred staff and above all giving assistance in all area of ramification that would make employees feel comfortable in organization.

Another factor that led to staff apathy and hinders the efficiency of personnel end result performance is delay of paying workers' salaries. It is obvious for all staff to have a specific monitory expenditure and failure to receive salary on promptly discourages their performance which affects the organisation in the long run (Okereke & Daniel, 2010). It is apparently clear that the existence of staff welfare helps and encourages personnel to improve their working environment which in the long run resulted to high quality performance in the organizational productivity. Quality of work life normally

depends on the degree of staff welfare that employer provide to satisfy employees need (Singh, 2009). On the other hand up front salary encourages employees' physical, mental, moral and emotional well-being, it increases motivation and satisfaction and finally yield to positive result in the organizational maximum productivity.

In a similar vein, previous empirical evidence indicated that rewards and incentive are the most critical aspect in employee job performance. Individuals is connected to the level of motivational factors provide and it also serve as catalyse that played a vital role in attracting as well as retaining personnel in the organization. Healthy and secure environment of service grantee a high level of employee's commitment which resulted to job performance in terms of service and productivity of the organization (Vischer, 2007). However, there is relationship between personality and organizational performance; employers need to engage certain categories of people that possess the right calibre in order to march with appropriate positions in the organization hence the achievement of stated goals and objectives in the long run (Lim *et al*., 2012). Previous research revealed that the absence of staff protection against occupation hazard discourage then to be highly committed on duty. Safe and free working conditions induce personnel toward ensuring efficiency which yielded to result of high productivity in organisations (Nwachwukwu, 2007).

## 3.8    Information Communication Technology (ICT)

In the same vein, this research spelt out the various levels of technologies attained by developed countries, in the area of border control. Provision of sophisticated devices that can policing potential travellers prior to their arrival in the border, so also at the point of arrival in the American soil (Salter, 2004) in the work of William, (2006).

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Moreover, in the case of European Union it has gone to the extent of using sophisticated devices, remote control regulate and screening the activities of potential legal and illegal migrants far away from border zones. However, emphasis more was given toward the dimension of border control in western world, as a result of current events associated with the organized crime, human and drugs trafficking, illegal migration, smugglings and other dangerous activities in the border areas (William, 2006).

Similarly, this study examines the role of IT infrastructure capabilities in mediating the effects of IT personnel capabilities on the organizational agility afforded by IT. The findings revealed that the behavioural and technical capabilities of IT personnel have significant effects on infrastructure capabilities that positively affect IT-dependent system, toward information, and strategic agility. The findings also confirm that the positive effect of IT-dependent system agility on IT-dependent information agility. Research has recognized the strategic value of IT personnel knowledge and skills (Bharadwaj, 2000; Melville *et al*., 2004; Ross *et al*., 1996). This study recommend one kind of rationalization, which supported by empirical evidence. It also describes the extent of infrastructure services and the capability to accommodate change in information systems and the information serve as mechanisms responsible for the strategic value of IT personnel capabilities. While other mechanisms certainly exist, this study emphasise on the contribution of infrastructure capabilities in gaining agility from human IT resources.

Broeders (2007) in the work of Dennis B. and Godfried (2007) brings the issue of digitalization of border that the Europeans government is developing a network of

immigration databases for the purpose of documenting history of migration database in order to re-identify the over stayed illegal migrants and aliens in the territories of the member states. This strategy serve as a panacea to the lasting solution in dealings with migration problems at any point of time need arise. Okumu (2015) asserted that most of the challenges faced on African borders could not be disassociated with government high level of negligence on border management personnel from all area of ramification. Factors influencing in efficiency of border management in Africa is lack of political will by government to institute relevant institutions with well-equipped machineries in monitoring their boundaries. Lack of cooperation of relevant stakeholders at different levels local, governmental and regional. More importantly integration among the various agencies of border management.

However, efforts were not been intensifying through incorporation of border communities. Some placements of security personnel have most often been carried out without including local communities' partnership with agents despite their intimate or prior knowledge of topographical border terrain. Above all even at government level, there is usually little or less effort make toward corporation among different agencies such as customs, immigration, border police and intelligence.  Also at the regional level, most governments fail to work closely to enhance border security by sharing of intelligence information, undertaking joint border patrols, etc. It is a major security failure when personnel, such as police, military and intelligence failed to coordinate with each other at the border, while effective border security measures require close join co-operation among all these levels.

In a study conducted by Tropina (2016) described the importance of application of digital technologies that government need to imbibe in managing borders. The emergence of sophisticated technology influenced high level of proximity in the global arena. Digitalization of border is perceived as imperative factor of securing the boundaries, through the application of better communication system. The use of advance technology sometimes encourage relevant stakeholders like commendable citizens and civil society can use the technologies to report, raise awareness, and monitor any form of criminal activities along border area.

There is a broad consensus among researchers and scholarly alike that technological advancement can help in the fight against corruption. It also facilitate efforts to fight illicit financial flows when it comes to good governance, transparency, awareness, empowerment, and crime reporting. However, emphasis was tilted toward government agencies and civil society to play vital role in disseminating information through communications networks to tackle the problems. The issue of infrastructural facilities is the one constrains against border management, the personnel and stakeholders faced with problem of inadequate accessibility of social facilities that would support the inhabitants leaving around the border zone in Nigeria (Adeyinka, 2014).

Globalization change the trend of many countries Nigeria among others to embark on reform of public service strategy that can efficiently improve organizational services and productively. Basically it has been realised the important part of these reform is through the introduction of e-recruitment criteria that can allow applicants to apply jobs using web-based. Even though in Nigerian context public service reforms was started way back, prior to the achievement of independence government which was

attained from Britain former colonial masters and the programme were geared towards improving and transforming the administration structure that can brings efficiency in government business.it is pertinent to understand that public service reforms is indeed really needed to be implemented in Nigeria, for the reason that the country experienced a lot of dictatorial form of government by military rule. The system of rule that did not give ample room for change, which likely cripple the innovation that can eventually bring about economic development in the country (Sunusi & Ahmad, 2012).

Basically the essence of introducing e-recruitment of public organizations centred on provision of competence and qualifies applicants in larger pools of job seekers to be employed in the place at right which eventually result into positive organizational outcome in the service delivery and productively (Kraemer & Zhu, 2005). Selection of few numbers of the competence and qualified candidates to fit into limited existing vacancies in public organization positions is solely lies in human resource management domain. The application of e-recruitment process has positive significance impact to improve the means of recruiting and placement of the right person in the right job at the right time, and in the long run brings about the quality performance of organizational personnel in Nigeria (Sunusi & Ahmad, 2012).

In line with above strategic measures in dealings with border problems, the idea of Rebbeca(2012) and Gardon (2006), were observed that is not enough to handle the situation with regard to Nigerian context, due to so many different factors from the former area of study and later. Broeders and Gardon (2007) to some extent were better up if the border will be digitalized, would solve the Nigeria's problems.

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In another perspective research had shown that for the country to have an adequate strategy to address insecurity challenges, the need to provide modern technological devices in order to be able to gather and share to disseminate information among the various agencies responsible for security services in the country. The personnel like Army, police, State Security Service (SSS), Air Force, Paramilitary, more importantly Nigeria Immigration Service (NIS) for the good coordination to discharge the duties in managing both internal, external security to the nation (Babatunde & Ogedebe, 2012). Communication system to put in place for the surveillance of public places that can monitor any form of organised criminal activities, the use of modern scanners which will detect and prevent the proliferation of light arms especially through the porous borders in Nigeria most be put in place.

According to Fayomi & Oluyemi (2012) national security as contemporary issues the draws the attentions of many nations around world was resulted from the attack of United States on 11 September, 2011. The phenomenon continuously becomes a matter of concern that draws the attention of decision makers in public policy. In the case of Nigeria as a big brother of West African countries continue to face a lot of insecurity challenges, due to massive influx of illegal immigrants into country that is bringing harsh consequences which negate the economic development of Nigeria. Moreover, as a result of porous borders and easy access of proximity most of the towns located in border areas become vulnerable to security challenges and organised criminal activities that lead to wanton of lives and properties in the country.

Subsequent studies tends to give more emphasis on issues of illegal migrants which result to so many form of unwanted activities that led to the state of chaos, but do not

take into consideration of colonial division alone various ethics group live alone the borders zones. In African Sub-Sahara region colonialism is contributed greatly to the issue of migration, the continent was scramble by colonialist in an attempt to have sphere of domination as such many ethics groups were divided and merged to other ethics groups that do not go alone. Therefore, the countries confronted with numbers of problems due to irregular division alone different ethics groups and the separation did not restrict them to cross the artificial borders alone the region.

## 3.9    National Security

National security is described as an ability of a nation state to preserve the physical integrity of territory and its economic relationship coexistence to be maintaining globally. In the same vein, the inability of a country to secure and preserve it physical territory may result to insecurity.

Alex (2005) Posits the issue of insecurity in Nigeria can never be divorce with current situation of African regions particularly West Africa. Although the researcher prove the kind of important role West African States played in an efforts to curtail the menace of massive flows of light arms within the regions. Yet the regions find it difficult to do away with the challenges associated with the insecurity and proliferation of light arms into sub-Sahara Africa.  West African states committed to various initiations hoping to deals with the contemporary insecurity challenges cannot be over emphasised, looking at the unit of border patrol identified as incapacitate and under resourced in terms of facilities like patrol vehicles, border video surveillance, radar sensors, close circuit television (CCTV), border scanners as well as other important communication gadgets lacking in border management.

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Many policies and programmes initiated aims at enhancing insecurity of the regions was felt ineffective, i.e. programme for coordination and assistance on security development (PCASED) signed in March 1999. Also programme of National Commission (Nat-Coms). Even though the initiation yield a certain positive result, by destroying illegal weapons dangerous drugs in ECOWAS countries.

The study outlines issues that has devastating effect courses by organised criminal activities in West Africa regions, mostly occurred using certain individuals in their trading network as suppliers, for example Air Transportation Agent, the company based in Europe and used Cargos planes for goods to be delivered in Africa. Hence, seize the opportunity to supply more small and light arms to deliver into West African regions.

Akinyeni (2013) posits the globalization as phenomenon in the contemporary world contributed to large extent in promoting insecurity situation in most of the countries today. Countries are becoming borderless territorial entity in another word the world has turned in to what is as known as global village. Globalization grantee free movement of goods and services across borders to a large extent, on the other hand the phenomenon is encouraging movement of criminal across borders unhindered, hence resulted to unwanted activities like illegal entry, proliferation of small arms and light weapons, smuggling activities, drugs and human trafficking and above all terrorism act. Nigerian as a nation is inclusive as the country battling with increasing number of transnational crime keep witnessing on daily basis, hence this brings about serious need of adequate security personnel in managing borders. It is affirmed that in any country whether developed or developing security play vital role as far as economic

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development is concern. Once a country borders are not secure both social and economic development in that country will face greater challenge. In the final analysis the researcher was able to figure out several challenges Nigeria faced in preventing national borders.

Bodunde *et al.,* (2014) point out certain factors hindering the general performance of the security personnel in Nigerian context. Emphasis was given to the issue of inter-agencies rivalry confronted in between the Nigerian security agents, which many attitudes led to serious clashes among the agents especially those works in a particular location. It is expected of them to collaborate and work as a team in harmonious relation with sharing intelligence strategy in line with the institutional discipline. Working together as a join task/team effort with high sense of harmony resulted to ascertained higher level of job performance. It is in line with this therefore, is suggested that the federal government should embark on massive recruitment of more eligible men and women into existing security, in order to match with the growing number of population as well as the vast land marks the country occupied. The study further explained the need for overhauling of funding security agencies and provision of modern equipment. Issue of better remunerations of officers were also in a great important, while good political leadership, good governance and accountability is another area of concern that require an important attention to be given. Moreover, the study recommended on the issue of corruption in which huge amount of fund is allocating to security vote and it should be properly and judiciously be spend. Above all the issue of training and re-training security personnel in line with modern sophisticated technology to coup with current trend of globalization is needed.

Similarly, in another study it has been argued that security challenges in Nigeria have turned to a kind of formidable challenge to government and general society. Considering the growing challenges of dissatisfactions discomfort and distress across the nations the issue is related to unabarting official corruption, coupled with high level of youth unemployment rate which have the consequences of massive decay of infrastructural facilities due to excessive loads that had become the leitmotif to Nigerian both economic and social relations. The recommendation emphasise on the need for the country to revive and reinforce the moral values and virtue ethics in Nigeria. Re-branding the attitude of the general society through the application good governance, that can bring about sound and moral value of leadership who can shun away corruption especially in the public organizations. Furthermore, democratic system should be sensitize, representatives to deliver their promises in relation to societal needs (Comfort, David & Moses, 2013).

Achumba, *et al.,* (2013) posit that in dealing with current Nigerian insecurity, it is pertinent understand the remote courses/factors of the security challenges. Some of the most important factors highlighted was lack of institutional capability in government failure, lack of good governance and democratic accountability is seen as the foundation of institutional deterioration in Nigeria. It has been observed that the presence state of insecurity in Nigeria is associated greatly with the failure of government to function as institutional framework of the state with responsibility of controlling other institutions (Igbozor, 2011). Failure of government to provide basic necessities to ordinary poor citizens created a large pool of frustration among the general public in Nigeria. It is obvious Nigeria as a nation is enrich with different type of mineral resources enough to cater and provide beyond the basic necessities needs

of the masses, yet corruption in public sector at all level of government office holders, make it difficult to use the resources legitimate and judiciously in provision of basic needs of people.

According to Hazen and Horner (2007) described that Nigerian situation as "paradox of plenty" a conditions of huge income earning that resulted to decaying of institutions and paralyzing the existing infrastructure and negate the economic growth. It is also seen as a condition that guarantee the high level of crime rate, that raise the insecurity of live and properties in the country. Therefore, the study recommendation on how to overcome the current security challenges in Nigeria, emphasise the role of government as the most essential in equipping the security agents with intelligence gathering and surveillance tools to reasonably predict potential criminal activities. Furthermore, there is need for involvement of civic society as relevant stakeholders in security management, through rising awareness to awaken societies to fight against insecurity across the nation.

Porous borders are one the major contribution to national insecurity in Nigeria and region as whole, this promotes increases of large number of illegal activities in the region. Poorly patterned of borders, since the creation of borders was done artificially by the colonial masters in order suit their economic interest, therefore cultural differences of inhabitant was not taking into cognisant residing in a particular environment. Another important aspect is inadequate manpower and logistic support; it is difficult for the security operative to effectively manage national borders due to some problems inadequate personnel and logistic support border operation.

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Institutional framework such as ECOWAS protocol on freedom of movement of goods and services across the region established by ECOWAS member states in 1979, people hide under this umbrella and engage in various organised criminal activities.as well as several internal policies governing most of the organizations.

In the same vein, land transportation drivers sometimes serve as agents, used lorry's to smuggled weapons from Ghana to Nigeria, while Custom official responsible to check the goods were bribed to turn the blind eye, so as to allow them access into Nigeria (Alex, 2005). Therefore, the author recommendation was to urge nations within the regions to embrace the culture of compliance to UN sanctions. As well as financial and technical assistance to regions on how to trace and control illegal manufacturers, on such light arms, as the panacea to the problems of insecurity in the regions Nigeria in particular.

The most important mechanism serving as a parameter for any society to prosper and attain higher level of advancement depend on the extent of security of lives and properties of people living in the nation. An environment with conducive atmosphere shaping the intellectual ability and encourage great minds in building the nation. In the Nigerian context a lot of question has raised as whether the agencies responsible to manage borders and their approaches in handling internal security can yield to positive result. Is the agencies are adequately enough with infrastructural fertilities like information communication technologies were properly install to enable them gather, share and disseminate information. The provision of adequate equipment such as radar, inferred, scanning machines, detective sensors that can enable border personnel to

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enhance their duties properly for the surveillance of illegal entry, more especially from borders zones (Ogedebe & Babatunde, 2012).

Idowu & Chubado (2012) conducted a study in Adamawa State Nigeria, focussing their perspective mostly on map or boundary demarcation as the solution to the border insecurity challenges in Nigeria. The research highlight the implication of using traditional method for boundary resolution, as against the modern techniques, do affect the professional experts in surveying geo-information's to discharge their work accordingly, in solving dispute related to border area.

## 3.10    Border Personnel

The current increasing rate of transnational border travelling, mount constant pressure on border management personnel. Large number of international movement is rising higher on daily basis. The phenomenon constraints the border management system, on the effort made by border personnel in regulating illegal movements. Similarly, the substantial amounts of undocumented immigrant tend to increases simultaneously, which result to incapacitation of border agent to manage effectively. Therefore, more effort needs to focus on border management system, government need to improve the system through collaborative efforts between the countries to facilitate massive cross border movement (Papademetriou, & Collett, 2011).

In another study conducted with the aims to curtail US-Mexico border menace regarding to illegal immigrant crossing the border on daily basis that is moving higher. United States had instantly focused the attention to increase the allocation to the agencies tight with responsibility of border regulation i.e. in 1987 more attention was

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given to Immigration Reform and Control Act (IRCA). Subsequently, in 1995 Operation Hold the line and Gateway. These units were requested to double their work force personnel in the operation of border management regulation. The issue of increase of infrastructural facilities were also recommended to be supply, example motion sensors, Cameras, stadium light covering long distance, Walls and Fences to protect the US-Mexico border (Reberto, 2003).

Basically the major responsibilities of immigration service are to monitor and regulate the illegal and other contraband activities, more specifically in the border or point of entries. recently the activities of immigration enforcement has been widening, the central government continued to invest and put more effort in United States of America borders and applied the necessary measures to control the points of entries (Kalhan, 2014). Among the programme coordinated border patrol were quasi militarized fortification of the U.S.-Mexico land border, large number of security agents running to few thousands were engaged early 1990s, and due to the extensive need and demand of the jobs the number has been increased to almost doubled Since 2004 and over 21,000 agents were posted to south western border of America. Furthermore, due to the congressional mandates it has also resulted to construct over 650 miles fence as well as other physical barriers along the border zones. Presently immigration reform initiation would forge ahead dramatically further, to the extent of fencing physical barriers and more importantly making the number of its personnel managing borders to double itself.

On the other side controlling the United States of America and Canada border before 2001 it was very limited, but due to security-driven anxieties that prompted the

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dimensional movement from its usual means of regulation as to what is Peter Andreas consider as the Mexiconization of U.S-Canada borders. The border patrol agents of that region were suddenly increased from few hundreds in 1990s to almost 2,200 presently. By 2001 United States, Canada and Mexico initiated a coordinated system of border enforcement teams solely with responsibility of investigating illegal movement and any other kind of organised criminal activities along the border areas (Kalhan, 2014).

Similarly, government realization of extreme level of contraband activities and proliferation of arms through organised criminal means on the border zones make it to initiate certain measures to be taken using the application of modern machineries deployed to key areas as the main points of entries. Various kinds of sophisticated new surveillance techniques and tracking systems has been incorporate and put in place at every stage of the migration process. Kalhan (2014) posits that adoption of new application techniques and implementation of these techniques resulted to a period that is terms as the rise of immigration surveillance state. Data of immigration were collected and analyse in accordance with the stated rule of the organization. Information of population crossing U.S.-Canada border were kept in database of the organization. The programme gave an ample opportunity to border management personnel to identify potential threats that may likely occur in the near future.

It also enable border agents for data collection, storage, aggregation, processing and disseminating details information that can facilitate their operation of immigration control activities. the system come out with recommendation of a comprehensive method of screening information of potential border crosser in order to identify

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individuals that can course threat into United States of America. The resultant effect of September, 11 alerted the U.S. government to take an extensive effort toward monitoring and controlling the traveller's mobility for both U.S. citizens and non-citizens movement especially on the border zones. Government developed so much concern and invested heavily on border in order to upgrade the systems that can handle proper data collection, analyse, storage as well as easy dissemination of information about individual's mobility travelling internationally and domestically for both U.S. citizens and non-citizens. Tracking system with capacity to cover wider areas undertaken day-to-day activities using GPS system, automobile license plate reader even mobile phone location data and host of other mechanisms that can enhance effective operation in border patrol (Kalhan, 2014).

In another study conducted in Ghana highlighted the major important institutions that are directly involved in border management and authorised to use force with jurisdiction and power to arrest, detain as well as prosecution of transnational border criminals. Police Service, Custom Service and Immigration Service among others were the institutions work in mutual relationship with Ministry of Foreign Affairs for the attainment of effective border security in the country (Sosuh, 2011). In an effort to curtail insecurity confronting borders government in collaboration with various agencies involve in border management and sophisticated tools were provided in order to address the enormous challenges confronting border security. Moreover, treaties were also signed by Ghana both at regional and international level to fight organised transnational crimes. There are certain numbers of problems inherent to which is institutions militating against their performance in controlling threats to ensure security in the border zones. Most of the problems are long standing once that touches

all most area of ramification which encompasses all stakeholders in the business of border management. In the side of government as the most important actors lack political will and commitment to have a real alternative that can serve as a panacea to mitigate the threats against borders in the country (Sosuh, 2011).

The attitude of government in policies implementation-lack is too wide which negate and resulted to devastating effect in area of border management. In the same vein the issue of communication gap between personnel in ports of entries affect the smooth operation in Ghana, the fact that most of the countries surrounded speaks French, which is very difficult for the border officials to understand the language of communication, therefore the agent can be easily manipulated due to language barriers as the migrant and travellers use to deceived them. The issues of remuneration and incentive that can energised the agents to boost their moral in discharging tasks assign to them is seriously lacking, this also affect their performance to a large extent and at times make  many of them unprofessional and engage in the act of bribery and corruption. Finally, there is need to tackle the problem of collaboration and cooperation that so exist among the border agencies with neighbouring counterpart in discharging their tasks.

One of the major factor affecting the performance of border agents that do not taking into cognisance to various scholars in the field of border management is the cultural affiliation among African societies in general. Prior to European conference that result to culmination of African hinterland the society have engaged in migration movement from one place to another different part of the continent. Migration in search of better environment suitable to leave, therefore different tribe spread within the continent as

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such there are similarities in culture, which was really affected by colonialist portioning the land in search of area of domination.

### 3.11 Recruitment

Recruitment is described as a series of activities carried out legally by organization to obtain sufficient number of qualified workers at the right time to put in the right place (Nickles *et al*., 1999). Recruitment is the activity of human resource management, where as it main function is to critically identify an attractive potential applicant into existing vacant post of organization. While it is often clear that poor recruitment decision have a devastating effect to organizational performance and limit the desire goal to be achieved in the long run. Hence, the prerequisite for high quality of good and services begins from recruitment strategy (Randall, 2004).

Peretomode (2001); Nickles (1999); & Randall (2004) look at the concept from the same point of view, that emphasise was given to identification of qualified candidate. As against the organization, cost and time savings point of view. On the other hand recruitment is perceived as the practice and activities conducted by organization human resource management with the primary aims of selecting prospective employees (Breaugh & Strarke, (2000) in the work of Parry & Wilson (2009). Similarly, Jusola (2010) the main purpose of recruitment by organizations is to fill in vacancies and proper staffing maintenance to tally with the organizational need. Globalization paradigm shifted the human resource management nature of organizational employment. There are involvement of several steps and stakeholders in organizational hiring process, which paved way to external participants such as recruiting firms or consultants as well as agencies (Compto *et al*, 2009; Jusala, 2010).

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In the work of Hadal (2010) attention was focused to the staffing and training of border patrol agents. It was revealed that in an effort to mitigate the threats confronting United States borders the manpower to manage various points of entries has been tremendously increased. Making borders to have very large and sufficient numbers of patrol agents capable to enhance the tasks assign to them. Rapid increased of number of border patrol agents necessitate the US authority to design a sound strategy method of training newly employed personnel in order to equip them with basic and proper training requirement for the attainment of border management objectives. The provision of staff training and other processes to integrate and support the agents with both physical and moral orientation toward effectiveness in the workforce, for the attainment of higher level of performance in discharging their duties is required (Hadal, 2010).

According to Jusala (2010) recruitment process began with the blue print statement of the organizational objectives. It is the organizational responsibility to spelt out clearly the function, goals, and strategic policies, especially with the technological advancement and recent direction of good and services. These justified the organizational need and desire to employ the competence and qualified potential applicants (Compton *et al*, 2009).

The followings are three theories identified in explaining factors recruitment:-

1) The objective factor theory

2) Critical content theory

3) Subjective factor theory

The objective factor theory perceive organizational method of choice as weighing and evaluating certain measures like pay, benefit, location, opportunity for advancement for the kind of work to perform as well as educational opportunities.

The critical content theory this explained in ability to make reasonable differentiation of organizations offers in terms of objectives or subjective factors.

Subjective factor theory on the other hand capitalized based on personality and emotional feelings of employees.

In the same vein, two theories of recruitment is also identified as prospecting and mating theories (Obisi, 1978). While prospecting the explained how applicants behave, that is moving from one organization to other searching for job. In the contrary mating theory point of view, it is the organization look around in search of qualified candidate to apply (Ahmad, 2012).

It is against this background therefore, the study revealed that recruitment process exercise most eminent somewhere in order to avails the organizational objective to be achieve. According to Daft (2000) recruitment process follows a sequence of activities, which recommend the initial stage as predicting need of potential employee based on the existing vacant post in the organization. Certain mechanism was set as indicators notifying or advertising to prospective applicants vacancies, that exist in a particular organization. Follow by selecting the most promising person who's identified as qualified to contribute immensely to organizational objectives, finally, potential employee would be welcome into the organization. Thought a survey carried out which

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had shown that employees tend to compare their pay of existing employer to the prospective organization and choose the best to attained (Capelli, 2001).

Similarly in the work of Ahmad, (2012) five framework of recruitment process in organization was identified. The emphasis here is recruitment process should constitute professional panel competence enough to select the most qualified and suitable candidate. The above Previous studies tend to look at the phenomenon of recruitment process from a similar point of view. However, the impact of globalization shifted the paradigm form the traditional method of recruitment and transformed into a new method of electronic recruitment, in order to blend with the contemporary global trend (Thomas & Ray, 2000). Computers were incorporated to organizational operating system. The introduction of web-based as the most convenient medium of recruitment had a numbers of advantages, both to job seekers (applicants) and employers (Greengard, 1996).

In another studies it has been posited that the phenomenon in a closely related perception of organizational opportunities in sourcing qualified job seekers (Randal 2004; Peretomode 2001; Nikles *et al*., (1999). Where the emphasis was lies on the capability of organizational human resource department to source the best applicants that are suitable and qualified to the organization. While in the contrast emphasis was given, to technicality or process to adopt by organization as enabling factor to graft large pool of potential applicants (Ahmad, 2012; Jubala, 2010; Daft, 2000). However, in this research the impact of location and operative system play an important role for attraction of potential applicants. Secure location serve as a determinant factor attracting job seekers.

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Electronic recruitment system was championed in 1980s as a form of independent job sites known as Bulletin Board System. Although the system initially practice in U.S. military organization and universities was able to have internet facilities. The first quarter of 1990s paved way to new paradigm of world business landscape, United States came up with Moster.com along with about twenty clients as well as two hundred job openings (Rao & RAO, 2001). This therefore, resulted to the emergence of e-recruitment method as time and cost effective mechanism and today became the leading strategy of recruitment all over the globe.

E-recruitment is interchangeably use as the practice of recruitment by means cyber space. Online recruiting is a component in human resource that today serves as the most recent organizational means of search for potential staff (Pfieffelmann, Stephen, Wagner & Libkuman, 2010). According to Smith (1999) the concept e-recruitment had positive impact to both employees and employers. Despite the fact that certain amount of huge money could be spend in designing a simple web-based, which consider expensive by small companies, but compare to the benefit drive from it, is cost effective than the uses of newspapers. Another study conducted in U.K. on decision to recruit online. The author discovered internet agencies provide company with substantial amount of better applicants that traditional method of recruitment (Galanaki, 2006).

Therefore, electronic web-site recruitment has significant impact on the global scale, where by it increases financial saving up to 90% compare to traditional method of recruitment (Lievens & Harris, 2003;Freeman, 2002; Cappelli, 2001; Cober, Brawn, Blumental, Doverspiker, & Levy, 2000; Hella & Mol, 2009). The practice of e-

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recruitment is friendliness there by helping job seekers easiest way of transmitting their information into various organizational portals anywhere within stipulated time all over the globe. United states of America had shown information presenting about 90% of large organizations use web-based as their medium for recruitment (pfieffelmann, *et al*, 2010; Cober *et al*,. 2000;). However, the use of internet web site has increasingly moving higher level in U.K. Most of the organizations used online application process as a medium of recruitment, (report CIDP, 2006; Emma, & Tyson, 2008). Therefore, using online recruitment had grown-up speedily and appreciated by both job seekers and recruiters in Europe, Asia, Africa and Nigeria. Furthermore, it has been noted that success and failure of organization mostly depend on the calibre of labour force personnel employed.

Peretomode (2001) asserted that presence of effective and competence employees come as a result of well- coordinated and articulated manner carried out in recruitment exercise. In line with the above discussion, therefore, it is clearly understood that the recruitment is a series of activities carried out by the organization in order to obtain the right and sufficient number of labour force put in the right place at the right time (Nickles *et al* 1999). The impact of globalization on today's tight and competitive labour market is indicated that the available vacancies most be fill with qualified candidates as a major roles played by human resource managers. In the same vein, organizations realised that proper management of men, money, method, machinery, resulted to higher degree of productivity when suitable qualified people are recruited. Similarly a study conducted by Matthews (2006) in United States internal revenue services on the recruitment of law students came up with evidence that e-recruitment enable organizations to fill jobs vacancies more easier with more qualified individuals

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than any other form of recruitment process. Furthermore, the above studies overlook the importance of web-based design; e-recruitment can best be attained in organizations where the website is well designed for the prospective applicants to have easy accessibility in log in their information.

O'Reilly *et al*. (1999) the concept of P-O fit is view as a cultural fit based upon individual and organizational values. In this case, aspects of the employee and aspects of the organizational situation are measured. In view of this therefore, the issue of values compatibility between individual and that of other employees and between individual and the organization is the subject matter. Furthermore, P-O fit has been conceptualized as a general match in personality between the individual and the organization (Cable & Judge, 1996). In addition Chan (1996) also ascertained that P-O fit is a compatibility of features between individual and the organization. Individual attributes include beliefs, values, interests, and dispositional traits for the individual. Organizational attributes include values, norms, culture, and the overall organizational climate. In wider perspectives P-O fit was viewed as compatibility of individual worker and that of organization requirement.

Online recruiting on the other hand is also referred to as "web-based recruiting using internet by applicants to search and apply to the existing vacant post organizations (Wolfswinkel *et al*., 2010). The process involve certain scope which range from attracting and identifying potentially talented individuals to selecting and retaining candidates who can positively contribute toward organizational goals attainment (Lang *et al*., 2011).Online personnel marketing procedures comprise promotion of vacancies through online with organization job portals or on the organization's website.

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Wolfswinkel *et al*., (2010) recommend that online recruiting is more than a change of the communication medium and may require changes in the recruiting process which brings about significance transformation in the organization as a whole. However, the traditional method of employing workers is gradually transforming into a more modern method of recruitment. The resulting effect of global competitiveness coupled with attainment of more modern sophisticated mechanism indicated that the growth and survival of organizations tent to be increasingly very hard. The organizations that adhere to rigid structure most change to be flexible in order to coup with modern global trend (Thomas & Ray, 2000).

According to Galanaki (2002) asserted that the success of any public organization lies largely to the kind of recruitment method adopted in selecting the best among the large pool of teeming number of potential job seekers. Therefore, it indicated that traditional means of employment is no longer relevant in globalised world of information technology. As such internet has taken as the most important means of recruitment and a last resort to both applicants and the employers as well (Greengard, 1996).

Many organizations are found to be encourage to have adopt the system with a very high expectations of online recruiting that on the long run serve as a  driving factor that increased their service and productively. According to Lang *et al*. (2011); Suvankulov *et al*., (2012) it is understood that the consequences of the introduction of web-based system of recruitment of employees include the rationality of reducing costs for the organization in selecting the most talented personnel out of large pools of potential job seekers. The web- based recruiting reduce the cost of about 90% or even more, an increased number of comfortable and suitable applicants as against

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unsuitable applicants, which also limit the level of the organization commitment toward implement  excessive filtering procedures in selecting the best candidate as well as time savings for organizations in attracting large number of job seekers or applicants. Lang *et al.,* (2011) also ascertained that organizations that used e-recruiting method had a large chance of improving service and productively that eventually resulted to economic growth.

Chapman and Webster (2003) as cited in Lang *et al.,* (2011) on the other hand it is found that IT-based personnel selection was perceived by applicants as being less fair than other procedures. Some of the identify challenges of web-based recruitment comprise the exclusion of potential applicants who do not have experience or knowledge to use the internet technology to access organizational web-site and much more importantly the confidentiality or security of applicants' data (Lang *et al.*, 2011; Suvankulov *et al.*, 2012).

It is also found that web-based recruitment is at times associated with challenges as regards to decision of applicant on job portal to be use especially that have difficulties proximity of organizations web site. They also mention that the implementation of a web- based or online recruiting tools requires the organization to invest huge capital and more effort on the course of operating the system. It has been observed that the web-based recruiting methods mostly lead to more applications from unqualified candidates who require more effort to be devoted by organization in selecting talented applicants (Lang *et al.,* 2011).

Usually potential applicants engage in making certain decisions about joining a particular organization, the net benefit and satisfactions which induce an applicant apply with mind-set of contributing his efforts to an organization mostly resulted from the positive advantages as against the disadvantages which may involve in the organization (Barnard, 1938). Some of the motives were the material inducements such as money, satisfying of personal ideals and feelings of personal comfort which encourage as well as attracted the job seeker to apply for a vacant post. Therefore, the strength of the organization is dependent solely on its ability to create this motivational benefit and incentives for its contributors.

Herzberg (1987) indicated that there were two kinds of inducements which is motivational factors and hygiene factors. They specified that hygiene factors needed to be satisfied in order for individuals to not be discouraged from work while motivational factors encourage employees to perform better.

Hygiene factors include satisfactory organizational policy that may likely feel comfortable of employees, supervision, work conditions, relationships allowances and salary, while achievements, recognition and responsibility are examples for motivators that made the employees to feel belongings on the organization (Herzberg, 1987). Sekiguchi (2007) asserted that employment can also be seen as a psychological contract between the employer and the employee and the contract can either be limited to the exchange of work for inducements or a long-term commitment that enable the two parties on contract both to benefit from the deal (Sekiguchi, 2007).

There are many reasons that make individuals decide which job to accept. The organizational image is one of the most important factor in determining individuals acceptance or otherwise to organization i.e. loose and unstructured feelings towards an organization influences early in the process whether individuals feel attracted to an organization (Barber, 1998). Individuals feel attracted to organizations whose image is more comfortable with their own passion and similar to their self-image. According to Schein (2010) posit that potential applicants try to interpret culture from the outside in order to make a decision whether to join an organization. They said that applicants can do this through visits, asking insiders, identifying appealing values, looking for inconsistencies and finally comparing this to the actually observed behaviour of the organization in general.

Trait affectivity had been described as feelings, belief, perception or stimuli that influence individual to behave or act in a particular direction. According to Waston, Clark & Tellegen (1988) the word correspond certain measures of emotions predispositions to experience that influence individual to exhibit positive or negative emotions and moods, persistently across situations. Trait feelings are perceived in two dimensions positive affectivity (PA) and negative affectivity (NA) (Rossell & Feldman& Brarrett, 1999). Positive affectivity (PA) is related to high emotional feelings like joy and excitement, while high negative affectivity (NA) is associated with feelings of fear, anxiety and distress.

According to Carly, Bruck & Allen (2002) in an attempt to examine the role of trait affectivity in relation to five factors model (FFM). The concept has been emphasised on both positive and negative affectivity organizational personality trait. The construct

are Neuroticism, Extraversion, Openness to experience, Agreeableness and Conscientiousness.

Conscientiousness this construct perceived here as an individual who possesses high level of it should be organised and reliable to organization. While individual with low level of conscientiousness is aimless and unreliable.

Neuroticism this is also another construct that assesses the emotional instability i.e individual with high neuroticism possesses instability and worrying. In the contrast individual with low level of neuroticism will exhibit characteristic of calmness and very good to handle stressful situation in organization.

Agreeableness this factor is characterised as high in human relationship attribute and individual that possesses this attribute tend to be more helpful and cooperative. On the other hand individual with low level of agreeableness is seen as too sceptical toward other intentions.

Extraversion this construct signify the tendency of individual with high level of it to be extrovert whose are cheerful and energetic to organizational task. While person with low level of extraversion is seen as introvert who is described as quiet, independent and too reserved.

Openness to experience this is also characterised as individual with high level of curiosity that widen his horizon. In the contrast person with low level openness is sees as muted in terms of emotional reactions.

The current competitive war of talents among recruiters is becoming increasingly more in the contemporary global arena. The organizational successes mostly depend or achieve through the attainment of employees which are highly valuables catalyst in organizations. A study ascertained that Web is the most popular means of recruiting staff to various post across both private and public sectors (Chapman & Webster, 2003). Information is one of the vital factors for website attractiveness, especially information regarding to salaries, education opportunities, allowances, policy culture of the organization etc. there are two types of information that generally exists in organizations. The Information about the advertisement of the job and the information about the organization itself have direct influence to the potential applicants on their decision-making process toward organization (Allan, Otondo & Matho, 2007).

Another important factor that affect potential applicants is delays in accessing application process, this extensively discourage and cause job seekers to loss interest concerning a particular job, especially the applicants with little computer knowledge. Speed and navigation usually influence the perception of jobs seekers positively (Matthias & Justus, 2010). According to Palmer (2002) quick response and easy navigating of the organization website is paramount important to the applicants. Therefore, any organization to easily attract large pools of applicants the aforementioned factors need to be taken into consideration.

Digitalization has changed the procedure of traditional ways of recruitment; it has been supplemented with uses of web. The initial stage of staffing process to the employment of competence and qualified applicants is very important to the organizational success (Ployhart, 2006). Current trend of technological advancement played vital role on the

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process of recruitment which increases the number of organizations engages into uses of web-based in recruitment of personnel's.

The rise of recruitment using web-based by the organizations has been evident in the recent decade, a research survey shown that about 90% of the organizations are currently conducting the recruitment through their official web pages (Cappelli, 2001). Both public and private organizations nowadays use their websites to employed staff better than any other human resource management activity (Elliot & Tevavichulada, 1999).

In another study conducted by Sangmook (2012) ascertained that Public Service Motivation (PSM) serve as a driven force to encourage personnel's to the job satisfaction that will satisfy the general public interest. Public servant the acquired considerable levels of public service motivation is normally more satisfied and performs better to the society as against public servant with lower levels of public service motivation (Naff & Crum, 1999). Employees of public service are relatively more satisfied in government work which provides enough chances to serve the interest of general public. As such there is high level of expectation that the public service motivation would be directly positive related to job satisfaction in the organizations.

Person-Organization Fit theory postulated that in many instances the characteristics of organizations which have the potentials to be similar to that of characteristics of individual's attitudes as well as behaviours, which have the direct influence to a certain degree of marching or fit between organizations and individuals (Sangmook, 2012).

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Several researchers and scholarly alike have synonymously come to agree the concept of P-O fit is the compatibility of organizational policies and culture to that of individuals attitudes. The two construct shared similar fundamental principles (Kristo, 1996). The above definition focuses the attention of the compatibility of person with the whole organization not just a particular job in the organization. In essence P-O Fit harmonized the relationship between individuals and organizations to the extent of contributing toward the fulfilment of organizational objectives and that of individual's needs. (Sangmook, 2012).

Similarly, in the work of Filiph, Christoph & Coestsier (2001) posit that due to the current quantitative and qualitative shortages in labour markets resulted to increase in organizational attractiveness. Vroom's expectancy theory emphasised on the relationship between the attractiveness of the organization and perceived instrumentality of that organization in the attainment of target goals and stated objectives i. e higher salaries, educational advancement and so on. The concept of attractiveness resulted to both individuals and organizations sort in making decision about one another. In one side the recruitment and selection procedures enable the organizations to have ample opportunities to attract large pools of applicants and make the best choice of individuals who are compatibly good enough to suit in the organizational objectives. While on the other side pass experiences help an individual to make wise choice among the various organizations. According to Edward and Cooper (1990) they put arguments forward to the assumption of testing whether individuals are attracted to organization that fit their own kind of personality. Basically, individuals used to be attracted with organizations that are cultures and

policies eventually tally with their own personal norms and values (Burke & Descza, 1983).

Many organizations developed a specific strategy of attracting attention of target individuals in recruiting new applicants. Although it was proved that attracting attention of people can be very difficult, due to the fact that many at times it used to be hard to know how to reach some of the most appropriate target applicants (Breaugh, 2009). In the same vein, other organizations adhere to the policies which displays some sensitive key variable that attract the prospective applicants to the organization, i.e. advancement opportunity, compensation, benefit and geographical location of organization among others, this has direct effect to prospective applicants attractiveness. Furthermore, the issue related to the applicant's decision making process during recruitment is also very vital. Prospective job seeker engages in actively making so many decisions as regards to whether to apply for the available vacant post. (Breaugh, 2009).

### 3.12    Institutional Theories

Alexander (2005) asserted that in analysing the key actors on the institutional design emphasis was given to the law making bodies as an elected segment. Considering the mandate and responsibility given to them as law making body, as well as highly placed political appointees are among the leading key players. Administrators and experts in respective areas are also substantial actors. The involvement of planners that are active in relevant areas with good background in their field of specialization as well as consultant and practitioners such as lawyers, and economist also play a vital role as advisors.

Similarly, the study reveals three other general aspect of knowledge which encourages the institutional design. At the top most level is governance which is regarded as the most important relevant aspect, follow by coordination which is valid at Meso-level and lastly agency that mainly applicable and useful in micro-level. Governance here is used interchangeably with government (state) along with all sectors and key players (actors) participant in the act of regulation, coordination and controlling (Pierre, 1999). Coordination is the next important part which involves networking complex organisations to micro-level of simple organizations (Alexnder, 2005) while agency serve as the lower level of institutional design. Agency theory concern with roles of individual as a unit of analysis with the aims of minimising agency costs to ensure maximum organisational productivity to be ascertained (Alexander, 2005).

According to Sukharev (2005) institutional development is the core determinant feature of state to the economic growth that provides a long-term economic benefit in the country to a wider perspective. It is paramount important to note the situation were by institution lose their quality consciously or otherwise when it lacked proper coordination, failure to take this phenomenon in to account may lead to institutional backwardness in the long run and resulted to economic deterioration of the country at large. Failure in provision of infrastructural facilities from all areas of it ramification affect operational system of institutions, consequently affect the general performance of the economic growth in the long run.

The interdependences relationship of institutions as a parameter in bringing positive changes which is characterised as the most important aspect responsible for the economic growth of the nation need to be given consideration. Since there is no

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individual institution along to sufficiently survive in isolation, rather there must be interconnected with other institutions as supportive agent. In view of the above points therefore it is apparently clear for any institution to be able to yield into favourable result in the long run most cooperate to others, as such there is need to establish strong and mutual relationship with other institutions for the attainment of economic growth. Institutions are created by people with the intention to ease and simplify interactions and perform the functions as an agent of economic progress, that provide the state to attain higher level of development (Sukharev, 2005). The failure of institutions has devastating effect to the economic development of the nation.

Institutions are the creation of men with purpose and intention to realise a better conditions in the feature. They are designed to have control and influences upon individual's behaviours as constraints which modify human interactions in return to achieve more than what they lose (Thoenig, 2007). The development of public institutions and their survival solely depend on how best the members exchange their interactions favourably. Similarly, Thoening (2007) highlight one of the most important aspect as the main parameter in understanding the way institution and institutionalization process operate, as collective public action. Public cooperation and complex system of organised action considered as a key concept in institutional achievement which brings public interaction at meso-level of affairs. Therefore, the role public organizations in an organised manner serve as an intermediary in the institutionalization, which cannot be overemphasized due to the increasing nature and complexity of modern institutions in the contemporary world.

Institutional theory virtually become a dominate theory in dealings with institutions in contemporary global arena, it captured the interest of intellectuals academician in the fields of social sciences with more efforts to determine the system from lower level of interpersonal interactions to the macro global framework. The involvement of institutional scholars by deploying more attention in many other disciplines offered important opportunities for the exchange of ideas that result into economic growth (Scott, 1987). Recent institutional studies conducted by management scholars, in order to improve the organizational standard on macro organisational level, forms and processes of the economic development to be ascertained, as posited that the idea of institutional theory was developed to a stage of promising level of affairs. Institutionalization process is perceived as instruments subject to conscious design in anticipating viable returns (Scoot, 1987).

Mc Millan (2011) in his work summarised the role of institutions in economic development which emphasis was the provision of sound institutional framework to socio-economic and political environment of the country, as an enabling factors that enhance economic growth and development. The provision of conducive atmosphere environment of economic, and socio- political setting serve as the important avenue that can brings about economic flourish and prosper to the country. Institutions play a very fundamental role in the societies to the extent that it is regarded as underlying determinant factor for the long-run performance of economy. Usually under developed countries are poor partly because of the institutional constraints which discouraged socio-political and economic system unfavourable to channel economic prospect. Despite the fact that there are no single set of institution which will suit all the countries, but a consensus among economist analyst agreed on certain number of

market supporting institutions that are necessary for the conditions of rapid economic progress to evident (Macmillan, 2011).

The followings are some of the prerequisites factors to institutional structure for the economic development:

Property rights and legally binding contracts, these are the important aspect that encourage agents to have inceptive for investment and innovation; because they need to have a higher level of control over the return on the assets accumulate.

Regulatory institutions, another important aspect for markets to function properly, there is need for sound regulatory institutional framework so as to avoid consequences of risky conditions like financial crises. Most successful economies in advanced world have array of regulatory institutions that control labour market, product market and financial markets as well. Therefore, to avoid the market failures in developing countries there is need for more attention to be given regulatory institutions, because it is more pervasive in them than in developed countries.
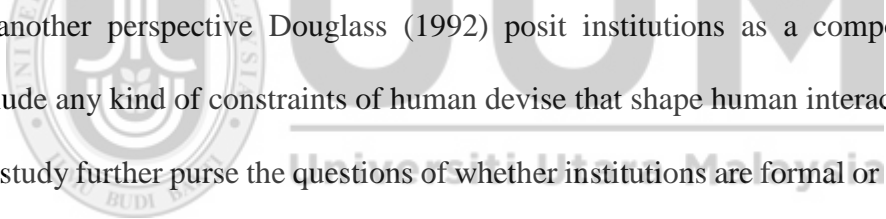
Institutions for microeconomic stability; It is inevitable to provide monetary and fiscal policy institutions that can bring an enabling environment for private investors to flourish, because of the inherent unstable state of financial markets, there is needs to have an institutions that will carefully supervise their activities, example of Apex bank which is responsible of banking system regulation for microeconomic stability.

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Conflict management institution in many developing countries played significant role in their domain as a result of ethno-tribal and religious divisions and clashes, sentiment had deep into the fabric of society, social conflict creates uncertainty which deters investors to be encourage in investment in such regions. Therefore it is important to have a sound institution that can minimise level of conflict, such as adhering the rule of law, free and fair legal system and a political voice of the masses and majority groups there by providing a sound political system in the country (Palgrave, 2011).

New institutionalism had taking a different dimension not at it was for a long time, where institutions are at the heart of public administration and political system success. In the recent time scholars have expressed another different dimension which is beyond constitutions, actors, rules, interest and norms (Parsons, 1995).

Meanwhile, a study conducted by Nieuwkerk (2006) asserted that an institution is views as forms of social organization which display some certain form of characteristics as institutions had been seen as a middle-level concept or devised to individuals that constraints their action. It is equally part of the social fabric that moderate routine decisions and interactions of day to day human activities. Furthermore, it is also viewed as formal and informal aspect that involve formal rules and laws as well as informal norms, customs and values in a manner things are done. In view of this therefore institutions display three major characteristics, as a set of both formal and informal rules that guide and structure social interactions, change and stabilization that are regarded as institutional life circle and strategic action that play vital role geared toward positive changes based on provision of some variables (Lowndes, 1996).

Anthony (2011) argued in his work of understanding borders place holders using procedure and processes, three components to improve statu-functions on people and other things to form institutional facts. The meaningful fact on institutional context within which the institution interact and the truth situations that provide background assumptions of bordering process in general terms. In the same vein the issue related to importance of communication, reasoning and legitimacy on the course of border work deserve a special concern for the effectiveness of institutional border control. The research suggested the process to adopt in order to realise the core objective and legitimacy on institutional border control, which solely depend on certain number of circumstances with effective coordinate and communication procedures (Cooper, 2011).

In another perspective Douglass (1992) posit institutions as a component which include any kind of constraints of human devise that shape human interactions, which the study further purse the questions of whether institutions are formal or informal and suggested that it could be either. The creation of organization with deliberate purpose as well as it natural formations of an existing structure is fundamentally influenced by the institutional framework. Since organizations are initiated with objectives mainly to overcome to an existing constraints in anticipation of solving feature uncertainty. The most important role institutions play is to curtail uncertainty through establishing stable and reliable structure to enhance human interactions. Similarly emphasis was given to cooperation among different actors that carried out the activities in an institutional set up. In this case theory of game analogy were consider, where cooperation serve as panacea in solving problems among key actors, there is relatively simple, clean and precise in the arena of game theory. While in most complex,

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imprecise settings has always result to uncertainty and higher level of fumbling among the players, which affect the overall outcome of the game (Douglass, 1992).

Relating to the major area to be consider in border management is the manner in which recruitment process of personnel agents carried out in Nigeria context, failure to operate game analogy affect the operationalization of the system and for a country to have a sound and autonomous institution responsible for employment, the system that operate and promote recruitment procedures should be based on merit and qualification in selecting the right calibre to put the right position.

### 3.13    Agency theory

Agency theory is also one of the important theory that comes with the basic assumption of principal-agent relationship. The theory relies so much on human behaviours in relation to motivational factors that contribute greatly to organizational performance. The theory describes the relationship between two or more parties, in which one party designated as principal who engage another party which is designated agents that assign to carry out certain task on behalf of the principals (Namazi, 2013). Agency relationship exists in different form within the social contexts which involve the delegation of authority between the parties on contract. The relationship is the kind of reciprocal act bound the two parties i.e employer-employee, Doctor-patient, landlord-tenant etc. The basic assumption of the theory is that one party as principals delegate authority to agents, they often face problems of controlling the agents, due to the fact that both parties have different goals to achieve in the long run. Agency theory focuses on the way employer tend to mitigate and control the problem by selecting certain

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types of agents as well as means of monitoring their actions, using economic incentives (cf. Kisser, 1999).

Namazi (2013) analysed the role of agency theory in implementation of sound and effective organizational control mechanisms. It was emphasised that one of the significant functions and responsibilities of managers to over sight and control the operational activities by exciting control over human and material resources of the organization. In the same vein, Anthony, (1995) posit that control is the process which management assure that both human and material resources are obtained and used of effectively in the accomplishment of organizational objectives. Effective control is extended beyond operations and strategic position in the organizations as well as contemplating behavioural issues and provision of incentives to the employees. In a nutshell, a suitable management control according to system should operate in an atmospheric environment were planning and control system in away and manner to provide information concerning the organization adopts both internal and external environmental changes (Namazi, 2013).

Basically, agency theory was extended to the management and determines the cooperation among different parties in contract, each with specific goals and target to achieve in the long run. It is also appeared extensively in the managerial accounting realms to determine the optimal incentive contracting between two different parties by establishing suitable accounting control mechanisms in monitoring their behaviour of action (Biaman, 1982). Typically, the theory is relates to situations in which one individual is called agent that engaged by another individual known as principal acting on behalf, in a mutual agreement designed fee schedule, while both the parties were

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assumed to be utility maximize that are motivated toward achieving personal goals and objective (Baima, 1990).

Agency theory assumption mostly revolved around two parties' relationship between the principals that are driver's seat specifying preferences creating incentives and making contract with agents who must follow the regulation and strategy to ensure the actual implementation of organizational objectives (Hiernre & Staffen, 1998). In another scholarly perspective whom remove the economics' blinders that course them to focus only on the self-interest and opportunisms of agents as well as difficulties of regulating them. According to Perrow (1986), observes accuses of economic paradigm of being incapable of keeping firm on both principals and agents relationship as the agency problems on the agents is mirror side of the principal too.

Agency theory prescribes actions of principal such as offering incentives, motivation and utilizing monitoring to achieve this goal alignment in order to protect against or mitigate the potential agency problem (Eisenhardt, 1989; Bohren, 1998; Jensen, 1983). Therefore, agency theory attempts to move the relationship into the upper left quadrant and suitable where there is no agency problem between the two parties on contract. However, agency theory provides an explanation regarding behaviours after this alignment of goals is achieved. In effect, agency theory is something of a precursor to explaining behaviours when there is actual goal congruence. Jensen, (1983) asserted that when the goals of the agent and principal are aligned, the normative assumptions of agency theory are temporarily less or not applicable in explaining behaviours. Assumptions can be made about how the principal would act if the relationship were in this quadrant. For example, the principal is likely to be more trusting and

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cooperative toward the agent if the relationship were in this quadrant. However, agency theory's normative focus is on avoiding or mitigating the potential agency problem. Thus, agency theory has little to say after the relationship is in this quadrant except to warn about the possibility of an agency problem (Arthurs & Busenitz, 2003).

In another context other scholars on different disciplines outside economics had abandon the assumption of a contextual, ahistorical as well as static relationship between principals and agents (Mitrick, 1992). The concept and it relationship are enacted in a broader social context and buffered outside forces. Other agency relationships, competitors, interest group, regulators, legal rules and alike that sometimes right informational imbalances which offered constrains to incentives. Mostly principals learned better way of understanding which inceptives are likely to work in organization, while agents learned more about preferences of principals try to minimize agency costs, although, agency costs emanated from many sources i.e the costs of recruitment, adverse selection, specifying and discerning preferences, providing incentives, moral hazard, shrinking, stealing, self-dealing, corruption, monitoring and policing self-regulation, building and insurance, increase due to agents are concentrating their effort on the wrong things (Shapiro, 2005).

## 3.14    Conclusion

Based on the aforementioned discussion on the previous studies it is clearly understood that the role of personnel in managing the activities of borders greatly contribute in controlling many form of organised criminal activities. Most of the challenges were identified ranging from movement of illegal immigrant, influx of contraband goods to the country, proliferation of light arms and small weapons as well as curtailing the act

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of human and drugs trafficking to Nigeria. Hence, it enhances economic development to the country at large (Demo, Neiva & Dozzett, 2012). Therefore the study found that there is significant effect of staff development toward attainment of organizational performance. Akinyeni (2013) suggested that the attainment of high level of performance of border personnel is associated with some certain measures like staff training and re-training programmes which are needed to be persistently organise in the organization. Several researches revealed the important staff development and how it influences the performance of personnel in discharging their task (Roberson, 1977; Naiqu & Khan, 2013).

Emphases were given to training development as the important motivational strategy of improving the quality of knowledge and skills that enhance the ability of personnel toward achieving effective organizational performance. In the same vein, another studies indicated that the important of organizational policy on attracting potential job seekers and retention of existing staff cannot be over emphasise, sound organizational policy serve as a catalyst in attainment of effectiveness and efficiency of staff performance which is resulted to achieve the overall organizational objectives in the long run (Roberson, 1977). According to Morris and Snell (2010) asserted that the important key factors that help human resource management to succeed in selecting quality staff that can transform the stated organizational goals in to reality is good policy. Even though some other organizations inspire to certain kind of policies which displays some sensitive key variable that attract the prospective applicants to the organization, i.e. advancement opportunity, compensation, benefit and geographical location of organization among others, this has direct effect to prospective applicants attractiveness. Furthermore, the issue related to the applicant's decision making

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process during recruitment is also very vital. Prospective job seeker engages in actively making so many decisions as regards to whether to apply for the available vacant post (Breaugh, 2009).

Similarly, staff welfare significantly related to performance of personnel in organization, it has been figure out that there is long term relationship between real wages and organizational productivity (Yusof, 2008). Lim et., al (2013) asserted that another important aspect of achieving higher level of personnel performance is the effort of employer in improving employees standard of leaving as a motivational factors that largely encourage personnel in putting their best toward attainment of organizational goal. On the overall, the present study indicated that all the forgoing variables have significantly related and largely contributed toward the performance of personnel in Nigeria Immigration Service.

The proposed research model was developed from various literature on the theories applied in the study, where by the integration of Institutional Theory (North, 1992) and Agency Theory (Ross & Mitnick, 1973) in the present study. Certain variables on both the theories were review which includes training and development, factors of motivations, strategic policy for independent variables and organizational performance as a variable which served as dependent variable. However, the hypotheses were developed from the models using numbers of variables under study which was also drive from the past literatures. On the other hand variables such as perceived usefulness, perceived ease of use and IT system which constitute e-recruitment, web-site usability as variables that served as mediator. A gap existed in the previous studies conducted in which recommendation were made to introduce any variable of interest

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and modify to suit in the context of the research. To address such gaps infrastructural facilities as a variable is apply as mediating variable which has not being tested before in this context so as to examine the relationship between the constructs of the research model.

**CHAPTER FOUR**

**RESEARCH METHODOLOGY**

**4.1 Introduction**

The previous chapter discussed several related literatures used in conducting the study, such as border management, border agencies, national security and current national insecurity etc. This chapter intend to discuss research design that encompasses both qualitative and quantitative methodology. Instrumentations, data collection procedures, population sampling, techniques of analysing data from quantitative and qualitative methods etc.

**4.2 Research Design**

This is the plans which guide decision about how and when often to collect data, how to gather, organized and analyse the data (O'Sullivan *et al*., 2003). Therefore, this study will use multi-method approach both qualitative and quantitative approach, as a procedure to test certain number of objectives using mix method. The approach uses techniques in a single study will provide good understanding of research problems than either method alone (Creswell *et al*., 2007).

Creswell (2012) highlighted certain reasons for conducting mixed method research, is good design to use with the intention to build on strengths data from both qualitative and quantitative data. A mixed method design is also conducted when realising one

type of research method is not enough to address the research problem etc. Some of the most commonly identified mixed method designs used in educational research are the convergent parallel design, explanatory sequential design, and the exploratory sequential design and embedded design.

## 4.3    Embedded Design Analysis

In this study embedded design analysis is employed, the analyses of the quantitative and qualitative data are kept separate because the two datasets often reflect different questions under study. Therefore, in an experiment, the outcome analysis is conducted for the quantitative data and the process qualitative data is analysed using themes. In an embedded design for a correlational study (see Harrison, 2007), the analyses also proceed independently of each other. In both the experimental and the correlational examples, results of the two databases can be interpreted together how one reinforces the other or complements the other. When a sequential design is used with the embedded design, researchers will use one form of analysis (e.g., qualitative data collected and analysed before an experiment) to inform the quantitative phase or qualitative phase of the study either way.

The rationale behind it is that one data collection form supplies strengths to offset the weaknesses of the other form as well as making it a better understanding of research problems based on data collected from both quantitative and qualitative methods.

Therefore, this study is divided in two sections of research questions; the first and second research questions will be answered using quantitative method through the application of questionnaires. While research questions three and four would be

answered qualitative approach where by an in-depth interview would be carried out to
the specific number of respondents under the research unit of analysis.

Table 4.1
*Research Questions, Objectives and Methods*

| Research Questions | Research Objectives | Research Methods | Research Instrument |
|---|---|---|---|
| What is the relationship between staff development, organizational policy, staff welfare and the performance of personnel in Nigeria Immigration Service? | To examine the relationship between staff development, organizational policy, staff welfare and the performance of personnel in Nigeria Immigration Service. | Quantitative | Questionnaires |
| Does an Infrastructural facility mediate the relationship between Staff development, organizational policy, staff welfare and performance of personnel in Nigeria Immigration Service? | To determine the mediating effects of infrastructural facilities on the relationship between staff development, organizational policy, staff welfare and performance of personnel in Nigeria Immigration Service. | Quantitative | Questionnaires |
| What are the factors responsible for low/poor performance of the Nigeria Immigration Service personnel? | To investigate reasons for low/poor performance of Nigeria Immigration Service personnel. | Qualitative | Interview |
| What are the strategic ways of improving the operation in Nigeria immigration service? | To explore better strategic ways of improving the operation of Nigeria immigration service | Qualitative | Interview |

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Table 4.2
*Synopsis of Research Design*

| METHOD | RESEARCH QUESTIONS | INSTRUMENTS |
|---|---|---|
| **Quantitative Design** | What is the relationship between staff development, organizational policy, staff welfare and performance of personnel in Nigeria Immigration Service? Does Infrastructural facilities mediate the relationship between staffing, organizational policy, staff welfare and performance of personnel Nigeria Immigration Service? | Questionnaires |
| **Qualitative Design** | What are the factors responsible for low/poor performance of the Nigeria Immigration Service personnel? What are the strategic ways of improving the system operate in Nigeria immigration service? | interview |

## 4.4 Qualitative Design

Qualitative research is a method of enquiry promised in different academic disciplines. Qualitative research method aims at collecting an in-depth information and understanding of social phenomenon as well as the causes of such behaviour. Studies employed qualitative approach in the past proved to be more analytical and robust in gaining result in more details. Qualitative method offer more balanced representation of difference categories of target audience as well as understanding various groups and enhance higher ability to have sensitive information. In terms of reliability of information is very clear, if examination is not influenced by expectations or fear of consequences (Miles & Hurberm, 1994).

## 4.4.1 Qualitative Data Analysis

Data analysis is refers to interpretation and presentation of data collected. In qualitative approach research questions mostly guided the choice of method of analysis that depends on matter of interest (Creswell, 2007).

Table 4.3
*Qualities of Qualitative Research Methods*

| Methods | Purpose of the Research | Method of Primary Data collection | Method of Data Analysis |
|---|---|---|---|
| Case Study | Examine in some depth person, decision, programme, or other entities with unique qualities of interest. | Different methods like interview and observation were used | Interpretational, structural and reflective analyses were used. |
| Ethnography | It describes analytical description of social, cultural and behavioural characteristics individuals and groups | It mostly used participant observer, artefact collection and ethnographic interviews. | Data are code and classified. |
| Grounded theory | To use theory as an expected outcome of inquiry in explaining phenomenon. | Large numbers of people are interviewed and sometimes observation is used to collect data. | It used to open, axial and selective coding to analyses the data. |
| Phenomenology | Seek to know person's perception and experiences about a given topic. | Rely heavily on semi structured in depth interviews. | Themes and patterns in form of text were used to convey meanings. |
| Focus groups | Composed of panels and moderator who meet and discusses opinions and knowledge about a given topic. | Used reporting forms, videos and tape to record the required information. | Interpretational using coding and retrieval. |
| Historical research | Rely on records, oral histories, photographs, and dairies to explain, and describe past events. | Identifying documents, their authenticity and chronological selection of those with relevance to topic in question. | Triangulation (cross-reference) is used to integrate core ideas. |

*Source*: Johnson & Christensen, 2010.

### 4.4.2 Interviews

For the purpose of getting more reliable up-to-date and in-depth information, the interview will be properly conducted and recorded in order to avoid misinterpretation. The interview became a dependable instrument for the supplementation of data collected from archive documents as well as other secondary sources of data and again it serve as the most provider of much needed answers in exploring the major challenges and possible panacea to the problems.

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In order to realize better outcome in conducting interviews this research adopted Creswell (2008) sequential steps in conducting interviews as follows:

- Step one: Arrival and introduction of researcher

- Step two: introducing research topic

- Step three: Actual interview

- Step four: Ending the interview session

- Step five: After the interview

The above stages provided by Creswell (2008) will be firmly observed on the course of this research. Interview will gear toward providing answers to the research questions on the challenges militating against border management in Nigeria and to seek for the possible solution to improve the performance Nigeria Immigration Service as an institution responsible of border management.

Table 4.4
*Interview Respondents in the NIS by Category*

| S/No. | Staff Category | Number |
|-------|---------------|--------|
| 1. | Senior Ranking Officers (Cadre) | 05 |
| 2. | Junior Officers (Cadre) | 10 |
| **Total** | | **15** |

The respondents constituted in the present study unit of analysis were categorised into three classes, the senior officers, middle and junior officers. However, those to be interview are fifteen number of staff and five staff were taken out of each the category, so as to have representation of all the group in the organization. Therefore, the homogeneity was controlled by picking sample from the classes randomly from the organization.

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### 4.4.3  Face to Face Interview

An in-depth and face to face interview will be carry out instantaneously with the data collection at the research focal area as recommended by (Bogdan & Taylor, 1984).This method is mostly applied for qualitative research (mason, 2002). It is carried out through the use of any form of visual and audio recorder, taking pictures with camera as well as taking note during the interview.

### 4.4.4  Semi-Structured Interviews

These kinds of interview it involves careful selection of questions which cover the general information needed on the issue to be investigate (Kaltum, 2008). Semi-structured interview will be carried out to investigate the reasons why border problem continue and discover the ways to control the phenomenon in Nigeria.

Qualitative research is the extensive use of verbal information; it involved getting accurate in-depth information from phenomenon. Sekaran (2003) opined that qualitative research may involve the methods like case study, phenomenology, ethnography, historical research perspective grounded theory etc. in the same vein, the method describes qualitative empirical materials as those data encompassing interview transcripts, recording and notes, audio-visual materials and personal experience such as journals, narrative and diary information (Denzin & Lincoln, 1994). It is also associated with advantage over other methods because is more inductive, more discovery oriented.

### 4.5  Quantitative Design

On the other side quantitative approach is based on assumption on anything exists does so in quantities and can be measured numerically, this approach is appropriate because

variables of interest are possibly measures. One of the important motive to adopt quantitative approach in research is due to the fact that its power of predictive capability, generalization and full clarifications of casual relationship (Tashakkori & Teddie, 1998).

## 4.6    Qualitative design

Qualitative design method used in this study case study which is done by examine in some depth person, decision, programme, or other entities with unique qualities of interest. Different methods like interview and observation were used and Interpretational, structural and reflective analyses were used.

## 4.7    Instrumentation

Data collection from quantity side of this research will mostly come from the primary sources. Questionnaires will be design in order to answer questions and to achieve the objective of the study. The questionnaire will be design considering the variables of study and the study will make use of factor analysis by using statistical packages of Social Sciences (SPSS) and PLS statistical package for the purpose of analysing data.

## 4.8    Questionnaires

This research will adopt a questionnaire with the purpose of answering research question number one and two, where the target respondents will be given questionnaires to fill in order to have optimal reliability and validity of result. (See Appendix A Questionnaire).

**4.9    Sampling**

Sampling refers to the collection of a smaller cluster to participate in a research project with the goal of being able to use the information found from the group to make inference about the population (Kerlinger & Lee, 2000). However, stratified proportionate sampling will employ in this study because this give opportunity for every stratum of the population to represented in proportion to its size (Moh'd, 2008).

**4.9.1    Hypotheses Statement**

$H_{1:}$       There is positive relationship between staff development and staff performance of Nigeria Immigration Service.

$H_2$       There is positive relationship between organizational policies and staff performance of Nigeria Immigration Service.

$H_3$       There is positive relationship between infrastructural facilities and staff performance in Nigeria Immigration Service.

$H_4$       There is positive relationship between staff welfare and staff performance in Nigeria Immigration Service

Table 4.5
*Determining Sample Size from a given Population*

| N | S | N | S | N | S | N | S | N | S |
|---|---|---|---|---|---|---|---|---|---|
| **10** | 10 | 100 | 80 | 280 | 162 | 800 | 260 | 2800 | 338 |
| **15** | 14 | 110 | 86 | 290 | 165 | 850 | 265 | 3000 | 341 |
| **20** | 19 | 130 | 92 | 300 | 169 | 900 | 265 | 3500 | 246 |
| **25** | 24 | 130 | 97 | 320 | 175 | 950 | 274 | 4000 | 351 |
| **30** | 28 | 140 | 103 | 340 | 181 | 1000 | 278 | 4500 | 351 |
| **35** | 32 | 150 | 108 | 360 | 186 | 1100 | 285 | 5000 | 357 |
| **40** | 36 | 160 | 113 | 380 | 181 | 1200 | 291 | 6000 | 361 |
| **45** | 40 | 180 | 118 | 400 | 196 | 1300 | 297 | 7000 | 364 |
| **50** | 44 | 190 | 123 | 420 | 201 | 1400 | 302 | 8000 | 367 |
| **55** | 48 | 200 | 127 | 440 | 205 | 1500 | 306 | 9000 | 368 |
| **60** | 52 | 210 | 132 | 460 | 210 | 1600 | 310 | 10000 | 373 |
| **65** | 56 | 220 | 136 | 480 | 214 | 1700 | 313 | 15000 | 375 |
| **70** | 59 | 230 | 140 | 500 | 217 | 1800 | 317 | 20000 | 377 |
| **75** | 63 | 240 | 144 | 550 | 225 | 1900 | 320 | 30000 | 379 |
| **80** | 66 | 250 | 148 | 600 | 234 | 2000 | 322 | 40000 | 380 |
| **85** | 70 | 260 | 152 | 650 | 242 | 2200 | 327 | 50000 | 381 |
| **90** | 73 | 270 | 155 | 700 | 248 | 2400 | 331 | 75000 | 382 |
| **95** | 76 | 270 | 159 | 750 | 256 | 2600 | 335 | 100000 | 384 |

**Source:** Krejcie, Robert V., Mogan, Daryle W. Determining Sample Size for Research Activities. Where by the N stand as Population Size, S stand as Sample Size.

In this study the number of population size of unit of analysis should be identify on the course of research as such the sample size is 382 (Krejcie, Robert, Mogan, Daryle). But the researcher intends to increase the number to 600 as suggested by Adomi (2007) going by nature of Nigerians concerning filling questionnaire and return to researcher, hence the increases should bridge the gap to bring higher level of confidence.

### 4.9.2 Scale of Dimension

This serve as a standard of assessing feelings for individuals to act in response to sequence of statements about a subject matter in terms of the degree of acceptance (Colman, Norris & Preston, 1997). The five point likert scale will be used with anchors from strongly agree to strongly disagree in designing the questionnaires; this can give the respondents chance to be neutral in the subject matter of the study.

## 4.10    Population and Sampling

Population is the complete collection of the subject of interest to be studied in research (Cavana *et al*, 2001). The population of this study will be north-eastern zone C office and south-west office zone A of Nigerian Immigration Service. The number of staff in zone C is 2,473, while zone A constituted 5,000 staff. Sampling number of population is 382 and the number of questionnaires distributed is 600 in which the researcher decided to increase the size due to the nature of Nigeria response rate.

## 4.11    Pilot Study

The main purposes of conducting a pilot study is to ensure reliability of the measuring items in the questionnaire, so as to ascertain whether the items are trustworthiness in the research and pilot study is regarded as the first quantitative strategy for data collection. According to Bennekom (2002) the major essence of conducting pilot study is to identify questions that are not clear, which might affect the quality of questionnaire in a better logical manner. Sekaran (2003) postulated that pilot study in social sciences was conducted for the following reasons:-

   a)  Remove or reduce the deficiencies inherent in the measurements

   b)  Reduce time and cost before the main studies

   c)  Allow for using appropriate measuring instruments in the main studies

   d)  Check the reliability and validity of measuring instruments

   e)  Check floor and ceiling effect i.e easiest and tedious nature of the questions

   f)  Help in selecting the appropriate method of data analysis to employ in the main studies.

   g)  Test the suitability of the environment where the study will be conducted.

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The questionnaires were given to target respondents in pilot study for optimal reliability and validity of the result. The questionnaire of this study was designed in to section A, and B. Section A contains the basic research items under study, which constitute variables of the study i.e staff development (SD), organizational policies (OP), staff welfare (SW), infrastructural facilities (IF) and staff performance (SP). While section B contained demographic information of the respondents. The five point likert-scale procedures with anchors ranging from strongly disagree to strongly agree was used. On the course of pilot study 85 questionnaires was distributed to target respondents and 71 was returned which is suitable for reliability test. The demographic information of respondents of pilot study is shown in Table 4.6.

Therefore, all the items were subjected to reliability test that indicated the Cronbach's Alpha ranging from 0.716 to 0.896 showing the significance level of acceptance and reliability, this explained that the measuring items are good and appropriate to be use in conducting the main study.

This study will conduct a pilot survey in order to test and check the length and consistency of the research instrument prior to the main work, there by the content of questionnaires as well as clarity to be test during the survey exercise. Pilot study is conducted basically with the aim to identify any weakness of the instruments and format to adopt, this enable the researcher to make adjustment or correction where it is necessary before the actual work so as to ensure the validity and reliability of instruments of the study. (Referred Appendix E Pilot study).

Table 4.6
*Demographic Characteristics of the Respondents in pilot study*

| | Frequency | Percentage |
|---|---|---|
| **Gender** | | |
| Male | 82 | 68.7 |
| Female | 83 | 31.3 |
| **Educational Background** | | |
| PhD/Masters | 3 | 4.2 |
| Bachelor's Degree/HND | 45 | 63.4 |
| ND/OND | 19 | 26.8 |
| Secondary/Primary Cert. | 4 | 5.6 |
| **Age** | | |
| 18-25 years | 4 | 5.6 |
| 26-35 years | 25 | 35.2 |
| 36-45 years | 31 | 43.7 |
| 46-55 years | 5 | 5 |
| Above 55 years | 6 | 8.5 |
| **Place of Duty** | | |
| Rural | 18 | 25.4 |
| Urban | 53 | 74.6 |
| **Average Monthly Income** | | |
| N 18,000- N 50,000 | 51 | 71.8 |
| N 51,000- N 100,000 | 5 | 7 |
| N 101,000- N 200,000 | 15 | 21.1 |
| **Computer Proficiency/Skill** | | |
| Basic Skills | 47 | 66.2 |
| Advanced Skills | 17 | 23.9 |
| Professional | 2 | 2.8 |
| No Skills | 4 | 5.6 |
| Others | 1 | 1.4 |

*Source:* The Researcher

The following Table 4.7 is presenting the 6 items coded SD1, SD2, SD3, SD4, SD5, SD6, are measured and indicated that measuring instrument are reliable, following Sankaran (2003) Nunnally, (1979) suggestion of Cronbach's Alpha 0.826 which is above 0.60. While the following Table 4.8 is presenting the Mean and Standard Deviation of items.

Table 4.7
*Reliability Test for policy (SD) in the Pilot Study*

| Cronbach's Alpha | Number of Items |
|---|---|
| 0.826 | 6 |

Table 4.8
*Descriptive Statistics of Items*

| Item Statistics | Mean | Std. Deviation |
|---|---|---|
| SD1 | 3.35 | 1.243 |
| SD2 | 3.27 | 1.253 |
| SD3 | 3.23 | 1.406 |
| SD4 | 3.55 | 1.193 |
| SD5 | 3.99 | 1.035 |
| SD6 | 3.99 | 1.035 |

This independent variable consist 6 items also which coded as OP1, OP2, OP3, OP4,

OP5, OP6 are measured. The reliability test shows items are reliable the Cronbach's

Alpha is .716 (See table 4.9) and Mean and Standard Deviation was shown in Table

4.10.

Table 4.9
*Reliability Test for Organizational Policy (OP) in the Pilot Study*
Reliability Statistics

| Cronbach's Alpha | N of Items |
|---|---|
| 0.716 | 6 |

Table 4.10
*Descriptive Statistics of Items*

| Item Statistics | Mean | Std. Deviation |
|---|---|---|
| OP1 | 3.51 | 0.984 |
| OP2 | 3.44 | 1.168 |
| OP3 | 3.59 | 1.008 |
| OP4 | 3.85 | 0.995 |
| OP5 | 3.75 | 1.118 |
| OP6 | 3.56 | 1.131 |

Staff Welfare is another independent variable 5 item and coded as SW1, SW2, SW3,

SW4, and SW5, this construct also indicated that the reliability test is measured and

the items are reliable with Cronbach's Alpha .768. (Table 4.11) and descriptive statistics of items on the (table 4.12).

Table 4.11
*Reliability Test for Staff Welfare (SW)in the pilot study*
Reliability Statistics

| Cronbach's Alpha | N of Items |
| --- | --- |
| 0.768 | 5 |

Table 4.12
*Descriptive Statistics of Items*

| Item Statistics | Mean | Std. Deviation |
| --- | --- | --- |
| SW1 | 3.2 | 1.166 |
| SW2 | 3.32 | 1.204 |
| SW3 | 3.44 | 1.284 |
| SW4 | 4.07 | 1.033 |
| SW5 | 4.2 | 0.821 |

Table 4.13 is presenting the mediating variable is infrastructural facilities and coded as IF1, IF2, IF3 IF4, IF5, IF6, IF7, IF8, IF9 and IF10 respectively this shows the construct has ten items this is measured and proved reliable. Cronbach's Alpha .875. Which is good enough, followed with Mean and Standard Deviation (See table 4.14).

Table 4.13
Reliability Test for Infrastructural facilities in the Pilot Study
Reliability Statistics

| Cronbach's Alpha | N of Items |
| --- | --- |
| 0.875 | 10 |

Table 4.14
*Descriptive Statistics of Items*

| Item Statistics | Mean | Std. Deviation |
|:---:|:---:|:---:|
| IF1 | 3.96 | 1.114 |
| IF2 | 3.99 | 1.076 |
| IF3 | 3.83 | 1.055 |
| IF4 | 4.15 | 1.104 |
| IF5 | 3.76 | 1.14 |
| IF6 | 3.23 | 1.085 |
| IF7 | 3.92 | 1.131 |
| IF8 | 3.75 | 1.349 |
| IF9 | 4.06 | 1.132 |
| IF10 | 3.93 | 1.113 |

Staff Performance is the dependant variable coded as SP1, SP2, SP3, SP4, SP5, SP6, SP7, SP8, SP9, and SP10 as well. This construct also is measured and the reliability test, what is supposed measured with indication of good reliable Cronbach's Alpha of .896 (See table 4.15). The Mean and Standard Deviation was also presented in table 4.16

Table 4.15
*Reliability Test for Staff Performance (SP) in the Pilot Study*
Reliability Statistics

| Cronbach's Alpha | N of Items |
|:---:|:---:|
| 0.896 | 10 |

Table 4.16
*Descriptive Statistics of Items*

| Item Statistics | | |
|:---:|:---:|:---:|
| | Mean | Std. Deviation |
| SP1 | 3.92 | 1.284 |
| SP2 | 4.24 | 0.948 |
| SP3 | 4.34 | 0.877 |
| SP4 | 4.13 | 1.12 |
| SP5 | 4.17 | 1.082 |
| SP6 | 4.11 | 0.934 |
| SP7 | 4.07 | 0.9 |
| SP8 | 4.17 | 0.878 |
| SP9 | 4.14 | 0.867 |
| SP10 | 4.03 | 1.171 |

Therefore, all the items were subjected to reliability test that indicated the Cronbach's Alpha ranging from .716 to .896 showing the significance level of acceptance and reliability, this explained that the measuring items are good and appropriate to be use in conducting the main study.

## 4.12    Validity and Reliability

Qualitative and quantitative approach concern with quality related to validity and reliability of data. In order to address the issues of quality consideration will be given for mix methods. This research intent to adopt certain criteria such as considering qualities of both qualitative and quantitative method of enquiry to investigate the issues affecting performance of Nigerian immigration service as an institution for the research unit of analysis.

## 4.13    Development of Items

In developing the items/dimensions, this work make an extensive reviewed of existing literatures and came up with survey instruments using multiple-items. Accordingly, some of the items in the survey were adopted from the existing measures validated by other researchers on staff development, organizational policies, staff welfare funding, infrastructural facilities and staff performance that can suit the context of the study in Nigeria. Both the adopted items of measurement were subjected to various ladders of reliability and validity test to ensure their fitness to measure the intended constructs.

The following constructs of Staff Development (SD-6) is measured using 6 items, another 6 items measuring variable of organizational Policies (OP-6) and 5 items measuring the staff welfare (SW-5) variable respectively were adapted from (Demo,

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Neiva, Nunes & Rozzett, 2012). Another 10 items measuring infrastructural facilities (IF-10) were adopted from (Lior &Neumann, 2007). Finally, staff performance as the dependent variable with 10 items which was also adopted form (Cooman, Gieter, Roland, Jegers, & Frederik, 2009), while the remaining 6 items are the respondents demographic information. Therefore the total 42 items including respondent's demography out of 5 variables were developed in the study.

Table 4:17

*Construct and Corresponding Items with their sources*

| Construct | Corresponding Item | Sources of Item |
|---|---|---|
| Staff Development (SD) | -I can use knowledge and behaviours learned in training at work.<br>-The organization I work for helps me develop the skills I need for the successful accomplishment of my duties (e.g., training, conferences, etc.).<br>-The organization I work for invests in my development and education promoting my personal and professional growth in a broad manner (e.g., full or partial sponsorship of undergraduate degrees, postgraduate programs, language courses, etc.).<br>-In the organization where I work, training is evaluated by participants.<br>-The organization I work for stimulates learning and application of knowledge.<br>-In the organization where I work, training needs are identified periodically. | G. Demo, E. R. Neiva, I. Nunes, K. Rozzett (2012) |
| Organizational Policies (OP) | -The organization I work for widely disseminates information about both external and internal recruitment processes.<br>- The organization I work for discloses information to applicants regarding the steps and criteria of the selection process.<br>- The organization I work for communicates performance | G. Demo, E. R. Neiva, I. Nunes, K. Rozzett (2012) |

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| Construct | Corresponding Item | Sources of Item |
|---|---|---|
| | results to candidates at the end of the selection process.<br>- Selection tests of the organization where I work are conducted by trained and impartial people.<br>- The organization I work for has competitive selection processes that attract competent people.<br>- The organization I work for uses various selection instruments (e.g interviews tests, etc.). | |
| Staff Welfare (SW) | -In the organization where I work, I get incentives such as promotions, commissioned functions, awards, bonuses, etc.<br>-In the organization where I work, my salary is influenced by my results.<br>-The organisation I work for offers me a salary that is compatible with my skills, training, and education.<br>-The organization I work for remunerates me according to the remuneration offered at either the public or private marketplace levels.<br>-The organization I work for considers the expectations and suggestions of its employees when designing a system of employee rewards. | G. Demo, E. R. Neiva, I. Nunes, K. Rozzett (2012) |
| Infrastructural facilities (IF) | -The IT Unit provides a wide range of channel management services (electronic channel to the customer or partner to support multiple applications, such as point of sale, computing) Web sites, call centres, mobile<br>-The IT unit provides a wide range of security and risk management services (security policies, disaster planning, and firewalls).<br>-The IT unit provides a wide range of communication services (network capabilities, groupware)services, broadband services, Internet capabilities, Extranet<br>-The IT unit provides a wide range of data management services (key data independent of applications, | Lior Fink and Seev Neumann (2007) |

| Construct | Corresponding Item | Sources of Item |
|---|---|---|
| | centralized data warehouse, data management consultancy, storage management) area networks, knowledge<br>-The IT unit provides a wide range of application infrastructure services (centralized management of applications, middleware, mobile and wireless application processing)<br>-The IT unit provides a wide range of IT management services (IS planning, investment and monitoring, IS project management, negotiations with suppliers and outsourcers, service level agreements)<br>-The IT unit provides a wide range of IT architecture and standards services (specify and enforce architectures and standards for: technologies, communications data, applications and work)<br>-The IT Unit provides a wide range of IT education services (training in the use of IT, management education for generating value from IT use)<br>-The IT unit provides a wide range of IT research and development (R&D) services (identity and test new technologies for business purposes, evaluate proposals for new IS applications) | |
| Staff Performance (SP) | -I do not give up quickly when something does not work well.<br>-I really do my best to get my work done, regardless of potential difficulties.<br>-When I start an assignment I pursue it to the end.<br>-I do my best to what is expected of me.<br>-I am trustworthy in the execution of the tasks that are assigned to me.<br>-I really do my best to achieve the objectives of the organization.<br>-I think of myself as a hard worker.<br>-I really do my best in my job. | Rein De Cooman, Sara De Gieter, Roland Pepermans, Marc Jegers, and Frederik Van Acker (2009) |

| Construct | Corresponding Item | Sources of Item |
|---|---|---|
| | -I put a lot of energy into the task I commence.<br>-I always exert equally hard working effort during the execution of my job. | |
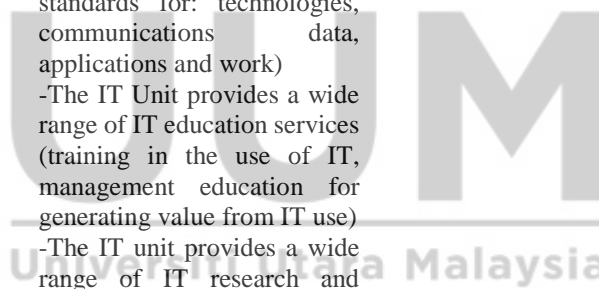
## 4.14    Conclusion

In this chapter appropriate research design methodology was employed as well as techniques of analysing data collected in the field by following the best way of practice. The chapter also mentioned the data collection methods that are known as mixed-method which involves the use of both questionnaires and interview in order to have better understanding of true pictures of challenge militating against the performance of border personnel in Nigeria Immigration service. The next chapter is solely concern about the data analysis of quantitative aspect.

# CHAPTER FIVE

# QUANTITATIVE ANALYSIS AND DATA FINDINGS

## 5.1    Introduction

The previous chapter discussed research design, quantitative and qualitative research

methodologies, as well as instrumentation, data collection procedures, population and

sampling, techniques of data analysing both of quantitate and qualitative method. The

chapter also highlighted research model, developed hypotheses from the framework

and justified it statement. This chapter present results of quantitative part of the study,

and PLS was used in analysing data, which SPSS was used on analysis of  pilot study,

and pilot study was carried out to ascertain the validity and reliability of measurement,

followed by data screening and preliminary analysis of discussion. Descriptive

statistics of all latent variables result was reported. Another important aspect here also

is the presentation of main result of which the measurement model was assessed in

determines the reliability of each individual items, internal consistency, convergent

validity as well as discriminant validity. The study also reported the results of

structural model that is significance of the path coefficients level of the R-squared

values, effect size, and finally predictive relevance of the model.

## 5.2    Rational Behind Selection of PLS

Partial least square path modelling is referred to as soft-modelling-technique with

minimum demands regarding to measurement scales, sample sizes and residual

distributions. PLS approach is a statistical package used to model data directly via a succession of simple or multiple regressions (Tenenhaus, 1999). Advantages of PLS as oppose to other statistical packages is guided by the following criteria. First of all a very large number of indicators per latent variable can be run simultaneously as multiple regressions. The approach is a non-linear iterative method in which is used to minimize the residual variances of theoretical and observed variables under a fixed-point constraint (Croutsche, 2009). There are several reasons why PLS path modelling to be selected as a statistical data analysis. The approach is the most appropriate techniques for the data analysis (Barclay, Higgins & Thompson, 1995). PLS software is mostly considered and selected as an analytical tool because of its friendly user interface and also enhances various analysis functions such as bootstrapping, blindfolding and cross-validation (Temme *et al*., 2010).

The application consist two most important stages or processes that involved in operation, the measurement model and structural model. Assessment measurement model is concern with determination of individual item reliability, assessment internal consistency reliability, ascertaining convergent validity as well as discriminant validity (Henseley *et al*., 2009; Hair *et al*., 2014). Individual item reliability was assessed by determining the outer loadings of each construct measurement (Hair *et al*., 2014; Hair *et al*., 2012; Duare & Raposo, 2010; Hulland, 2009). The retention for items with loadings between .40 & .70 is required following the rule of thumb (Hair *et al*., 2014). Assessment of structural model involved assessing the significance of path coefficients, evaluating the level of R-squared values, determining the effect size and ascertaining predictive relevance (Henseley *et al*., 2009). Application of standard bootstrapping procedure with a number of 5000 and the sample of the study in order

to assess the significance of the path coefficients of the constructs (Hair *et al*., 2014; Hair *et al*., 2012; Henseley *et al*., 2009).

In a nutshell, the analysis began with the response rate of the study, based on the questionnaires distributed in the field, followed by data screening and preliminary analysis because it gives insight for the researcher to identify any form of violations or important aspect of the multi-variance application techniques of data analysis (Hair *et al*., 2007). The next stage is the missing values analysis in this case it is expected for the researcher to adhere the rule of thumb on the way of replacing missing values, especially when missing data is 5% or less (Tabachnick & Fidell, 2007; Little & Rubin, 1987  Raymond, 1986). Assessment of out liar the concept is seen as an observations or subsets of observations which appears to be inconsistent with large portion of remaining data (Barnett & Lewis, 1994). The presence of out liars in the data set can seriously distort the regression and lead to unreliable result (Verardi & Croux, 2008).

## 5.3     Response Rate

This study has the total number of 600 questionnaires distributed to Nigerian Immigration Service. Zone A and C are the focal areas of the study and zone A is located in south-western part of the country while zone C is located in north-eastern part of the country. In order to achieve higher level of response rate, phone calls has been made as remainder to the respondents (Smith & Bammer, 2002; Traina, Maclean, Pack & Kahn, 2005). However, the effort been made by researcher resulted to yield 370 questionnaires returned out of the total number of 600 distributed to Nigerian Immigration Service as the target area respondents. This provide 61.8% response rate according to Jobber's (1989) definition of response rate of 350 questionnaires. While

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21 were not used due to the fact that significant portion of questions was not completed by the respondents, therefore the usable number of questionnaire remained 349 for further analysis. The valid response rate also remained 63% and a response rate of 63% is regarded as sufficient enough for the analysis in this study going by the Sekaran (2003) recommendation which says response rate of 30% is adequate for survey (see Table 5.1)

Table 5.1
*Response Rate of the Questionnaires*

| Response | Frequency/Rate |
|---|---|
| No. of distributed questionnaire | 600 |
| Returned questionnaires | 370 |
| Questionnaires not returned | 180 |
| Returned and excluded questionnaires | 21 |
| Returned and usable questionnaires | 349 |
| Response rate | 61.8% |
| Valid response rate | 63% |

## 5.4    Data Screening and Preliminary Analysis

Data screening from the initial stage is very paramount important in multivariate analysis because it assist the researcher to note any possible violations of the key assumption concerning the application of multivariate techniques of data analysis (Hair *et al*., 2007). Furthermore, initial data assist the researcher adequate knowledge and understanding on data collected from the field for further analysis.

## 5.5    Normality Test

Several scholars have traditionally presumed that PLS-SEM provide accurate model estimation in situations with extremely non-normal (e.g., Cassel, Hackl, & Westund, 1999; Odekerken-Schroder, & Van Oppen, 2009; Reinarts, Haenlein, & Henseler, 2009). According to Hair, Sarstedt, Ringle & Mena (2012) suggested the researchers to carry out a normality test on his data. Highly skewed or kurtotic data can expand

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the bootstrapped normal error approximations (Chernick, 2008) that invariably miscalculate the statistical significance of the path coefficients (Dijkstra, 1983; Ringle, Sarstedt, & Strub, 2012). Hence this research adopted a graphical method to check for the normality of data collected (Tabachnick & Fidell, 2007). According to Field (2009) the large sample of 200 or more than that, it is very important to see the shape of the distribution graphically instead of looking at the value of the skewness and kurtosis figures, and large sample decreases the standard error that in turn inflate the value of skweness and kurtosis statistics. As such the aforementioned justified the essence of using graphical method of normality instead of statistical methods.

Therefore, based on Field's (2009) recommendation this study histogram and normality probability plots were examined so as to ascertain that the normality postulation were observed. Figure 5.1 depicts that this study observed the normal pattern for the collected data as seen all the bars of the histogram were closed to normal curve. Therefore, figure 5.1 justified that the present study did not violate the normality assumptions.

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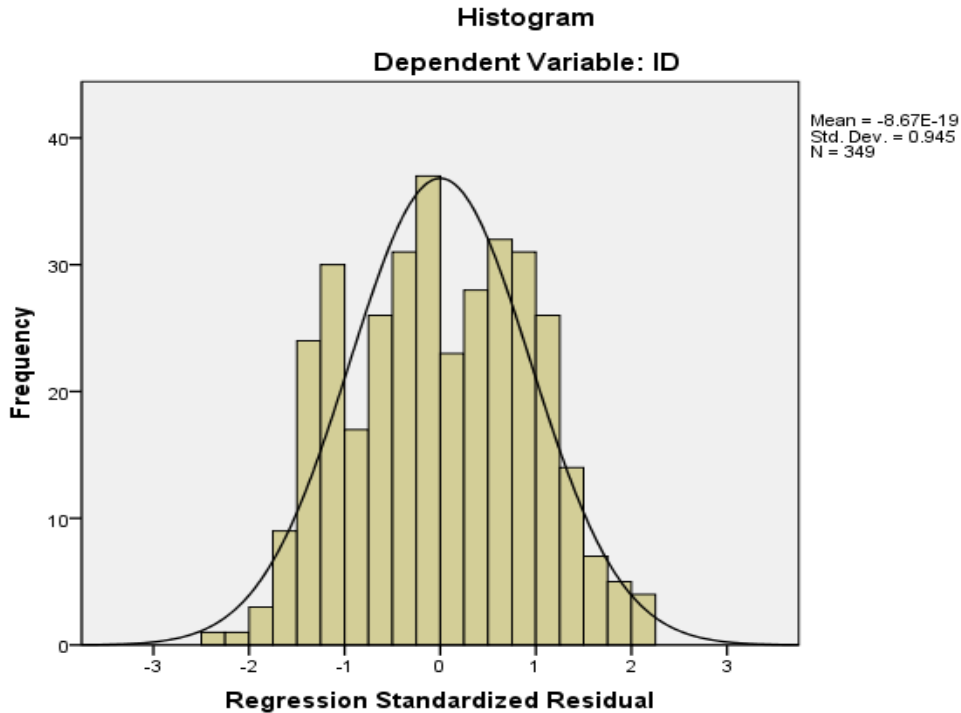
*Figure 5.1.* Normality test

## 5.6    Multicollinearity Test

Multicollinearity is defined as a situation where more exogenous latent constructs looks highly correlated. Multicollinearity test is done in order to have the selected models or to carry out for the removal of multicollinearity source variables from each models. H.J. Zainodin, A. Noraini & S. J. Yap (2011) posit that multicollinearity approach as an alternative in solving multiple regression problem. The existence of multicollinearity in the exogenous latent constructs might substantially misrepresent the estimates of regression coefficients and it statistical significance tests (Chatterjee & Yilmaz, 1992; Hair, Black, Babin, Anderson & Tatham 2006). Multicollinearity increases the standard errors of Coefficients and it may finally render the coefficients statistically non-significant (Tabachnick & Fidell, 2007).

There are two method employed in this study in order to detect multicollinearity, the correlation matrix of the exogenous latent constructs was observed (Chatterjee &

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Yilmaz, 1992; Peng & Lai, 2007). While correlation coefficient of 0.90 and above show that multicollinearity between exogenous latent constructs (Hair *et al*. 2010). See table 5.2 for the correlation matrix of all exogenous latent constructs.

Table 5.2
*Correlations Matrix of the Exogenous Latent Constructs*

| Construct | OP | SD | SW |
|-----------|--------|--------|----|
| OP | 1 | | |
| SD | .363** | 1 | |
| SW | .516** | .310** | 1 |

**. Correlation is significant at the 0.01 level (2-tailed).

Table 5.2 Indicate that, the correlations between exogenous latent constructs is sufficiently below the recommendation threshold values of .90 or more, in which suggests that the exogenous latent constructs were independent and not highly correlated.

Secondly, going by the analysis of correlation matrix for the exogenous latent constructs, the variance inflated factor (VIF), condition index and tolerance value were examined to detect the multicollinearity problem. Multicollinearity is concern if VIF value is higher than 5 and tolerance value is less than 0.20 (Hair, Ringle & Sarstedt, 2011). Table 5.3 shows the VIF and tolerance values of the exogenous latent constructs.

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Table 5.3
*Tolerance and VIF Values of the latent constructs*

| Dependent Variable | Latent Constructs | Collinearity Statistics | |
|---|---|---|---|
| | | Tolerance | VIF |
| Staff Development | Organizational Policies | 0.734 | 1.362 |
| | Staff Welfare | 0.734 | 1.362 |
| Organizational Policies | Staff Welfare | 0.904 | 1.106 |
| | Staff Development | 0.904 | 1.106 |
| Staff Welfare | Staff Development | 0.868 | 1.152 |
| | Policy | 0.868 | 1.152 |

## 5.7   Non-Response Bias

Non-response bias occurs in statistical surveys if the answers of the respondents differ from the potential answers of those who did not answer, non-response bias seen as the differences in the answers between non-respondents and respondents (Lambert & Harrington 1990). Armstrong and Everton (1977) also suggested that in order to estimate the possibility of non-response bias, time-trend extrapolation approach that entails comparing the initial and the late respondents that is non-respondents. They further argued that the late respondents have certain similarity of characteristics with non-respondents. However, for more minimization of issue relate to non-respondents bias, Lindner and Wingesnbach (2002) suggested that a minimum response rate of 50% can be achieved. This study adopted the Armstrong and Everton approach which it divided the respondents into two categories, first group had response within forty days which are the initial respondents and the other category response after forty days who are considered as late respondents (Vink & Boomsma, 2008). Although a very large portion of the questionnaires, respondents of 325 (93%) responded in forty days, and the remaining 24 (7%) responded after forty days.

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Independent samples t-test was conducted in order to see any possible non-response bias to the main research variables which include staff development, policy, infrastructural facilities, staff welfare as well as staff performance. Table 5.4 shows the results of independent-samples t-test found.

Table 5.4
Results of Independent-Samples T-test for Non-Response Bias

| Variables | GRP | N | Mean | Std. Deviation | F | Sig[1]. |
|---|---|---|---|---|---|---|
| Infrastructural Facilities | Early | 325 | 4.070 | .706 | 1.291 | .257 |
| | Late | 24 | 4.136 | .566 | | |
| Organizational Policies | Early | 325 | 3.671 | .725 | .174 | .677 |
| | Late | 24 | 3.830 | .777 | | |
| Staff Development | Early | 325 | 3.550 | .744 | 3.351 | .068 |
| | Late | 24 | 2.716 | .499 | | |
| Staff Performance | Early | 325 | 4.245 | .595 | 3.314 | .070 |
| | Late | 24 | 4.335 | .353 | | |
| Staff Welfare | Early | 325 | 3.861 | .695 | 3.181 | .075 |
| | Late | 24 | 4.269 | .439 | | |

It has shown clear from the table 5.4 the result of independent-sample t-test discovered that the equal variance significance values for each of the five study variables were greater than 0.05 significance level of Levene's test for equality of variances as recommended by Field (2009) as well as Pallant (2010) therefore, the above explanation shows that the assumption of equal variances between initial and late questionnaires respondents has not been violated, so non-response bias was not a concern to this study. Moreover, going by the recommendation of Lindner and Wingenbach's (2002) since this study obtained 67% of response rate, it justify the non-response bias was not an issue of concern in present study.

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[1] Levene's Test for Equality of Variances

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**5.8     Common Method Variance Test**

Common method variance (CMV) is refers to as "variance that is attributable to measurement method rather than to the construct of interest" (MacKenzie, Lee & Podsakoff, 2003). In using self-report surveys a reasonable number of scholars agreed that common method variance is the main concern (Lindell & Whitney 2001; Podsakoff *et al.* 2003, Spector, 2006). According to Conway and Lance (2010) ascertained that "common method bias inflates relationship between variables measured by self-reports." In another similar study on meta-analytic review of fifty five studies on attitudinal and dispositional predictors of OCB, Organs and Ryan (1995) argued that studies employed the use of self-report surveys are mostly connected with spuriously high correlations as a result of common method variance. In order to minimize the effect of common method variance, this study employed several procedural remedies (MacKezie &Podsakoff, 2012; Viswanathan & Kayande, 2012; Podsakoff *et al,* 2003; Podsakoff, & Organ, 1986). The researcher informed the respondents initially in order to reduce evaluation apprehension, the participants to know that there is no wrong or right answer to the questionnaire and ascertain the assurance to their confidentiality of information on the course of the research. Another thing is improving scale items used to minimize method bias in the study. This was achieved through avoiding vague concepts in the questionnaire and when such concepts were used simple examples were provided. The researcher tried to write and simplify survey questions with simple and precise language.

Apart from the procedural remedies described above, this study also employed Harman's single factor test postulated by Podsakoff and Organ (1986) to examine common method variance. Usually, in this procedure all variables of interest are

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subjected to an exploratory factor analysis and the results of the un rotated factor solution are therefore examined to determine the number of factors that are required to account for the variance in the variables (Podsakoff & Organ, 1986). The major notion of Harman's (1967) about single factor test is that when there is significant amount of common method variance is present, either a single factor may emerge, or one general factor would account for most of the covariance in the predictor and criterion variables (Podsakoff & Organ, 1986).

Considering Podsakoff and Organ (1986), all items in this research were subjected to a principal components factor analysis. As such the results of this analysis provided five factors, explaining a cumulative of 45% of the variance, in which the initial largest factor explaining 22.29% of the total variance, and this is less than 50% (c.f., Kumar, 2012). Hence fourth, the results show that there is no single factor accounted for the majority of covariance in the predictor and criterion variables (Podsakoff *et al*., 2012). This shows that common method bias is not the main concern and is unlikely to inflate the relationship between variables measured in this research.

## 5.9    Demographic Profiles of the Respondents

The Table 5.5 is shows the demographic distribution of respondents. Information regarding gender, educational background, and age, place of duty, average monthly income and computer Proficiency/Skill.

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Table 5.5
*Demographic Characteristics of the Respondents*

| Gender | Frequency | Percentage |
|---|---|---|
| Male | 260 | 74.5% |
| Female | 89 | 25.5% |
| Total | 349 | 100% |

**Educational Background**

| | | |
|---|---|---|
| PhD/Masters | 13 | 3.7% |
| Bachelor's Degree/HND | 192 | 55% |
| ND/OND | 126 | 36.1% |
| Secondary/Primary Certificate | 13 | 3.7% |
| Nonformal | 5 | 1.4% |
| Total | 349 | 100% |

**Age**

| | | |
|---|---|---|
| 18-25 years | 20 | 5.7% |
| 26-35 years | 146 | 41.8% |
| 36-45 years | 134 | 38.4% |
| 46-55 years | 39 | 11.2% |
| Above 55 years | 10 | 2.9% |
| Total | 349 | 100% |

**Place of Duty**

| | | |
|---|---|---|
| Rural | 118 | 33.8% |
| Urban | 231 | 66.2% |
| Total | 349 | 100% |

**Average Monthly Income**

| | | |
|---|---|---|
| Less than N18,000 | 12 | 3.4% |
| N18,000-N50,000 | 214 | 61.3% |
| N51,000-N100,000 | 36 | 10.3% |
| N101,000-N200,000 | 83 | 23.8% |
| Above N200,000 | 4 | 1.1% |
| Total | 349 | 100% |

**Computer Proficiency/Skill**

| | | |
|---|---|---|
| Basic skills | 175 | 50.1% |
| Advanced skills | 102 | 29.2% |
| Professional | 24 | 6.9% |
| No skills | 43 | 12.3% |
| Others | 5 | 1.4% |
| Total | 349 | 100% |

*Source:* The Researcher

The demographic characteristics of the respondents examined in this study include Gender, Educational background, Age, Place of duty, Average monthly income and Computer proficiency/skills.

The frequency and percentage of gender for the respondents is presented table 5.5 shows that the majority respondents in the sample are male which amount to 260 (74.5%), while the remaining 89 (25.5%) were females. This study has shown a lot of similarity with previous study conducted as regard to the nature of gender responses as in the case of Lara and Tacoronte (2007) conducted a study. The study shown majority of lecturers in the university are males (64.6%) as against (35.4%) of female lecturers (See table 5.5)

Concerning educational background of respondents were presented also in table 5.5. According to this research it has indicate that the respondents who possess bachelor's degree/ HND qualification are the highest with total number of 192 which accounted for 55% of the sample. Followed by those with ND/OND qualification 126 this is 36.1% of the study sample, the PhD/Masters and Secondary/ primary certificate both with 13 respondents 3.7% of the study sample in bracket per each. Finally, non-formal education is haven only 5 respondents, which accounted for 1.4% of the study sample (See table 5.5).

Regarding the age group of participants 41.8% were in the age group of 26-35 with response rate of 146. Followed by those categories within the age group of 36-45, with response rate of 134, which accounted for 38.4% of the study sample. The next are the age group of 46-55, with response rate 39 which accounted for 11.2% of the study

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sample. In the age group of less than 18-25 years, there were 20 respondents, representing 5.4% of the sample. The smallest ranged is between 55 years and above, with 10 respondents, which accounted for 2.9% of study sample (See table 5.5). The table also shows that the higher proportion of respondents in terms of duty post indicated that those in the urban centres 231, which accounted for 66.2 in the study sample. While those in the rural area with 33.8%, which amount to 118 total respondents in the study sample (See table 5.5).

Furthermore, the table indicated the higher proportion of respondents in an average monthly income; it shows that the category that earns N 18,000-50000, is the highest with 214 respondents, which accounted for 61.3% of the study sample. The next group are the category that received average monthly income of 101,000-200,000, which present the total number of 83 respondents and this amount to 23.8% of the study sample. Followed by the category with average monthly income of N51, 000 - 100,000, that presents the total number of 36 respondents, which accounted for 10.3% of the study sample. The next group are the category that earns less than 18,000 as an average monthly income, with 12 respondents, which accounted for 3.4 of the study sample. Finally, the category that received above N 200, 000 as an average monthly income with the less number of just 4 respondents, which only accounted for 1.1% of the study sample (See table 5.5).

Computer proficiency/ skills of the participant was also revealed which shows that respondents with basic computer skills are the highest proportion with the total number of 175 which accounted for 50.1% of the study sample. The next category is the advanced skills of computer, with the total number of 102, which accounted for 29.2%

of the study sample. Followed by the category, with no skills, that has the total number

of 43 respondents, which accounted for12.3% of the study sample. The next category

is professional group with the total number of 24 respondents, this amount to 6.9% of

the study sample. Lastly, is the category of others with only 5 numbers of respondents,

which accounted 1.4% of the study sample (See table 5.5).


## 5.10    Descriptive Analysis of the Latent Constructs

In this study descriptive statistics for the latent variables were presented. Descriptive

statistics arrangement in the form of means and standard deviations for the latent

variables is computed.


This work used five likert scale in measuring all latent variables as 1= Strongly

Disagreed to 5= strongly Agree, table 5.6 shows the results easier interpretation. The

table presented the overall mean for the latent variables ranged between 3.493 and

4.251. The mean and standard deviation for infrastructure capability were 4.075 and

.697 respectively. Therefore this shows that respondents tends to have moderate level

of infrastructure capability. Still the table shows that the policy was 3.682 and the

standard deviation of .729, this suggest that the respondents perceive the level of policy

as moderate. Also the results staff development indicated that respondents perceived

the item as moderate. But the result of staff performance shows it has high score of

mean for 4.251 and standard deviation of .582 as well. The descriptive statistics also

indicated that a moderate score for staff welfare (Mean = 3.889; Standard Deviation

.688) (See table 5.6).

Table 5.6

*Descriptive Statistics for Latent Variables*

| Constructs | N | Mean | Std. Deviation |
|---|---|---|---|
| Infrastructural Facilities | 349 | 4.075 | 0.697 |
| Organizational Policies | 349 | 3.682 | 0.729 |
| Staff Development | 349 | 3.493 | 0.760 |
| Staff Performance | 349 | 4.251 | 0.582 |
| Staff Welfare | 349 | 3.889 | 0.688 |

### 5.10.1  Staff Development

Staff development is seen as the process of developing organizational manpower that assist the organization to ensure its members possessed basic skills and knowledge they require and needed in performing jobs effectively. It is apparently clear that most of the organization and agencies do not seriously invested in on-going quality staff development and training (Angela, Joyce & Marcia, 2003). Training is perceived as the most effective means of staff development that improve the quality of the existing staff with motive toward achieving organizational objectives (Roberson, 1997). Training and development support organizational members to have an adequate skills and knowledge in performing their jobs effectively as such staff development influence the performance of personnel. Unfortunately, in the Nigerian context the reverse is the case.

Understaffing is seen here as the shortage of manpower that seems to be obtainable in a particular job, it is also posit as lack of sufficient number of staff assign to a specific job description to carry out a particular task. It has been argued that insufficient allocation of manpower in curtailing illegal activities along border area is associated with issue of understaffing (Haddal, 2010). The number of staff in Nigeria Immigration Service specifically zone C as the area study unit of analysis is insufficient number of staffs where the total number estimate is 2,374 expecting to cover the north eastern

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states in total. While, zone A of Nigeria Immigration Service constituted the number of 5,000 personnel that are controlling the domain. Apart from the total number of the staff, the research will also need to look at their qualifications, then the issue of training and re-training of the staff as recommended by (Akiyeni, 2013), hence, the level of commitment and dedication (patriotism) of staff in discharging their duties. Haddal (2010) has been argued that insufficient allocation of manpower in curtailing illegal activities along border area is associated with issue of understaffing. It is apparently clear that most of the organization and agencies do not seriously invested in on-going quality staff development and training (Angela, Joyce & Marcia, 2003). Therefore, staff develop serve as instrument that improve the capability and effective performance of personnel. One of the major challenges faced by the Nigeria Immigration Service is the problems of understaffing, lack of sufficient number manpower affect the organization performance.

## 5.10.2 Organizational Policies

Policy relevancy in the organization means the politics and practices of human resource management extremely affect the performance of personnel in organization (Demo, Neiva, Nunes & Rozzett, 2012). With regard to Nigeria Immigration Service (NIS) the policy of Regional Organizations i.e ECOWAS Protocol established by member states in 1979, which allowed free movement of persons, goods and services among the member nations as well as usual government policies on borders and regional matters affect the performance of personnel (Akinyeni, 2013). Mitchell, Holtom, & Lee (2001) found the significant relationship between the organizational policies and staff performance, when there are good policy in an organization it influences performance of staff, therefore the results of the aforementioned studies is

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in consistent with the present study which revealed that introducing sound organizational policy will improve the performance of the Nigeria Immigration Service.

### 5.10.3 Infrastructural Facilities

Infrastructural facilities here is seen as relevant technological items and facilities such as Patrol Vehicle, Helicopters, building proper Gate and Check points of entries. Construction of Roads and Staff quarters along border areas etc (Edward, 2012). Information Communication Technology (ICT) that can serve as a means of enhancing interactions among border agents. Such as wide area network, internet, Sensors, Radar, Satellite and other mobiles gadgets for determinant of effective communication in organizations (Ogedebe & Babatunde, 2012).

In a study conducted by Tropina (2016) described the importance of application of digital technologies that government need to imbibe in managing borders. The emergence of sophisticated technology influenced high level of proximity in the global arena. Digitalization of border is perceived as imperative factor of securing the boundaries, through the application of better communication system. The use of advance technology sometimes encourage relevant stakeholders like commendable citizens and civil society can use the technologies to report, raise awareness, and monitor any form of criminal activities along border area. There is a broad consensus among researchers and scholarly alike that technological advancement can help in the fight against corruption. It also facilitate efforts to fight illicit financial flows when it comes to good governance, transparency, awareness, empowerment, and crime reporting. However, emphasis was tilted toward government agencies and civil society

to play vital role in disseminating information through communications networks to tackle the problems. Several studies had shown there is positive relationship between infrastructural facilities and staff performance in the organizations. Hence, the above constructs are significantly related on improving the performance of personnel in Nigeria Immigration Service.

### 5.10.4 Staff Welfare

Inadequate funding means the money allocate to Nigeria Immigration Service (NIS) whether is enough for them to operate and provide the necessary logistic properly as well as providing the welfare of it staff (NIS survey, 2014). Since the institution relies on government funding and it is not autonomous, and even in the area of employment the organization most also seek for government approval before embarking in recruitment exercise (Comptroller NIS on Daily Times 17 Aug, 2013). Okereke & Daniel (2010) ascertained that there is significant and positive relationship between staff welfare and staff performance. Hypothesis clearly indicated the significant relationship between staff welfare and staff performance. It is in line with what obtained in a study that suggested the Provision of appropriate training, free medical treatment, sport facilities, social club, canteens, supervising staff and works, operating sick club and savings well fare schemes, providing advices on personal issues as well as arrangement of legal aids, staff pension funds and leave grants, giving loans especially on hardship situations, providing assistance to a transferred staff and above all giving assistance to all area of ramification that would make employees feel comfortable in organization which found a significant relationship to job performance (Coventry & Barker 1988). Similarly, Lim *et al*., (2012) lamented that for the organization to improve the job performance the issue of staff welfare incentive which

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motivate them to put more effort toward the attainment of organizational objectives. Hence this study reveals there is significant relationship between staff welfare and staff performance.

The following model of the constructs is Explaining the independent variables of Staff Development (SD), Organizational Policies (OP) infrastructural facilities (IF) and Staff Welfare (SW) to dependent variable of staff performance (SP).
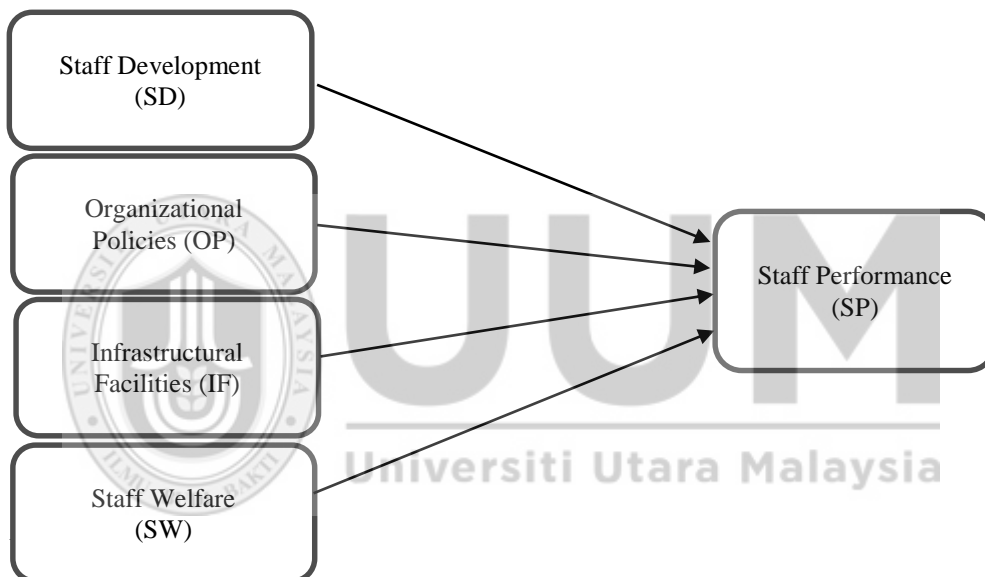


*Figure 5.2* Hypothesis

## 5.11    Assessment of PLS-SEM Path Model Results

It is paramount important at this juncture to sight a recent study conducted by Henseler and Sarstedt (2013) which suggest that goodness-of-fit (GoF) index is not compatible for model validation (See hair *et al*., 2014). Using PLS path models with simulated data, the author's shows that goodness-of –fit is un suitable for model validation is due to it in ability separate invalid models from the valid ones (Hair, Ringle, & Sarstedt, 2013). Considering the current development with regard to unsuitability of PLS path

modelling in model validation, this research employed a two-step process to evaluate as well as to report the results of PLS-SEM path, in line with the recommendation of Henseler, Ringler and sinkovics (2009). The process of two-step adopted in this study comprises the assessment of measurement model, and the assessment of a structural model.

## 5.12 Assessment of Measurement Model

Assessment of a measurement model encompasses determining individual item reliability, internal consistency reliability, convergent validity as well as discriminant validity (Hair *et al*., 2014; Hair *et al*., 2011; Henseler *et al*., 2009).
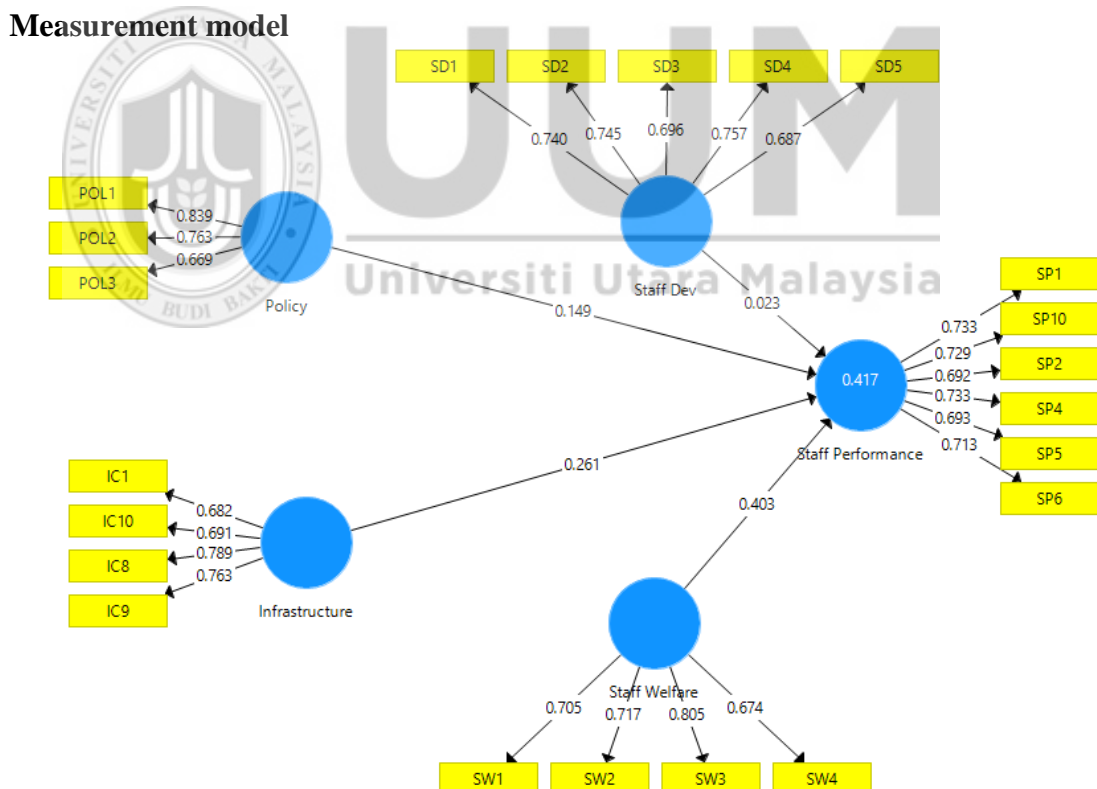
**Measurement model**



*Figure 5.3.* Measurement Model

### 5.13 Individual Item Reliability

Individual item reliability was assessed by examining the outer loadings of every one of the construct's measure (Hair *et al*., 2014; hair *et al*., 2012; Duarte & Raposo, 2010; Hulland, 1999). According Hair *et al*., (2014) Going by the rule of thumb for retaining items with loadings between .40 and .70 was discovered that out of 37 items, 15 had been deleted because they indicated that loadings below the threshold of 0.40. Therefore, in the whole model, the only items retained were 22 because they had loadings between 0.501 and 0.951 respectably.

### 5.14 Internal Consistency Reliability

Bijttebier *et al*., (2000); Sun *et al*., (2007) sees internal consistency reliability the extents of which all items measuring the same concept on a particular sub scale. The most commonly used estimators of the internal consistency reliability in organization, are Cronbach's alpha coefficient and composite reliability coefficient. (Bocon, Sauer, & Young, 1995; McCRAE, Kurtz, Yamagata & Terracciano, 2011; Peterson & Kim, 2013). Composite reliability was choosing in this research in order to ascertain the internal consistency reliability of measures adopted (Table 5.11).

The major reasons justified the use of composite reliability coefficient are composite reliability coefficient provides a much lowest level biased estimate of reliability that Cronbach's alpha coefficient due to the fact that it is eventually assumes all items contribute equally to its construct  with no consideration of individual loadings (Barclay, Higgins, & Thompson, 1995; Gotz, Liehr-Gobbers, & Krafft, 2010). (Referred to Appendix C Full Model).

Table 5.7
*Item loading, Composite Reliability, Cronbach Alpha and Average Variance Extracted of constructs*

| Constructs | Items | Loadings | Composite Reliability | Cronbach Alpha | AVE |
|---|---|---|---|---|---|
| Infrastructural Facilities | IF1 | **.682** | .822 | .719 | .537 |
| | IF10 | **.691** | | | |
| | IF8 | **.789** | | | |
| | IF9 | **.763** | | | |
| Organizational Policies | POL1 | **.839** | .803 | .635 | .578 |
| | POL2 | **.763** | | | |
| | POL3 | **.669** | | | |
| Staff Development | SD1 | **.740** | .847 | .778 | .527 |
| | SD2 | **.745** | | | |
| | SD3 | **.696** | | | |
| | SD4 | **.757** | | | |
| | SD5 | **.687** | | | |
| Staff Performance | SP1 | **.733** | .863 | .810 | .512 |
| | SP10 | **.729** | | | |
| | SP2 | **.692** | | | |
| | SP4 | **.733** | | | |
| | SP5 | **.693** | | | |
| | SP6 | **.713** | | | |
| Staff welfare | SW1 | **.705** | .817 | .704 | .528 |
| | SW2 | **.717** | | | |
| | SW3 | **.805** | | | |
| | SW4 | **.674** | | | |

Also Cronbach's alpha may either over or under-estimate the scale reliability. The composite reliability takes into account that indicators have different loadings which can interpreted in the same way as Cronbach's alpha and whatever reliability coefficient is used an internal consistency reliability value is above .70 which is regarded as satisfactory sufficient for model, meanwhile the value less than .60 indicated a lack of reliability. Furthermore, interpretation of internal consistency reliability using composite reliability coefficient was based on rule of thumb which provided by Bagozzi and Yi (1988) and Hair *et al*., (2011), who's recommend the reliability coefficients most at least be .70 or more.

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Table 5.7 indicated the composite reliability coefficient of all of the latent constructs ranged from .803 to .863 with each exceeding the minimum acceptable level of .70, suggesting adequate internal consistency reliability of the measures used by this research work (Bagozzi & Yi, 1988; Hair *et al*., 2011).

## 5.15    Convergent Validity

Convergent validity is defined as the extent of which items truly represent intended latent construct and indeed correlation with other measures of the same latent construct (Hair *et al*.,). The average variance extracted (AVE) is used to assess convergent validity by examining of it latent construct, as recommended by Fornell and Larcker (1981). In order to achieve sufficient and adequate convergent validity, Chin (1988) suggests that AVE of any of latent construct should be .50 or more. According to Chin (1998), Average Variance Extracted values exhibited high loadings (>.50) on their respective constructs indicating adequate convergent validity (See above table 5.7).

## 5.16    Discriminant Validity

According to Duarte and Raposo (2010), Discriminant validity it is refers to the extent to which a particular latent construct is different from other latent constructs. Therefore, in this study discriminant validity was ascertained using AVE as recommended by Fornell and Larcker (1981).  For the attainment of this it is through comparing the correlations among the latent constructs with square root of average variance extracted (Fornell & Larcker, 1981). Chin's (1998) further explained discriminant validity was determined on criterion by comprising the indicator loadings with other reflective indicators in the cross loadings.  Fornell and Larcker (1981) recommended the average variance extracted with score of either .50 0r more, as a rule

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of thumb for evaluating discriminant validity. In order to achieve adequate discriminant validity, still Fornell and Larcker (1981) additionally postulated that the square root of the AVE should be greater than the correlations among latent constructs. As indicated of the above (table 5.7) the values of the average variances extracted ranged between .540 and .724, suggesting acceptable values.

Table 5.8 shows the correlation among the latent constructs which compared with the square root of the average variances extracted. It is also showing the square root of average variances extracted were all greater than the correlations among latent constructs, and recommending adequate discriminant validity (Fornell & Larcker, 1981).

Table 5.8
*Square Root of Average Variance Extracted and Correlations of Latent Variables*

| Construct | IF | OP | SD | SP | W |
|---|---|---|---|---|---|
| IF | **.733** | | | | |
| OP | .253 | **.760** | | | |
| SD | .204 | .371 | **.726** | | |
| SP | .441 | .429 | .256 | **.716** | |
| SW | .342 | .507 | .307 | .576 | **.727** |

Note: Diagonal elements (figures in bold) are the square root of the variance (AVE) shared between the constructs and their measures. Off diagonal elements are the correlations among constructs

Chin, (1998) posit that as it has been stated earlier, discriminant validity can be ascertained by comparing the indicator loadings with cross-loadings and also recommended to achieve adequate discriminant validity, the indicator loadings should be higher than the cross-loadings. As seen in table 5.9, it used other reflective indicators to compares the indicator loadings, which is suggesting adequate discriminant validity for further analysis.

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Table 5.9
*Cross Loadings*

| Constructs | Items | IF | OP | SD | SP | SW |
|---|---|---|---|---|---|---|
| Infrastructural Facilities | IF1 | **.682** | .232 | .140 | .400 | .340 |
| | IF10 | **.691** | .162 | .158 | .256 | .210 |
| | IF8 | **.789** | .145 | .138 | .320 | .220 |
| | IF9 | **.763** | .182 | .167 | .273 | .187 |
| Organizational Policies | POL1 | .229 | **.839** | .342 | .390 | .420 |
| | POL2 | .148 | **.763** | .227 | .302 | .330 |
| | POL3 | .195 | **.669** | .267 | .271 | .411 |
| Staff Development | SD1 | .151 | .245 | **.740** | .185 | .196 |
| | SD2 | .163 | .229 | **.745** | .188 | .192 |
| | SD3 | .092 | .264 | **.696** | .133 | .229 |
| | SD4 | .220 | .352 | **.757** | .238 | .298 |
| | SD5 | .069 | .236 | **.687** | .153 | .177 |
| Staff Performance | SP1 | .274 | .383 | .228 | **.733** | .520 |
| | SP10 | .322 | .298 | .178 | **.729** | .431 |
| | SP2 | .301 | .285 | .255 | **.692** | .367 |
| | SP4 | .381 | .311 | .189 | **.733** | .415 |
| | SP5 | .338 | .289 | .152 | **.693** | .345 |
| | SP6 | .280 | .258 | .081 | **.713** | .367 |
| Staff welfare | SW1 | .197 | .432 | .313 | .341 | **.705** |
| | SW2 | .184 | .347 | .182 | .361 | **.717** |
| | SW3 | .254 | .453 | .278 | .448 | **.805** |
| | SW4 | .326 | .260 | .139 | .485 | **.674** |

## 5.17 Assessment of Significance of the Structural Model

Since the measurement model had been ascertained, then this study assessed the structural model. The study further applied the standard boostrapping procedure with the number of 5000 bootstrap samples and 349 cases to assess significance of the path coefficients (Hair *et al.*, 2014; Hair *et al.*, 2012; Hair *et al.*, 2011; Henseler *et al.*, 2009).

**Structural Model**
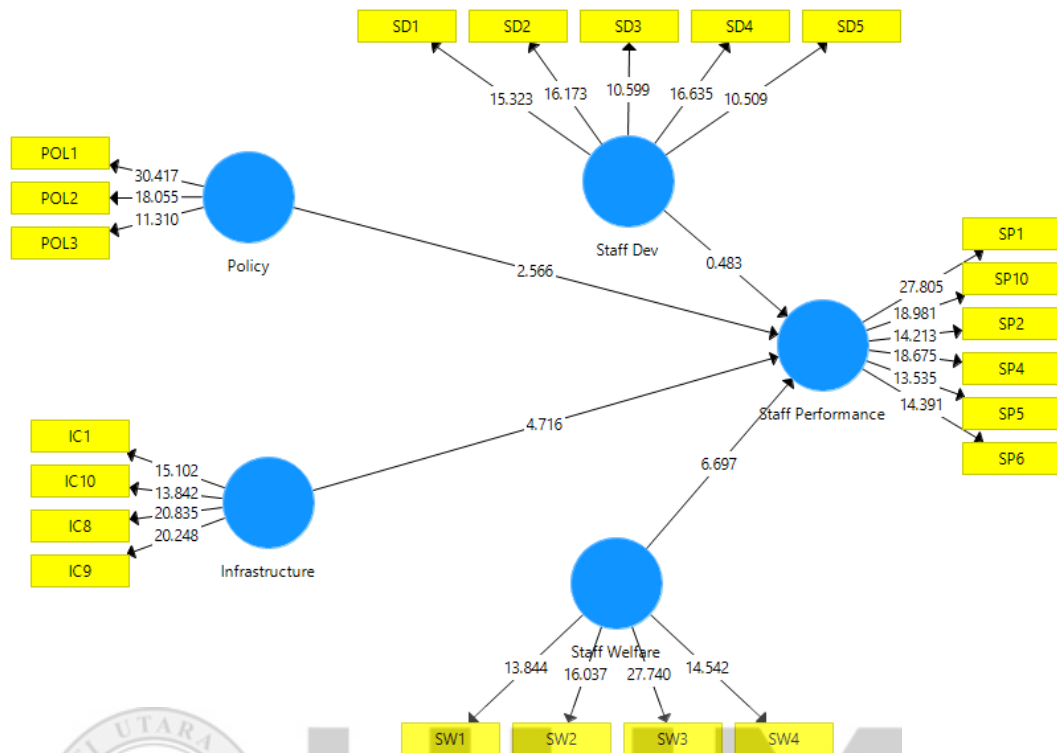


*Figure 5.4* Structural Model Assessment

On the overall hypothesis relationship of the main model of this study shown the result at follows:-

At the beginning, hypothesis 1, of staff development, and staff performance predicted that staff development is negatively related to staff performance. The result revealed no significant positive relationship between staff development and staff performance ($\beta$ = .023, t = .488 p > 0.10) not supporting Hypothesis 1(table 5.14).

The next hypothesis 2 predicted that organizational policies is positively related to staff performance. Result (table 5.10) shown that positive relationship between organizational policies and staff performance ($\beta$ = .147, t = 2.542, p < 0.01), therefore it is supporting Hypothesis.

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In the same vein, next hypothesis 3 of staff welfare also indicated that the hypothesis has a significant relationship between staff welfare and staff performance (β =.406, t =6.922, p < 0.01) (See table 5.10). There is supporting hypothesis.

Hypothesis 4 revealed that there is no positive relationship and the result shown that, there is no significant relationship between infrastructural facilities and staff performance (β =.259, t = 4.394, p < 0.01 (See table 5.10), hypothesis supported.

Table 5.10
*The Overall Hypothesis of the Study*

| Hypothesis | Relationship | Beta Value | Std. Error | t-value | p-values | Decisions |
|---|---|---|---|---|---|---|
| H1 | Staff Development -> Staff Performance | .023 | .048 | .483 | .315 | Not Supported |
| H2 | Organizational Policies -> Staff Performance | .149 | .058 | 2.566 | .005 | Supported |
| H3 | Infrastructural Facilities -> Staff Performance | .261 | .055 | 4.716 | .000 | Supported |
| H4 | Staff Welfare -> Staff Performance | .403 | .060 | 6.697 | .000 | Supported |

Note: *** significant at 0.01, **significant at 0.05, * significant at 0.1.

## 5.18    Assessment of Variance Explained in the Endogenous Latent Variables

Also another important criterion for assessing the structural model in PLS-SEM is the R-square value, otherwise known as coefficient of determination (Hair *et al*., 2012; Hair *et al*., 2011; Henseler *et al*., 2009). R-square value is representing the proportion of variation in the dependent variables, and this can be explained by either one or more predictor variable (Hair *et al*., 2010; Elliott & Woodward, 2007; Hair *et al*., 2006). Even though the acceptable level of R-square value rest on the study context (Hair *et al*., 2010). Falk and Miller (1992) propose an R-square value of 0.10 as a minimum acceptable level. According to Chin (1998) suggestion the R-square value of 0.67, 0.33 and 0.19 in PLS-SEM can also be considered as substantial, moderate and weak, respectively. Table 5.11 shows the R-square values of the endogenous latent variables.

Table 5.11

*Variance Explained in the Endogenous Latent Variables*

| Latent Variables | Variance Explained ($R^2$) |
|---|---|
| Staff Performance | 42% |

The above table 5.11 explained the research model of 42% of total variance in staff performance. Therefore, this suggested that the latent variables (staff development, policy, staff welfare, and infrastructure capability) collectively explain 42% of staff performance respectively. Moreover, following Falk and Miller's (1992) and Chin's (1998) the values of the endogenous latent variables indicated the acceptable levels of R-square value as such it considered moderate.

## 5.19    Assessment of Effect Size ($f^2$)

It is clearly shown the effect size indicated relative effect of a particular exogenous latent variable on endogenous latent variable (s) by means of changes in the R-squared (Chin, 1998). R-squared of latent variable increase as it calculated and the path is connected relatively to the latent variable's proportion of unexplained variance (Chin, 1998).

Table 5.12

*Effect Sizes of the Latent Variables on Cohen's (1988) Recommendation*

| Endogenous | Exogenous | R-squared Included | R-squared Excluded | f-squared | Effect size |
|---|---|---|---|---|---|
| **SP** | SD | .418 | .418 | .001 | None |
| | OP | .418 | .403 | .026 | Small |
| | SW | .418 | .305 | .191 | Medium |
| | IF | .418 | .362 | .101 | Small |

As shown in the above table 5.12 the effect sizes staff development, policy, staff welfare, infrastructure capability on performance were .001, .026, .191, .101, respectively. While going by Cohen's (1988) guideline, the effect size of the four exogenous latent variables on staff performance can be considered as none, small,

medium, small respectively. Likewise, according to Cohen's postulation for the interpretation of effect size, the results indicated that the effect sizes of the four exogenous latent variables on performance could be considered none, small, medium, small respectively.

## 5.20    Assessment of Predictive Relevance

Geisser and Stone (1974) ascertained that the test of predictive relevance of research model can be done using blindfolding procedures. Usually this test is used as a supplementary assessment of goodness-of-fit in partial least square structural equation modelling (Duarte & Raposo 2010). Although the present study used blindfolding procedure to justify the predictive relevance of the research model, but according to Sattler, Volckner, Riediger and Ringle (2010) "blindfolding procedure is only applied to endogenous latent variables that have a reflective measurement model operationalization". Mc Millan and Conner (2003) also posit that reflective measurement model for unobservable concept causes variation in set of observable indicators. Considering the endogenous latent variable in this study which is reflective in nature, hence a blindfolding procedure is applied.

Again a cross-validated redundancy measure ($Q^2$) also applied to assess the predictive relevance of the research model (Hair *et al*., 2013; Ringle, sarstedt & Straub 2012; Stone, 1974; Chin, 2010; Geisser, 1974). The $Q^2$ is a criterion to measure how good a model predicts the data of omitted cases (Hair *et al*., 2014; Chin, 1998). Research model with statistic (s) greater than zero is considered to have predictive relevance (Henseler *et al*., 2009). Furthermore, a research model with higher positive $Q^2$ values

advocates more predictive relevance. See table 5.13 that indicated the results of cross-validated redundancy $Q^2$ test.

The table 5.13, the cross-validation redundancy measure $Q^2$ for all endogenous latent variables were above zero, is recommending the predictive relevance of the model (Chin 1998; Henseler *et al*., 2009).

Table 5.17
*Construct Cross-Validated Redundancy*

| Total | SSO | SSE | Q (=1-SSE/SSO) |
|---|---|---|---|
| **Staff Performance** | 2,094.000 | 1,671.053 | 0.202 |

## 5.21    Conclusion

This chapter discussed the imperatives of quantitative aspect methodology of this research, and this research conducted a pilot study prior to embark of the main research work with the purpose of measuring reliability instruments through Cronbach's Alpha Coefficient. Demographic information of the respondents was also analysed in this research. Finally, the chapter concluded with testing of hypotheses which indicated that, out of 4 tested hypotheses 3 were supported hypotheses and 1 were not supported. The next chapter is about the presentation of data analysis based on the qualitative aspect.

## CHAPTER SIX

## QUALITATIVE ANALYSIS AND FINDINGS

### 6.1    Introduction

Previous chapter discussed quantitative aspect of the research which questionnaires are used as research instrument. The chapter answered research questions one and two using PLS as statistical analysis packet to explain the relationship between the variables. This chapter discusses the research designs and method of qualitative was employed for data collection and analysis. Qualitative methodology approaches it advantage and disadvantages as well as thematic analysis of interviews was discussed. Questions three and four that looks more on qualitatively in nature, therefore the research employed qualitative approach for this chapter.

### 6.2    The Main Interview

In this chapter in-depth interview was conducted with Nigeria Immigration Service (NIS) as a study unit of analysis order to achieve objectives of the research. The most important reasons of conducting in-depth interviews is for the researcher to have details information form the respondents on major challenges confronting the personnel in the organization under study and to be able to provide suitable solution to the problem at stake.  Face to face interview was conducted and aims was targeted

towards answering research question three and four on the major challenges confronting NIS as well as adopting possible solution to the problems.

### 6.3 Protocols for Qualitative Interview

There are certain basic protocols that a research will adhere to prior conducting interviews on the qualitative design which serve as guide for easy exercise. This research employed eight principles preparation stage of interview (McNamara 2009).

The stages involve the followings:-

- Choose a setting with little distraction.

- Explain the purpose of the interview.

- Address terms of confidentiality.

- Explain the format of the interview.

- Indicate how long the interview usually takes.

- Tell them how to get in touch with you later.

- Ask them if they have any questions before you start the interview.

- Don't count on your memory to recall their answers.

1. Choosing a setting with little distraction

   Nigerian Immigration Service as public organization as the study unit of analysis was chosen in order to have vital information concerning current challenges facing the organization which is the major area concerning the research.

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2. Explain the purpose of the interview

   On the course of the research interviewer is expected to clearly the interviewee the reasons for conducting particular interview i.e problems confronting NIS and the researcher effort towards solving the problems.

3. Address terms of confidentiality

   Privacy and high level security to information is required, due to the fact research is directly involved implementation of government policies and programme. Therefore, interviewer give the respondent's assurance to their views express would be treated with highest level of confidentiality as their identity in anyway would not be reveal at the end of the research.

4. Explain the format of interview

   Immediately the research meet the target respondents would explain the modalities that the interview will be carry out. The researcher need to along without a third party, because the presence of third party gives interviewee less chance to explore as the level of privacy was not attain, also mini tape recorder is mostly used as well as important notes to be jotting down to supplement the recorded version.

5. Indicate how long the interview will take

   This is another important part of interview the researcher is expected to tell his audience time frame of conducting the interview e.g 30-40 minutes is enough to conduct interview because of the respondent's tight schedules in various duty post.

6. Tell them how to get in touch with you later

It is very essentials for the researcher to have access to the audience on qualitative research and this allow the interviewer and interviewee to contact one another whenever the need arises, this will assist the researcher to have an ample opportunity to be cumbersome with current information concerning the study. Social medium like phone calls, SMS e-mail exchanges to make the contact possible.

7. Ask them if they have any questions before the commencement of interview

It is paramount important for researcher to have politely relate with the interviewee encourage them to feel free to ask relevant questions under the study. Most of the respondents used to think about the security of information privacy.

8. Don't count on your memory to recall their answers

One of the essential aspects of conducting interview is the use of appropriate instruments, to gathered information with mini tape recorder as well as written documents. Meanwhile, the respondent voice will be record and note to be taken as well, during the interview session.

In-depth interview is design in this research with purpose of answering the following questions, which include among others challenges faced to Nigeria Immigration Service, as well and suggestion for the remedies on how to improve their personnel performance. There is also popular believe that the personnel responsible to manage the organization are less compare to the enormous tasks expecting from them, while

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lack of recruitment transparency play a vital in the public service, which resulted to deter competent ones to be placed in the right place in government jobs (Briggs, 2007).

**6.4    Thematic Analysis of Interviews**

Thematic analysis is used in qualitative research and focuses on examining themes within data.

It is an approach dealing with data that involves the creation and application of 'codes' to data (Gibson 2006). Data being analyses could take any forms i.e interview transcription, policy documents, field notes etc. in the same vein, there are several computer packages assisted in analysis of qualitative design in facilitating data gathered and thematic coding.

Table 6.1:
*Step in Thematic Analytical Process*

| S/N | Steps/Phase | Thematic Analytical Process |
|-----|-------------|-----------------------------|
| | Step one | Initial presentation for data analysis |
| | Step two | Reading and re-reading of the text to annotes any text in margin |
| | Step three | Sort relevant items into proto-themes |
| | Step four | Assessing the proto-themes and try initial definition |
| | Step five | Re-assessing the text thoroughly and carefully for related incidence of data for each proto-theme |
| | Step six | Arrange and construct the final form of each theme |
| | Step seven | Final report of each theme |

Source: Gibson (2007)

This study followed the above stages on the table provided. The interview was carried out in Nigeria Immigration Service (NIS) with the purpose of providing answers to research questions on the challenges confronting border management personnel in Nigeria as well effort to provide good strategies in order to improve their performance.

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## 6.5    Geographical location of units of analysis

Geographically the zones under study are entirely situated in different location from one another in the country, zone A is located in the south/western part of Nigeria where the border appears to be mostly sea water.

Religion the population are also predominantly Muslims although there is significant number of non- Muslims living in the area but the majority of them are Muslims.

Tribal inclination tribe is another important feature that characterized the inhabitant of the zone where almost about 90% of them speaking the same local language (Yoruba) as a medium of communication. These also one of important factor that help in managing the activities of intruders on attempt to cross the borders.

Topology is the topographical nature of the region which is another important factor to be considered between the zone, in the south/western part the nature of the terrain is predominantly water and land border is very small portions that link the two countries (Nigeria & Benin Republic). Therefore the topography is distinct from the kind of the other zone.

In the contrast the zone C is located in the north/eastern part of the Nigeria and it is the main focal area of the study some factors are different, even though some are similar example the religion it is also dominated by Muslims. But in terms of topographical nature of the terrain is entirely different, where by in the north is plain and desert land bordering about three different countries (Cameroon, Chad, & Niger Republic).

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Tribes the region constitutes many different types of tribes the spoke different languages as the medium of communication. There is also inter marital affairs in the regions which trans vast into the neighbouring countries as a result of similarity in religion among them couple with lack of neither natural nor artificial border demarcation.

One of the major similarities between two zones under study was the fact that all of them operate under federal government. Therefore, staff working in the organization enjoys the same salaries structure, allowances, training programmes and staff welfare nationwide. In terms of provision of infrastructural facilities is also applicable in accordance with nature of terrain of a particular location through the country.

## 6.6    Challenges Confronting the Performance of Border Personnel in Nigeria

In order to have easy method of data analysis the researcher transcribed the recorded version of interview into themes, as an approach dealing with data that involves the creation and application of 'codes' to data (Gibson 2006).

Table 6.2
*Themes on Research Question 3*

| S/N | CODES | THEMES |
|-----|-------|--------|
| 1 | CHL1 | Shortage Manpower |
| 2 | CHL2 | Training Development |
| 3 | CHL3 | Infrastructural Facilities |
| 4 | CHL4 | Recruitment Process |
| 5 | CHL5 | Border Porosity |

### 6.6.1   Shortage Manpower

Nigeria Immigration Service (NIS) as an organization conferred with demanding and challenging tasks, the organisation is requires having sufficient number of staff by virtue of its responsibilities.   Unfortunately, the organisation lacks enough personnel

to monitor borders effectively, which affect the performance of border management personnel.

One of the respondents stated that:

> *One of the major challenges faced by the Nigeria Immigration Service is the problems of understaffing, lack of sufficient number manpower affect the organization performance. Look at instants of the zone currently under study that is zone C, in the north eastern part of the country. North-East zone is comprises of about five states i.e Adamawa, Bauchi, Gombe, Maiduguri and Yobe state, and this states are the most vulnerable areas where the number of illegal route are recorded very high, but yet the number of the staff is around 2,500. (CHL1 Senior Staff NIS).*

Same view was expressed by another interviewee who lamented that:

> *For the organization to perform better, government most have to massively employ more staff so as meet the challenges facing the Nigeria Immigration Service today, therefore, may suggestion is more emphasis to be given on government to embark on recruiting more personnel, there is no two way about that, looking at the very big land mark the country acquired. Therefore, this respondent also capitalised on the issue of understaffing which affect the organisational performance. (CHL1 junior Staff).*

In the same vein, another interviewee in opined that:

> *Understaffing affect the performance of personnel in the organization, given a practical examples, on the issue of the jobs in order to portray the reasons why there is need for more staff in the organization, "initially we are 50 in number posted to this local government and within a stipulated period of time we were able to arrested a very large number of illegal immigrant as well as those who entered the country legally and over stay, today the number of personnel here is just 11, which is not sufficient to carry out the job effectively".(CHL1 Junior Staff NIS).*

Another respondent on her own part asserted that:

> *Additional manpower in the Nigeria Immigration Service is necessary, because she was recently deployed from a remote border area where the number of illegal route are many yet the staff are very limited in number to mount the porous border of illegal immigrants. So issue of manpower development is very crucial, for the organization to perform as expected. (CHL1 Senior Staff NIS).*

The above explanations indicated that the respondents were collectively expressed their views toward the same direction as understaffing (manpower shortage) in Nigeria

Immigration Service has devastating effects in border management personnel performance in conducting their duties as security personnel.

### 6.6.2   Training Development

Training and re-training of personnel enhance their capability of skills and knowledge, this process boost and wide it their horizon in handling tasks ahead. Training and re-training developed staff and in the case of Nigeria Immigration Service lacks proper and appropriate means of training development for it staff, which is the great challenges to the organisation

One of the respondents in NIS Zone C asserted that:

> *Training developed personnel to acquire the required knowledge that enable them to handle the responsibilities effectively. Training encourage staffs boots their morale and motivate them in carrying out their responsibility, while the case of Nigeria Immigration Service this aspects were not been given due regards and even when the chance come it was given only those that are having God-fathers at the top management, as such politicization play vital role within the organization and it resulted into a serious challenges in the organization. (CHL2 Senior Staff NIS).*

Previous studies proved and portray that training and re-training enhance staff development in an organization, it as the most important strategy to improve the quality of existing knowledge and skills, experience and abilities of individuals leading toward attainment of organizational goals (Azara, Naqvi & Atif Khan, 2013). Training is mostly initiated with the motive to increase the member staff with technical know-how and skills needed to discharge their duties effectively.

In the same line with above response one respondent was equated as saying that:

> *Nowadays it is very difficult to follow the legitimate way of selecting the right calibres to send for training in this organization but rather those who have God-fathers will be selected, in the same vein, also we bitterly complain about the promotion, legal processes were no longer adhere, but*

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*the staff who have long leg with the officers at the top management is been promoted even without fulfilling the requirements. (CHL2 Junior Officer).*

Another interviewee further added that:

*Organization to be performing better training is inevitable and Nigeria Immigration Service in not in isolation, and if this organization will not open up to any staff with equal chance without discrimination in training development, NIS personnel performance would continue confronting serious challenges in discharging their duties. (CHL2 Junior Staff NIS).*

In the contrary one of the respondents lamented that:

*Even though training programmes are not sufficient enough in Nigeria Immigration Service, but the main issue is how to provide the trainees with adequate and modern methods that is applicable with current trend of border control in the contemporary world matters a lot. Despite the fact that the training programme is there, modernization of technology that goes alone current trend of new world order of border management is needed. (CHL2 Senior Officer NIS)*

### 6.6.3 Infrastructural Facilities

Another major challenges confronting Nigeria Immigration Service NIS is the issue of infrastructural facilities such as Patrol Vehicle, Helicopters, building proper Gate and Check points of entries, construction of Roads and Staff quarters along border areas etc (Edward, 2012), for border agents to smoothly operate as well as Information Communication Technology (ICT) as uses of computer technology as a means of interactions such as wide area network, internet, Sensors, Radar, Satellite and other mobiles gadgets for effective communication of organizations (Ogedebe & Babatunde, 2012).

One of the interviewee stated that:

*Infrastructure facilities as refers above is the major challenges facing Nigeria Immigration Service, inappropriate provision of infrastructures i.e information and communication technology, such as wide area network, internet, Sensors, Radar, Satellite and other mobiles gadgets for effective communication of organizations and provision of Patrol Vehicle, Helicopters, building proper Gate and Check points of entries, construction of Roads and Staff quarters along border areas etc have a*

*negative effects on the border personnel performance.(CHL3 Senior Officer NIS).*

Responding on the interview another respondent ascertained that:

*The importance of infrastructural facilities in border control cannot be over emphasise looking at the current trend of border control, especially, information and communication technology (ict) uses in border surveillance, which is the sophisticated equipment's in monitoring any potential threat or influx movement of illegal to a nation. While is the case of Nigeria the ict is lacking, in only few of the airports and is not sophisticated because we still use the old method of checking lodges, while in the land borders there is nothing to ride home about. (CHL3 Junior Officer NIS).*

Similarly, another respondent opined that:

*Infrastructural facilities play a vital role in border surveillance and patrol it not easy for a country that most of the borders are land without either natural variance like mountain water and so on, and no artificial once like building wall or fences, that country must be vulnerable to so many act of contraband goods and illegal immigrant as well as border organised crimes. (CHL3 Junior Staff NIS).*

Another interviewee expressed his view in such a way that:

*Apart from information and communication technology (ICT) challenges there are issues related to relevant infrastructures like housing quarters to border personnel along border areas, that would enable them respond to potential threat immediately. Moreover, the problems of effective mobility of patrol of border management; all hindered the performance of border agents. (CHL3 Senior Officer NIS).*

The major impediment of achieving proper control of border is associated with infrastructural facilities that would put in place to monitor movement of any form of organised crimes. These facilities could be Satellite, Radar, Ground Sensor, CCTV etc. On the other side lack provision of housing quarters, effective patrol mobilities, are the major challenges affect the performance of Nigeria Immigration Service personnel.

### 6.6.4   Recruitment Process

Recruitment process had become a challenging factor in both public and private sector in Nigeria, because individuals and groups that are politically well connected are taken

undue advantages at the expense of less privileged majority members of the society. Politicisation in recruitment of personnel had a negative effect in achieving good performance results in many organizations. Nigeria Immigration Service is not in isolation, equal chance were not been given to all applicants, selecting procedure based on merit and competency is no longer order of the day, but rather opportunity is only been given to those who have God-fathers at the top most level in government. Therefore, it really affects the performance of personnel in the long run.

One of the respondents stated that:

> *Politicisation in recruitment of potential candidates is one of the major challenges confronting Nigeria Immigration Service (NIS), employment is no longer based on merit and competency. Chance was always given to people that are highly placed in government top most offices, politicians etc. usually note is given to their candidates demanding the organization for replacement irrespective of whether they applied or attend interview or any selection tests. (CHL4 Junior Staff NIS).*

A similar view was expressed by another interviewee lamented that:

> *There are a lot of problems in the recruitment process, whenever, the announcement of vacant made large pool number of applicants rush to apply and endeavour to followed all the necessary protocols, but at the end of the day job would be allocated to those that have long leg, leaving the competence once unemployed. How do you expect a better performance in such kind of situation? (CHL4 Junior Officer NIS).*

Another respondent, she asserted that:

> *It is very open and clear in Nigerian context, politicians, highly placed people as well as top officials in government play a crucial role in terms of recruitment of potential candidate in either public or private sector. Prior to final interview already the slot had been divided among them, and positions would be filled with their relatives, friends and political thugs. (CHL4 Senior Staff NIS).*

### 6.6.5   Border Porosity

This is another major hindrance affecting performance of border personnel in Nigeria Immigration Service (NIS), Nigeria is one of the biggest country in Africa and about

90% of its border is land and mostly without either natural or artificial variance. As such it has easy proximity of massive influx of people from the neighbouring countries. Recently a report indicated the Nigeria had about 1,470 illegal routes of entry as against only 84 legal routes. Therefore, the problem of border porosity is affecting the performance of personnel, because the number of personnel is not enough while the tasks are very enormous.

According to one of the respondent ascertained that;

> *In the north-eastern zone alone we have modern 630 illegal routes of entry, meanwhile the number of personnel are relatively small, so in such kind of situation the country most experience high number of illegal cross border activities, proliferation of contraband in to Nigeria due to so many illegal routes to the country without adequate staff to check mate the activity of illegal immigrant. (CHL5 Junior Staff NIS).*

In the same vein, another interviewee expressed his opinion that:

> *Inadequate provision of effective mobility's that could assist the staff in monitoring so many numbers of illegal routes of the country affect the performance of border personnel in Nigeria Immigration Service. there are quite a lot of number of illegal to enter the country, yet the number of both staff and mobility's to patrol the border is very few, is such situation how do you expect the job well done. (CHL5 Senior Staff NIS).*

Similarly, a respondent further added that:

> *Border porosity is the major impediment in zone c that contributes to the nation general insecurity. North-eastern zone is the most vulnerable area with a lot of insurgence activities and this is as a result of the presence of illegal routes that served as escape route to criminals. (CHL5 Senior Officer NIS).*

Akinyeni (2013) asserted that porous borders contributed as well as continue to encourage the cross border crimes and insecurity in the region. It also promotes the unrestricted influx of illegal migrants and cross border organised criminal activities. Therefore, porosity of border is one of the greatest challenges affecting the personnel performance of Nigeria Immigration Service.

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Based on the interview carried out in the south/western part of Nigeria, zone A of the Nigeria immigration service command aim at extracting an in-depth information from the respondents. The researcher found that certain number of factors appears to be similar and others were not similar e.g. religion, tribes are almost the same in both the regions. While the geographical location of as well as topography is entirely different, the nature of terrain in zone A about 80% large portion of sea water occupied and the geographical location is situated in south/western part of the country.

One of the interviewee lamented that

> *In the real sense the issue related to difficulties faced in zone C is not comparable in anyway with zone A, due to the fact that nature of topography between the two zones differs whereas in the zone A the nature of the terrain is mostly ocean water which make it very difficult for intruders to cross the borders, while in zone C is 100% plain land without either natural or artificial demarcation in the border. Therefore it is very easy for the potential border crosser to penetrate into the country due to the porosity of borders in the zone.(Senior officer NIS).*

In another interview the respondent asserted that.

> *Actually the needs of the two zones are different, looking at the differences in geographical nature of the terrain. But our main concern is the political will of government to provide the relevant and modern technology of border management and distribute the items in accordance with needs of every regions and zones. This will higher improve the performance of personnel in border patrol (junior officer NIS).*

## 6.7 Ways of Improving the Quality of Personnel Performance in Nigeria Immigration Service (NIS)

In an attempt to achieve the objective of this research recorded interviews were transcribed for each of the respondents, regarding the challenges confronting the performance of personnel in Nigeria Immigration Service (NIS). Furthermore, now effort would be putting on alternative and viable way that can serve as panacea to the aforementioned problems. Cross-section of respondents different views on the main challenges and finally proffers solutions. Hence the possible ways of improving the

quality of border management personnel in Nigeria. Thematic and coding form of arrangement was made to expressed the views of interviewees accordingly in this study (Table 6.3)

Table 6.3
*Themes on Research Question 4*

| S/N | Codes | Themes |
|-----|-------|--------|
| 1. | SL1 | Manpower Development |
| 2. | SL2 | Training and Re-training programmes |
| 3. | SL3 | Provision of Relevant Infrastructural Facilities |
| 4. | SL4 | Recruitment Based on Merit and Competency |
| 5. | SL5 | Building Precise Points of Entry |

### 6.7.1 Manpower Development

It has been discussed earlier that understaffing as one of the factor militating against the performance of border personnel. It became more imperative for government to embark on massive recruitment process by increasing the number of staff, so as to meet up with current challenges of border management personnel in achieving their good performance.

One of the interviewees suggested that:

> *It is paramount important for government to embark on the employment programme of personnel, because the staff managing border zones are very limited while the number of illegal routes which requires presence of personnel to be monitoring are many. Therefore, it becomes essential to recruit more personnel in the Nigeria Immigration Service (SL1 Junior Officer NIS).*

Furthermore, a respondent also lamented that:

> *Border management personnel lack sufficient manpower to carry out their tasks, no doubt about that because presently in all the local governments even the bordering with neighbouring countries, it is very hard to get more than 15 staff to patrol the border zones. The solution to this lies in government hand to engage in massive recruitment exercise in order to have sufficient number of personnel, who could be posted respective border zones. As this will help in improving the performance of Nigeria Immigration Service who are the integral part of border personnel in the country. (SL1 Senior Officer NIS).*

Haddal (2010) has been argued that insufficient allocation of manpower in curtailing illegal activities along border area is associated with issue of understaffing. It is apparently clear that most of the organization and agencies do not seriously invested in on-going quality staff development and training (Angela, Joyce & Marcia, 2003). Therefore, staff develop serve as instrument that improve the capability and effective performance of personnel.

Another interviewee expressed his point of view with regards to manpower development quoted as:

> *Improving the number of staff is very necessary if government want them to adequately discharge the responsibilities tight to them, considering the current situation of insurgencies going on in the country, coupled with more number of illegal routes discovered by the Nigeria Immigration Service, there is need for more staff equipped with modern techniques of border management in the system so as the border personnel would be perform effectively. (SL1 Junior Staff NIS).*

Regarding the issue of understaffing it is proved that none of the respondents contradict another and this gave the researcher high sense of certainty for the need to recruit more personnel in order improves the performance of border management personnel.

### 6.7.2 Training and Re-training Programme

Previous study ascertained the need for training in the development of organisational staff, in order to improve their skills and knowledge to the achievement of organizational objectives. It is no doubts in the case of many organizations in Nigeria lacks training programme and even those that provide are not doing it very well. It is paramount important for government to introduce more and more training and re-

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training programme so as equipped the personnel with required training to confronting the challenges ahead.

One of the interviewee stated that:

> *At the initially stage staff were given basic training prior to their post in to various locations, and instead of more effort and emphasise would be intensify toward that direction, but the reverse is the case, training and re-training of staff is inevitable in improving staff skills and knowledge to face the challenges that would result to good performance of personnel. There is need for government to introduce more training programme in the organisation. (SL2 Senior Staff NIS).*

Another interviewee with similar view opined that:

> *In order to improve the quality of work in the organisation training is the lasting solution, because it is when staff was send for training they would be expose and improve their ability to handle work effectively. Likewise, in selecting candidate to attain the training openness and transparency is needed, every staff will be given equal chance to attain based on bag by bag turn, this will really help the organization to improve the quality of personnel and the end result they perform effectively in providing services. (SL2 Senior Officer NIS).*

In providing solution on the same issue another respondent interviewed stated that:

> *Training is one of major aspect in developing staff to become more cumbersome with current trend of job application, training and re-training widen the horizon of potential staff expose them to new method of handling tasks in effective manner, so the issue of training and re-training cannot be over emphasise and no compromise for any organisation to develop its staff for the best performance. (SL2 Junior Staff NIS).*

Roberson (1997) Training is perceived as the most effective means of staff development that improve the quality of the existing staff with motive toward achieving organizational objectives. It is apparently clear that most of the organization and agencies do not seriously invested in on-going quality staff development and training (Angela, Joyce & Marcia, 2003). Training and development support organizational members to have an adequate skills and knowledge in performing their jobs effectively.

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### 6.7.3   Provision of Relevant Infrastructural Facilities

Infrastructural facilities in this study implies to the basic equipment necessary to be used in order to have smooth operation of border management personnel, such as Patrol Vehicle, Helicopters, building proper Gate and Check points of entries, construction of Roads and Staff quarters along border areas etc (Edward, 2012). Information Communication Technology (ICT) refers to as uses of computer technology as a means of interactions such as wide area network, internet, Sensors, Radar, Satellite and other mobiles gadgets for effective communication of organizations (Ogedebe & Babatunde, 2012). Based on the responses from the field the researcher was able to understand that provision of adequate and relevant infrastructural facilities would serve as panacea to the Nigeria Immigration Service in improving it personnel performance.

One of the interviewee suggested that:

> *Provision of infrastructural facilities had become mandatory if the personnel will perform better, especially in the contemporary world which other known as global village. Using crude methods of border management has become an old fashion information communication technologies is the order of the day. Government should provide the personnel modern techniques, which is the lasting solutions in improving their performance. (SL3 Senior Officer NIS).*

Another respondent views lamented that:

> *No matter the amount of effort the staff will put without relevant facilities, the effort will when in vein, many countries around the globe had gone far in using technologies like information communication gadgets, Satellite were mounted on the borders, Ground Sensor, Radars etc in order to monitor any potential threats prior to their borders. Therefore, provision of infrastructural facilities is highly recommended in order to improve the performance of personnel in Nigeria Immigration Service. (SL3 Junior Staff NIS).*

In providing the solutions to this challenge an interviewee quoted that:

> *In his view, Nigeria Immigration Service can only achieve better performance if government will provide like effective patrol mobility's,*

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*constructing proper point of entry (Gates) Building staff quarters in borders zones etc, this will serve as solution and to improve the performance of border personnel in facing the challenges ahead. (SL3 Senior Officer NIS).*

### 6.7.4 Recruitment Based on Merit and Competency

Responding on recruitment from one of the interviewees stated that:

*One of the major factor militating against the performance of personnel in the Nigeria Immigration Service involvement of politicians, top government officials as well as highly place individuals in the society. Unless and until a clean and transparent recruitment process is adhere will be the solution to this challenges, the authority concern in the recruitment exercise should be given independent free from any form of influence; in so doing the competence personnel will be selected. (SL4 Junior Officer NIS).*

Another respondent with similar view ascertained that:

*There are many irregularities in the recruitment process in Nigerian both in private and public sector, vacancies would be advertised many applicant will apply and follow all the processes series of tests and interviews conducted, while at the it is only those who have influence will be selected even if they are not qualify at the expense of the competence once. Recruitment based on merit and competency would be adhering if the personnel are to be performing to masses expectation. (SL4 Senior Officer NIS).*

One of interviewee also expressed his view as:

*The involvement of highly placed people, politicians and top government officials in recruitment who gave note to their candidates did more harm than good by injecting unqualified once in to the system. The only solution is that palliative measures should be taken to curtail this act, so that qualified candidates could into the right positions, which will enhance the performance of staff. (SL4 Junior Staff NIS)*

### 6.7.5 Building Precise Points of Entry (Gates)

Sound border management cannot be achieved in the kind of easy access proximity of border we have, a reports by Nigeria Immigration Service shows that about 1474 illegal routes exist in Nigeria as against only 84 legal once. It is a matter of concern

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which requires an urgent attention from government for the attainment of better performance of border personnel.

One of the respondent views on the issue of border porosity stated that:

> *In order to improve the standard of personnel responsible of border patrol government most resort to building fences on the border area and provide a precise points of entries as many countries in the world have done. Gates should constructed and fences too while reasonable number of personnel keep surveillance with effective border mobility's such as vehicles, helicopters and as well as modern ict system of border control. (SL5 Senior Officer NIS).*

In line with the above another interviewee provides solutions that will address the problems bedevilling effective performance of border personnel which suggested that:

> *Even if the country will not wall it border there is need of provision for the effective vehicles that can assist the personnel to monitor the border effectively without much hindrance that will help in improving the performance of personnel in curtailing reasonable number of potential threats of organised crime. Because many at times you found that the vehicles used by smugglers are far better than the we used as security personnel as such there is problems, so definitely measures need to be taken in order reduce the crime activities on Nigeria borders. (SL5 Junior officer NIS).*

A respondent with contrary views from zone A on the issue of border porosity where the nature terrain of their border is mostly sea (ocean) water area expressed his views lamented that:

> *Our main concern here is the issue of identification of individuals because of the similarity we have, a staff can hardly identify a person from Benin republic or he is from Nigeria. My suggestion is that an identification card with high level of security chips need to provide in order to enhance the standard of Nigeria Immigration Service performance will be improve. (SL5 Junior Officer NIS).*

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There are divergent opinions in respect to the factors hindering the performance of Nigeria Immigration service personnel. Even though majority of the respondents from the study unit of analysis that is zone C of the north-eastern part of the country tends to provide similar answers to the research question. While on the contrary few respondents from zone A which south-western part of the country provides different opinions and this is as a result of nature of the topography as well as the terrain of two different areas. But this study majority number of the respondents suggested that if the aforementioned challenges faced by the organization are curtail can serve as panacea that will improve the standard performance of border management personnel in Nigeria.

## 6.8    Conclusion

The above chapter discussed solely on the issues of qualitative part as methodology design applied in this study. The interviews conducted of about 13 people on the course of this study were transcribed. The respondents who comprised both senior and junior personnel's of Nigeria Immigration Service at zone A and zone C as sample, with a purpose of making comparism between zone A with zone C which is the focal areas of the study. The protocols of qualitative interviews have been observed and the interview results were interpreted using thematic analysis of the main highlights of the interview. The next chapter will deal with discussions on findings of the research.

# CHAPTER SEVEN

# DISCUSSION ON FINDINGS

## 7.1 Introduction

The previous chapter answered research questions three and four based on the data collected from interview conducted in the Nigeria Immigration Service. Interview response were analysed with the used thematic analytic methods. The researcher synthesises the findings of both quantitative and qualitative analysis in order to provide complete picture of the study. In the same vein, this chapter discusses the quantitative results of the study concerning the relationship between variables that are used in the present study on the relationship of staff development (SD), Organizational Policies (OP), infrastructural facilities (IF), Staff Welfare (SW), and Staff Performance (SP) in Nigeria Immigration Service. Qualitative results are also incorporated that is responses form the interviews conducted in the Nigeria Immigration Service in order to complement the quantitative results so as to achieve the objectives of the study.

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**7.2     Discussions on Quantitative Findings**

This study consist the following objectives form the quantitative part, in order to achieve the objectives this study hypothesised, the relationship between the variables of the study and the objective explained hypothesis.

1.     To examine the relationship between staff development and staff welfare and the performance of personnel in Nigeria Immigration Service.

2.     To determine the effect of organizational policies and infrastructural facilities to the performance of personnel in Nigeria Immigration Service.

**7.2.1    Staff Development**

The results has shown that no significance relationship between staff development and staff performance. Hypothesis 1 stated that is negatively related to staff performance, therefore the results here shown the no significant positive relationship between staff development and staff performance ($\beta$ = .023, t = .488 p > 0.10), this indicated that hypothesis not supportive.This is in line with (Marinez and Kennerley, 2005) found insignificant relationship concept of performance reviews to organizational performance. The concept is associated with negative effects which had been highlighted and indicated the process of bureaucratic activities in preparations of reports and reviews as well as the complexity of measuring items. It is also inconsistent with Leiblein, Reuer and Dalsace (2007) asserted that the influence of organizational governance on technological performance found the negative influence of governance on technological performance in organization. The assumption signify that staff development is not positively related to staff performance in Nigeria Immigration Service, this may be connected to the studies which revealed that lack of adherence to

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proper channels with regard to the staff training procedures exercise in which some privileged individuals were given undue advantage in selecting for training development in the organization. Above all some individuals were not even going to the training that's ended on diverting the fund in to their personal affairs.

### 7.2.2 Organizational Policies

The next hypothesis of variable organizational policies result revealed that there is significant relationship between organizational policies and staff performance ($\beta$ = .147, t = 2.542, p < 0.01). Morris and Snell (2010) revealed that organizational policies was found to be positively related to staff performance, which is in consistent with the result of present study which indicated that organizational policies is related to staff performance. Similarly, this present study is in line with (Serpell & Ferrada, 2007), conducted study of organizational policies and found there is positive relationship of adherence of modern trend of human resource management as against to the use of crude or traditional way of operation.

Therefore, it is imperative to embraces but instead must institute the necessary measures in human resources management so as to enable them the attainment of organizational and individual objectives, since human resource are valuable aspect that constitute a source of competitive advantage in attainment of organizational goals. Morris & Snell (2010) Posit that the policy perception and of Strategy of human resource management serve as determining key factor to the success of organization. Policies and practices can be seen as reciprocal in reinforcement that creates a strong impact on organizational goals attainment. Hence the study revealed there is significant relationship between policy and the role of human resource management in

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achieving organizational goals. Mitchell, Holtom, & Lee (2001) found the significant relationship between the policy and staff performance, therefore the results of the aforementioned studies is in consistent with the present study which revealed that introducing sound organizational policy will improve the performance of the Nigeria Immigration Service.

Uysal (2012) indeed found strong, positive and significant relationships among the main human resource management policies cited in the literature, such as staffing, training, performance evaluation and compensation in the organizational performance. These results are important in understanding the inter-relationships between human resource management practices in order to enhance the effective management of human resource systems on employee-based organizational performance.

### 7.2.3 Staff Welfare

The result of staff welfare to staff performance also indicated that there is significant relationship between the variables ($\beta$ = .406, t = 6.922, p < 0.01). Okereke & Daniel (2010) ascertained that there is significant and positive relationship between staff welfare and staff performance. Hypothesis clearly indicated the significant relationship between staff welfare and staff performance. It is in line with what obtain in a study that suggested the provision of appropriate training, free medical treatment, sport facilities, social club, canteens, supervising staff and works, operating sick club and savings well fare schemes, providing advices on personal issues as well as arrangement of legal aids, staff pension funds and leave grants, giving loans especially on hardship situations, providing assistance to a transferred staff and above all giving assistance to all area of ramification that would make employees feel comfortable in

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organization which found a significant relationship to job performance (Coventry & Barker 1988). Similarly, Lim *et al*., (2012) lamented that for the organization to improve the job performance the issue of staff welfare incentive which motivate them to put more effort toward the attainment of organizational objectives. Hence this study reveals there is significant relationship between staff welfare and staff performance.

### 7.2.4 Infrastructural Facilities

Hypotheses 4 the results revealed the infrastructural facilities has positive relationship to staff performance ($\beta$ = .25, t = 1.640, p > 0.10) the hypotheses is supportive. This is as because none of the study found use infrastructural facilities to mediate relationship between the variables of this study. Research has recognized the strategic value of IT increase personnel knowledge and skills (Bharadwaj, 2000; Melville *et al*., 2004; Ross *et al*., 1996). Similarly, in the work of Broeders and Gardon (2007) ascertained that measures should considered to some extent in provision of ICT system for border to be digitalized, in solving the Nigeria's problems. Fink and Neumann (2007) conducted a study on the mediating role of infrastructure capabilities; the study found the behavioural and technical capabilities of IT personnel have significant effects on and positively affect IT-dependent system, toward information, and strategic agility. It has been asserted that the mediator variable was introduced to clarify the nature of the relationship between independent and dependent variables (Bannett, 2000). Therefore, the non-positive relationship of staff development and staff performance these may be attributed to Nigerian factors of lacking the IT system. As the current generation inspire and move from analogue to digital world, therefore effort need to be intensified in ensuring the compliance of Nigeria Immigration Service shift it paradigms from

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crude way of operation to modern method of technology so as to enhance their performance effectively.

### 7.3 Discussion on Qualitative Findings

The following are the discussion of qualitative findings of the present research for the purpose of achieving the objectives of this work thematic analysis was used to answer research questions three and four which is tilted toward investigating the reasons for the low performance of personnel in Nigeria Immigration Service and also to explore a better strategic way of improving their operation.

### 7.4 Challenges confronting the performance border personnel in Nigeria Immigration Service (NIS)

The qualitative research questions three and four were arrange in a thematic form in which follows: i) Shortage of Manpower. ii) Training and Development. iii) Infrastructural Facilities. vi) Recruitment Process. v) Border Porosity.

### 7.4.1 Shortage of Manpower

The first theme under research question three dwelled on shortage of manpower; this is one of the major challenges confronting Nigeria Immigration Service in discharging their duties. Lack of sufficient number of staff to monitor borders effectively affects the personnel performance. North/eastern border of zone C as the study focus area is a clear example were it comprises the number of about five states with significant number of porous borders having only 2470 number of personnel. Most of the about 95% of them were complaining of shortage of manpower as a serious challenge faced by the organization. The growing concern here is that insufficient number of personnel courses a lot of hitches in border zones because it results to massive influx of large

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number of illegal movement coupled with organised criminal activities which has a negative implications to the national development in general. Haddal (2010) has been argued that insufficient allocation of manpower in curtailing illegal activities along border area is associated with issue of understaffing. It is apparently clear that most of the organization and agencies do not seriously invested in on-going quality staff development and training (Angela, Joyce & Marcia, 2003). Therefore, staff develop serve as instrument that improve the capability and effective performance of personnel. One of the major challenges faced by the Nigeria Immigration Service is the problems of understaffing, lack of sufficient number manpower affect the organization performance.

### 7.4.2 Training Development

It is pertinent to note and clearly understood from the views expressed by the large teeming number of participants interviewed training and re-training of personnel enhances their capability of skills and knowledge, training boost and widen staff horizon in exposing personnel in handling job effectively. Therefore, lack of training development is another serious challenge confronting Nigeria Immigration Service. Majority of the interviewees expressed their concern on the issue regarding to proper and appropriate means of training and development of staff for purpose of improving their capability to handle task effectively and efficient. Roberson (1997) Training is perceived as the most effective means of staff development that improve the quality of the existing staff with motive toward achieving organizational objectives. It is apparently clear that most of the organization and agencies do not seriously invested in on-going quality staff development and training (Angela, Joyce & Marcia, 2003).

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Training and development support organizational members to have an adequate skills and knowledge in performing their jobs effectively. On the other some interviewees ascertained that there is programme initiated for staff training development and they lamented that is major issues is selection of personnel to undergone training programme were not made on merit and equality, rather it is made based on sentiment. The privilege people were given undue advantage at the expense of those whom doesn't have God farther in the organization, and it went to the extent of given the training grant to those who did not even attaint the training and finally, they spend the fund to their personal affairs.

### 7.4.3 Infrastructural Facilities

Infrastructural facilities in this study implies to the basic equipment necessary to be used in order to have smooth operation of border management personnel, such as Patrol Vehicle, Helicopters, building proper Gate and Check points of entries, construction of Roads and Staff quarters along border areas etc (Edward, 2012). Information Communication Technology (ICT) refers to as uses of computer technology as a means of interactions such as wide area network, internet, Sensors, Radar, Satellite and other mobiles gadgets for effective communication of organizations (Ogedebe & Babatunde, 2012). Based on the responses from the field the researcher was able to understand that provision of adequate and relevant infrastructural facilities would serve as panacea to the Nigeria Immigration Service in improving it personnel performance.

Infrastructural facilities is one of the major challenges militating against the performance of personnel in Nigeria Immigration Service is lack of provision of

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infrastructural facilities. Especially, the staff working on land borders which vulnerable to the crime activities such as proliferation of light arms, smuggling of contraband goods, human and drugs trafficking as well as other organised criminal activities that has devastating effect to the national development. Almost the staff interviewed in the present study were synonymously lamented that the organization faced serious challenges on the infrastructural facilities, they confirm that the using crude methods of border management is un call for as the world paradigms shifted from the traditional method to modern technology. Therefore, it has become imperative for government of provide modern methods in order to improve the performance of border personnel in Nigeria.

### 7.4.4 Recruitment Process

Recruiting personnel into public and private organisations has been confronted with challenges. Failure of compliance with the rules and regulations guiding the good conduct of recruitment led to the problems of achieving competence staff to carry out the job efficiently in the Nigeria Immigration Service personnel. Appointment should base on merit, equality and adhere to federal character which replaces the entire nation at large. Individuals and groups that are politically well connected are taken undue advantages at the expense of less privileged majority members of the society. Politicisation in recruitment of personnel had a negative effect in achieving good performance results in many organizations. Nigeria Immigration Service is not in isolation, equal chance were not been given to all applicants, selecting procedure based on merit and competency is no longer order of the day, but rather opportunity is only been given to those who have God-fathers at the top most level in government. Therefore, it really affects the performance of personnel in the long run.

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Responses from the in-depth interviews revealed that over bending recruitment rules in order to favour some privileged individuals must be address. Agencies tight with the responsibility of regulating the conduct of recruitment do not sanction organizations that conduct recruitment and breach of required rules and regulations governing the affairs (Mukoro, 2005).

### 7.4.5 Border Porosity

porosity of border in Nigeria is another major impediments hindering the economic development in the country, Nigeria is one of the biggest country in Africa and about 90% of its border is land and mostly without either natural or artificial variance. As such it has easy proximity of massive influx of people from the neighbouring countries with contraband goods or organized criminal activities always going on in the borders. Recently a report reveals that the Nigeria had about 1,470 illegal routes of entry as against only 84 legal routes. Therefore, the problem of border porosity is affecting the performance of personnel, because the number of personnel is not enough while the tasks are very enormous. According to one of interviewees there are about 630 illegal routes of entry in the north-eastern part of the country alone. Meanwhile the zone comprises states five with a very large land mass and the numbers of personnel in the zone are just around 2,470 which are considered to be relatively small to monitor the place. So in such kind of situation the country most experience high number of illegal cross border activities, proliferation of contraband in to Nigeria due to so many illegal routes to the country without adequate staff to check mate the activity of illegal immigrant.

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Akinyeni (2013) asserted that porosity borders contribute to encourage the cross border crimes and insecurity in the region. It also promotes the unrestricted influx of illegal migrants and cross border organised criminal activities. Therefore, porosity of border is one of the greatest challenges affecting the personnel performance of Nigeria Immigration Service.

## 7.5 Strategies for improving personnel performance in Nigeria Immigration Service

Research Question four was answered on this part where it provided suitable solutions on how to improve the quality performance of personnel in Nigeria Immigration Service. The beginning of the discussions five challenges was mentioned above which includes shortage of manpower, training and development, infrastructural facilities and porosity of border. While base on the discussions conducted with the respondents in the field this study identified some ways of improving the quality performance of personnel in Nigeria Immigration Service.

### 7.5.1 Manpower Development

It is imperative for government to embark on massive recruitment process that will lead to the increase of the number of personnel in Nigeria Immigration Service with aims of meeting the current challenges confronting the organization. Previous studies, stakeholders and the respondents interviewed in Nigeria Immigration come up with similar views, concerning the issues manpower development. Above 85% of the interviewees suggested that it is paramount important for government recruit more staff in the organization in order to provide the lasting solution to the issue of understaffing facing Nigeria Immigration Service. Therefore, staff development serve

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as an instruments that can improve the capability and efficiency of personnel performance in the organization.

However, it is also argued that lack of effective performance of personnel is associated with limited number of staff especially in the border areas (Haddal, 2010). Therefore, the solution lies in the government to engage in massive recruitment exercise so as to provide sufficient number of personnel to mount the border efficient and effectively. The most important point here with regard to the understaffing is that none of the respondents go on contrary which certainly is the indicator justified that staff development will eventually improve the performance of border personnel in Nigeria Immigration Service.

### 7.5.2 Training and Re-Training programme

Training and re-training of personnel enhance their capability of skills and knowledge, this process boost and wide it their horizon in handling tasks ahead. Training and re-training developed staff and in the case of Nigeria Immigration Service lacks proper and appropriate means of training development for it staff, which is the great challenges to the organisation. Previous studies proved that training and re-training boost the morale of staff development in an organization, it as the most important approach of improving the quality, knowledge, skills, experience and abilities of individuals which eventually leading toward attainment of organizational goals (Naqvi & Khan, 2013).

According to Roberson (1997) Training is perceived as the most effective means of staff development that improve the quality of the existing staff with motive toward

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achieving organizational objectives. It is apparently clear that most of the organization and agencies do not seriously invested in on-going quality staff development and training (Angela, Joyce & Marcia, 2003).

Armstrong (2000) ascertain the important of training design is very helpful to organizational objectives and the organization to excel, there is need to figure out employees interest according to their needs. Seems training design play an important roles in organizational performance, therefore unorganised training design lead to organizational waste of both resources and time. Modern organizations nowadays mostly engage in their employees with on the job training based on realisation of certain advantages related to this form of training i.e on the job training is cost effective and time savings. It is also recommended the system because it gives the staff opportunity to learn practical aspects in the organization. An organization to be able to compete with current global challenges it is necessary to embark on training and development programme. Training and development support organizational members to have an adequate skills and knowledge in performing their jobs effectively. In the same vein, the present study also confirm that training play significant role in improving staff quality that can trickle down to the job performance, as seen base on the responses of interviewees more 80% were of the view of improving the training programme to new trend so as to compete with the current world challenges.

### 7.5.3 Provision of relevant Infrastructural Facilities

There is consensus between the all stakeholders who were interviewed with regards to the problems of infrastructure facilities, teeming number of respondents suggested that lack of infrastructure is the major impediment militating against their performance in

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Nigeria Immigration Service. In adequate supply of basic items such as Patrol Vehicle, Helicopters, building proper Gate and Check points of entries, construction of Roads and Staff quarters along border areas etc (Edward, 2012), for border agents to smoothly operate as well as Information Communication Technology (ICT) as uses of computer technology as a means of interactions such as wide area network, internet, Sensors, Radar, Satellite and other mobiles gadgets for effective communication of organizations (Ogedebe & Babatunde, 2012). More importantly, the issue of accessibility gap coupled with poor information technology infrastructure hindered the successful operation of personnel in the border areas. Therefore, in order to improve the effectiveness of border management personnel there is need to have reliable and consistent electricity as well as effective information and communication technology that will cover wide broadband and mounted satellites covering the activities happening in the areas (Dada, 2006).

However, the establishment of telecentres with purpose of increasing accessibility of digitalize means of communication require an effective and frequent supply of electricity, because the use of generators will incurred a lot of expenses. Based on the responses from the field the researcher was able to understand that provision of adequate and relevant infrastructural facilities would serve as panacea to the Nigeria Immigration Service in improving it personnel performance.

### 7.5.4  Recruitment Based on Merit and Competency

There are many irregularities in the recruitment process in Nigerian both in private and public sector, vacancies would be advertised many applicant will apply and follow all the processes series of tests and interviews conducted, while at the end it is only those

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who have influence will be selected even if they are not qualify at the expense of the competence once. Recruitment based on merit and competency would adhere in order to improve the personnel performance. According to Breaugh (2007) asserted that the end result of any recruitment process is robust and impartial of selection of competent applicants that will pushes organizational growth and development in the long run. Test and rigorous examination carried out on the course of recruitment exercise should serve as catalyst of decision to be taken by management as to either to select or reject applicants based on his/her overall performance. Lack of compliance of recruitment decision process that is in line with applicant's individual performance will affect the personnel job performance in Nigeria Immigration Service. Max Weber's suggestion on "best result" option should be the measure in terms of making decision regarding the recruitment of the Nigeria Immigration staff not favouritism and sectionalism.

Individuals and groups that are politically well connected are taken undue advantages at the expense of less privileged majority members of the society. Politicisation in recruitment of personnel had a negative effect in achieving good performance results in many organizations. Nigeria Immigration Service is not in isolation, equal chance were not been given to all applicants, selecting procedure based on merit and competency is no longer order of the day. The involvement of highly placed people, politicians and top government officials in recruitment who gave note to their candidates did more harm than good by injecting unqualified once in to the system. Therefore, recruitment based on merit and competency is the panacea in improving the performance of Nigeria Immigration Service personnel.

### 7.5.5   Building Precise Points of Entries

Previous studies discussed the issues related to high level of porosity in Nigerian borders as the major challenges affecting the Nigeria Immigration Service personnel in performing their duties. A report revealed by the Nigeria Immigration Service shows that there are about 1474 illegal routes exist in Nigeria as against only 84 legal once. In order to improve the standard of personnel responsible of border patrol government most resort to building fences on the border area and provide a precise points of entries as many countries in the world have done. Gates should constructed and fences too while reasonable number of personnel  keep surveillance with effective border mobility's such as vehicles, helicopters and as well as modern information and communication technology system of border control.

Alex (2005) Posit that issue of insecurity in Nigeria can never be divorce with the nature of porous borders of African regions particularly West Africa. Although several research prove the kind of important roles West African States played in an efforts to curtail the menace of massive flows of light arms within the regions. Yet the regions find it difficult to do away with the challenges associated with human and drugs trafficking as well as proliferation of light arms into sub-Sahara Africa. Therefore it becomes imperative for the government to embark on construction of either wall or fences or even building proper gates of entries, so as to restrict illegal crosser into the country. While this can only achieved when the above mentioned challenges were adequately provided as strategic ways of improving personnel performance of Nigeria Immigration Service could be addressed.

This section of the chapter highlighted methodological and theoretical contributions as well as implications for policy and practices within and outside global community, moreover, limitations of the study, suggestions and the direction for future study as well.

## 7.6     Research Contributions and implications

As revealed in the data analysis results from both quantitative and qualitative sources of this study has provided some contributions to the theory, methodology as well as the field of public administration in general.

### 7.6.1   Theoretical Contributions

One of major contribution of this study is integrating Institutional theory (IT) and Agency Theory to developed, conceptualised and empirically tested the staff development (SD), organizational policies (POL), infrastructural facilities (IF) and staff welfare (SW) as independent variables with establishment the connections to the staff performance (SP) as dependent variable.

The research findings were empirically contributed greatly in building theory in public administration researches. First contribution is that organizational policies (OP) has been established as positively and significantly related to staff performance. The result was in consistent with the previous research conducted by (Morris & Snell 2010; Okereke & Daniel, 2010; Serpell & Ferrada, 2007) the results of their work stated that organizational policies is highly important and if the organization want to attained higher level of personnel performance it need to adopt the application of relevant organizational policies.

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In the same vein, staff welfare (SW) also significantly influenced the staff performance (SP) this is another theoretical contribution which revealed that the more organization provide welfare to staff will directly influenced their performance positively. This is in line with the results of previous studies by (Lim *et al*., 2012; Coventry & Barker 1988).

On the quantitative findings this study has contributed to theory with the empirical evidence that revealed how infrastructural facilities (IF) had significant relationship to staff performance (SP). Much more importantly it ability to empirically justify that the role of infrastructural facilities brings about the quality performance of personnel in organization which test the analytical power of each constructs in explaining the relationship among the some variables of the study.

Another important contributions of the present study is in line with the current realities of global trend as no public institution can survive without embracing modern technology. This warranted the research to integrate the institutional theory and agency theory blend them together in order to provide effective and efficiency that can significantly result into the personnel performance in Nigeria Immigration Service as an organization.

On the qualitative findings, the results in this study has contributed to the theory performance which affirmed that good performance of personnel is measure some certain items highlighted on section that discussed the strategic ways of improving personnel performance in Nigeria Immigration Service. Furthermore, the findings from the in-depth interviews conducted shown that shortage of manpower, training

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development, infrastructural facilities, and recruitment process and border porosity has a negative implications in realization of good performance of border management personnel in Nigeria Immigration Service of controlling borders. On the other hand, this result is in tandem with the research findings of (Idowu & Chubado 2012; Akinyeni, 2013).

### 7.6.2    Methodological Contributions

It is agreed that conducting a research using single method mostly associated with some limitations and based on the research questions uses both quantitative and qualitative methods to analyse data collected from various sources. Most of the previous related studies conducted employed either qualitative or quantitative method and the combination of two methods closes the gaps and became single methodological contributions of the present study.

### 7.6.3    Implications for policy and practices

The study findings could be useful in providing appropriate solutions and way forward in improving performance of personnel in organizations in developing and developed nations around the globe. The aims of jettisoning conventional method of improving the personnel performance in Nigeria Immigration Service as public organization to ascertained in line with Akinyeni (2013) suggested that a study to further work on training and re-training the staff so as to improve the performance of personnel in the organization. The study will also be useful to policy makers and public organisations experts in improving efficiency of their personnel performance.

The present study will also be beneficial to policy makers in a way to enhance their understanding and conceptualisation of public affairs in relation to policy decision on public organization to initiate the programme that will improve organizational performance. According to Adegoroye (2006) public service reforms are conducted to bring about the much needed transformations in increasing efficiency and effectiveness in service delivery. Several study revealed that the policy adhere in private sector yielded to significant result in-terms of personnel performance, as such there is agitation that the public sector should imbibed and apply the strategy which will be benefit to the public sector practitioners in their future policy decisions.

However, the research finally recommended for government to liase with nation communication commission (NCC) to mediate with the telecommunication service providers in order to provide effective accessibility of network to the organizations responsible of border management, which will improve their performance.

## 7.7    Limitations of this study

Like any other research work this study has its own limitations, one of the limitations of the present study is the shortage of previous empirical literatures that dealt with concept of border management. Most of the studies on border management are conceptual in nature. Also previous studies conducted on border management were given emphasise on managing border with collaborative effort between border personnel while this study focus attention on the role of institution, as such the researcher faced some difficulties.
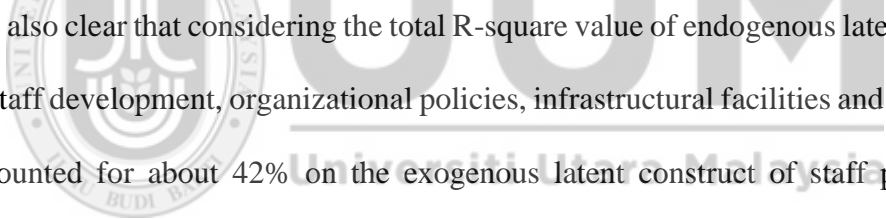
Another limitation of this study is in the field of data collection due to the nature of collection of data in Nigeria more especially in the present research unit of analysis where data was collected from security agent. The researcher faced a lot of difficulties to get information from security personnel despite the formal arrangement made prior to the commencement of interview. Also this study used a single organization as border management agency to get data. Even though, the organization is adequately enough to provide information to represent the views, but more holistic picture is needed to portrait and provide clean and reliable results. the 349 usable responses used in this study are sufficient enough as recommended by Sekaran (2003), even though more respondents are required to increase the sample size of the survey due to the fact that higher sample size determine the trustworthiness of the results (Hair *et al*. 2010). Moreover, on the qualitative aspect also the respondents interviewed are only 13 in number even though the study intended to interview 15 people which is another limitation of this study. But this low turnout of interviewees is associated research culture of Nigeria as well as the sensitivity of security personnel with regards to government information disclosure. According to McNamara (2009) ascertained that a minimum number of 10 respondents are adequately enough for the interview in cross-sectional studies.

## 7.8    Recommendations for future studies

Based on the above aforementioned limitations highlighted in the previous section, recommendations and suggestions for future research are provided accordingly.

It is imperative to note that one of the important challenges confronted by Nigeria Immigration Service personnel performance is due to lack of the following factors

shortage of manpower, training and development, infrastructure facilities, recruitment process and porosity of borders. The present study focuses attention of personnel performance. Therefore more empirical studies are required in this field in order to explore a better strategy ways of improving their performance. The present study chooses a single agency Nigeria Immigration Service among border management agencies, even though the scope is sufficient enough to conduct this research. It is also recommended that future researches to widen the horizon and incorporate other agency among the agencies responsible of border management, in so doing the study may yield better result in explaining the situation as well as given more foresight toward attainment of good strategy than can improve the performance of border management personnel.

It is also clear that considering the total R-square value of endogenous latent constructs of staff development, organizational policies, infrastructural facilities and staff welfare accounted for about 42% on the exogenous latent construct of staff performance. Therefore, future research could be conducted by introducing certain variables such as organizational culture and leadership with the remaining 58% of R-square value to examine the effect of personnel performance in Nigeria Immigration Service.

This study also suggested the need to conduct another research due to the differences on the ground of nature in topography to various geographical location of the country. A study should carry out in another zone among the geo-political zones in the country that the present study did not cover so as to have holistic focus on national picture of the personnel performance in Nigeria Immigration Service. Furthermore, the present study used only 349 usable questionnaires, and future study should increase the usable

number of questionnaires. Likewise on the qualitative part of this study 13 respondents were interviewed it is also hope future research to interview more people in representing the population under study.

This study also suggested the need for empirical research with more measuring items that can assist in explaining the situation fully as recommended by Hair *et al*. (2010). In addition to that the future study should also introduce other variable of interest as moderating effect which hopefully may uncover different findings in this field of study.

## 7.9    Conclusion

This chapter discussed the quantitative aspect of research findings which explained the relationship between the performance of personnel in Nigeria Immigration Service and examine the effect of staff development (SD), organizational policies (OP), infrastructure facilities (IF) and staff welfare (SW) on the relationship to staff Performance (SP). The chapter further discussed on the qualitative findings of the results based on the interviews conducted from the respondents in Nigeria Immigration Service on the challenges and possible solutions that can improve the performance of border management personnel in Nigeria Immigration Service. The last part of the chapter dealt with the recommendations and conclusions of this study.

The present study provides central picture and empirical evidence on the relationship between independent variables of staff development (SD), organizational policies (OP), infrastructural facilities (IF) and staff welfare (SW), to  staff performance (SP) as  dependent  variable  of  the  study  to  the  personnel  performance  in  Nigeria

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Immigration Service. Results from quantitative and qualitative findings delivered support for the key theoretical intentions. The present research work provided an answered to all the research questions through testing 4 hypotheses and 3 proved to be supportive and only 1 had not supported. However, on the qualitative aspect of this study 13 respondents were interviewed in Nigeria Immigration Service. The research contributed to a certain measures by expressing their views on the challenges confronting the organization under study and offered an appropriate solution in complementing possible means to improve the performance of personnel in Nigeria Immigration Service.

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**APPENDICES**

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# Universiti Utara Malaysia (UUM)
## College of Law, Government and International Studies (COLGIS)
### Ghazali Shafie Graduate School of Government (GSGSG)
### 016010 UUM Sintok, Kedah Darul Aman


**Dear Respondent,**

It is beyond doubt looking at the current trend of insecurity challenges going-on in north-eastern Nigerian borders. It is apparently clear for everyone to understand the situation requires systematic and logical effort geared toward providing a lasting solution to the problems. Border Management Personnel have been making concerted effort to curtail organized crimes such as proliferation of light and small arms, human and drugs trafficking, illegal immigrant etc. yet there are growing number of concern on how borders would be manage effectively. Based on the foregoing challenges therefore, this study intends to investigate a proper strategythat can serve as panacea to the contemporary challenges on border insecurity. However, the research will not achieve it main purpose and objectives without your contribution in given the relevant information to the researcher undertaking the work. Therefore, I am soliciting for your humble and sincere opinion, to kindly provide objective answer to all questions in this survey. The survey is part of Doctor of philosophy (Ph.D) study being undertaken by a student at Universiti Utara Malaysia (UUM). The researcher will provide higher level of confidentiality of any information given on the course of this study. Meanwhile, it is advised not to write either your name or names of your zone on the questionnaire, please.

Thank you very much for your time and anticipated corporation.

Yours sincerely
**Musalli, Naziru M.**
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 Questionnaire

The survey has two separate sections, section A and section B. Section A constitutes the following statements which describe your situation and how you feel. Please indicate the extent to which you agree or disagree with the statement using the likert scale below. Section B contains demographic information.

| 1-Strongly Disagree | 2-Disagree | 3-Neutral | 4-Agree | 5-Strongly Agree |
|---|---|---|---|---|

**SECTION A:**

Your perception on staff development in your organization

|  |  | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| SD1 | I can use knowledge and behaviours learned in training at work. |  |  |  |  |  |
| SD2 | The organization I work for helps me develop the skills I need for the successful accomplishment of my duties (e.g., training, conferences, etc.). |  |  |  |  |  |
| SD3 | The organization I work for invests in my development and education promoting my personal and professional growth in a broad manner (e.g., full or partial sponsorship of undergraduate degrees, postgraduate programs, language courses, etc.). |  |  |  |  |  |
| SD4 | In the organization where I work, training is evaluated by participants. |  |  |  |  |  |
| SD5 | The organization I work for stimulates learning and application of knowledge. |  |  |  |  |  |
| SD6 | In the organization where I work, training needs are identified periodically. |  |  |  |  |  |

Your perception on policy issues in your organization

|  |  | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| POL1 | The organization I work for widely disseminates information about both external and internal recruitment processes. |  |  |  |  |  |

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| | | | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|
| POL2 | The organization I work for discloses information to applicants regarding the steps and criteria of the selection process. | | | | | | |
| POL3 | The organization I work for communicates performance results to candidates at the end of the selection process. | | | | | | |
| POL4 | Selection tests of the organization where I work are conducted by trained and impartial people. | | | | | | |
| POL5 | The organization I work for has competitive selection processes that attract competent people. | | | | | | |
| POL6 | The organization I work for uses various selection instruments (e.g. interviews, tests, etc.) | | | | | | |

Your perception on staff welfare in your organization

| | | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| SW1 | In the organization where I work, I get incentives such as promotions, commissioned functions, awards, bonuses, etc. | | | | | |
| SW2 | In the organization where I work, my salary is influenced by my results. | | | | | |

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| SW3 | The organization I work for offers me a salary that is compatible with my skills, training, and education. | | | | | |
|---|---|---|---|---|---|---|
| SW4 | The organization I work for remunerates me according to the remuneration offered at either the public or private marketplace levels. | | | | | |
| SW5 | The organization I work for considers the expectations and suggestions of its employees when designing a system of employee rewards. | | | | | |

Your perception toward ICT adoption in enhancement of your organizational performance

| | | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| IC1 | The IT unit provides a wide range of channel management services (electronic channel to the customer or partner to support multiple applications, such as point of sale, computing)Web sites, call centres, mobile | | | | | |
| IC2 | The IT unit provides a wide range of security and risk management services (security policies, disaster planning, firewalls) | | | | | |
| IC3 | The IT unit provides a wide range of communication services (network capabilities, groupware)services, broadband services, Intranet capabilities, Extranet | | | | | |
| IC4 | The IT unit provides a wide range of data management services (key data independent of applications, | | | | | |

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| | | | | | | |
|---|---|---|---|---|---|---|
| | centralized data warehouse, data management consultancy, storage management)area networks, knowledge | | | | | |
| IC5 | The IT unit provides a wide range of application infrastructure services (centralized management of applications, middleware, mobile and wireless applications, ASP, workflow applications, payment transaction processing) | | | | | |
| IC6 | The IT unit provides a wide range of IT facilities management services (large scale processing/mainframe, server farms, common systems development environment) | | | | | |
| IC7 | The IT unit provides a wide range of IT management services (IS planning, investment and monitoring, IS project management, negotiations with suppliers and outsourcers, service level agreements) | | | | | |
| IC8 | The IT unit provides a wide range of IT architecture and standards services (specify and enforce architectures and standards for: technologies, communications, data, applications, and work) | | | | | |
| IC9 | The IT unit provides a wide range of IT education services (training in the use of IT, management education for generating value from IT use) | | | | | |
| IC10 | The IT unit provides a wide range of IT research and development (R&D) services (identify and test new | | | | | |

| | technologies for business purposes, evaluate proposals for new IS applications) | | | | | |
|---|---|---|---|---|---|---|

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The perception of your performance in the organization

| | | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| SP1 | I do not give up quickly when something does not work well | | | | | |
| SP2 | I really do my best to get my work done, regardless of potential difficulties. | | | | | |
| SP3 | When I start an assignment I pursue it to the end. | | | | | |
| SP4 | I do my best to do what is expected of me. | | | | | |
| SP5 | I am trustworthy in the execution of the tasks that are assigned to me | | | | | |
| SP6 | I really do my best to achieve the objectives of the organization. | | | | | |
| SP7 | I think of myself as a hard worker. | | | | | |
| SP8 | I really do my best in my job. | | | | | |
| SP9 | I put a lot of energy into the tasks that I commence. | | | | | |
| SP10 | I always exert equally hard working effort during the execution of my job. | | | | | |

**SECTION B:**

**Demographic Information: please tick ( ) only one option as applicable**

1. **Gender**
   i-Male                ii-Female


2. **Educational Background**
   i-Ph.D/MSc            ii-Bachelor Degree/HND            iii-ND/OND

   iv-Secondary/ Primary Certificate            v-Nonformal

   vi- Others (specify)---------------------


3. **Age**
   i-18-25yrs        ii-26-35yrs        iii-36-45yrs        iv- 46-55yrs        v-Above 55yrs

   vi- Others (specify)----------------------

4. **Residence**
   i-        Urban                            ii- Rural

5. **Average Monthly Income**
   i-        Less than N18,000            ii N18,000 to N50,000
   ii-       N51,000 to N100,000          iv-101,000 to N200,000
   v-        Above N200,000               vi- Others (Specify amount)----------

6. **Computer Proficiency/ Skills**

   i-        I can handle a basic operation of computer such as Microsoft office

   ii-       I have advanced skills of computer operations including internet surfing

   iii-      Iam a computer professional

   iv-       I don't have computer skills

   v-        Others (explain)---------------------

# University Utara Malaysia (UUM)
## College of Law, Government and International Studies (COLGIS)
## Ghazali Shafie Graduate School of Government (GSGSG)
## 016010

I would be grateful and appreciate if you can please spare me some of your valuable time to answer certain questions I wish to ask through verbal interview based on face to face contact. While in anticipation of your kind positive response, accept my best regards.

**Section A**: Personal Profile Respondents

    A. Age
    B. Gender
    C. Educational qualification
    D. Residence
    E. Average Monthly Income
    F. Average Monthly Income

Interview Date   [   ]    Time   [   ]    Code   [   ]

**Section B**: Interview on the performance of border management personnel IN Nigeria Immigration Service.

1. How would you describe the problems faced by border management personnel, looking at the contemporary security challenges especially in North/eastern Nigerian borders?

2. Do you think problems of border has to do with inappropriate application of modern method of border control, such as one stop border post (OSBP), integrated border management (IBM), border partner agreement (BPA) etc?

3. It is obviously clear in Nigeria lack of modern technologies of border management like sound ICT system, effective patrol mobility's etc, affect the

performance of border personnel, in your own view do you think provision of such items will serve as panacea to the current problems of Nigeria borders?

4. Nigeria Immigration Service (NIS) as border management personnel are very important integral part of border control, while in the context of Nigeria it has shown that there is problem of shortage number of personnel responsible in managing borders in the organization e.g. north-eastern borders zone C. In your own opinion do you think recruiting more personnel would help in solving the problems of borders?

5. Do you think government provision of modern technology of ICT system, communication gadget to monitor border activities can serve as the solution to the problems of Nigerian borders?

6. Do you think government provision of infrastructural facilities like staff quarters at border zones, construction of roads, proper check points of entries (Gates) and building walls or fence at borders would solve the problems of borders in Nigeria?

7. What is your perception on the way government is funding NIS and do you think if the organization would be given autonomy the performance will be better?

8. Looking at the nature of recruitment process in the Nigeria context which is being affected by many factors like God fatherism and regionalism. Do you think this really affect the performance of the organization?

9. What are the likely challenges/problems if perhaps modern technology is to be used in the Nigeria porous borders?

10. What is your opinion with regards to staffing on whether to increase the number of personnel or to develop the existing staffs in terms of training them to acquire more knowledge/skills in handling border management effectively?

11. On the overall what do you think base on your opinion as the main problems of Nigeria Immigration Service?

12. What suggestions would you offer as a train border personnel regarding border control in Nigeria?

Yours faithfully

Naziru Mohammed Musalli

University Utara Malaysia (UUM)

# APPENDIX B
## MAPS OF THE WORLD, AFRICA AND NIGERIA

**Map of the World:** Showing the location of Africa



*Figure 2.0* World Map (Source: World Atlas)

**Map of Africa:** Showing the location of Nigeria



*Figure 2:1* Map of Africa (Source: World Atlas)

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**Political Map of Nigeria:** Showing the states capital of Nigerian cities



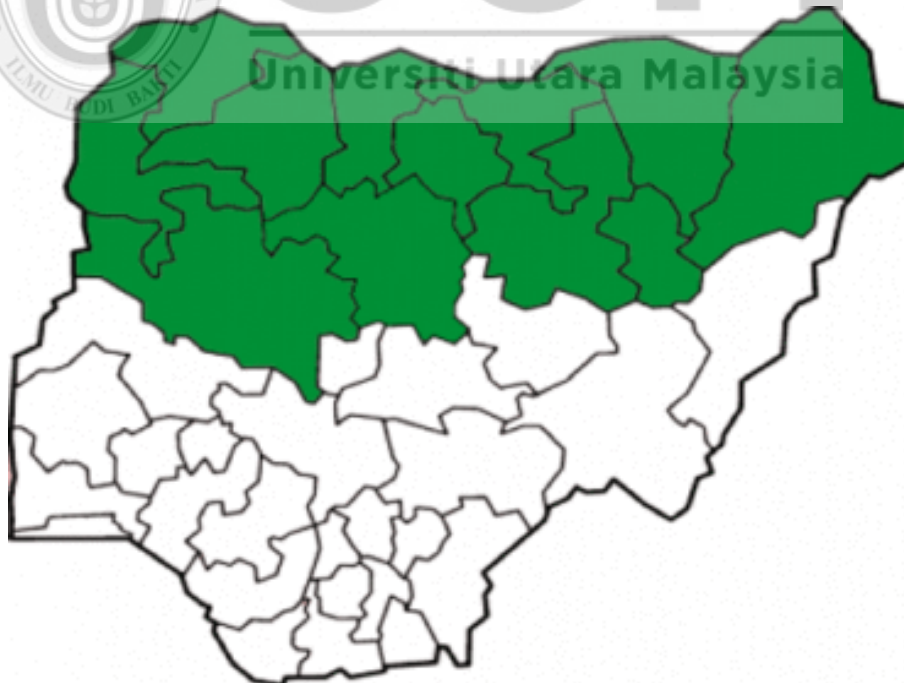Map of Nigeria (World Atlas) showing the location of northern part as study area of analysis.



Figure 2.3 Green Shades Showing Northern Part of Nigeria (World Atlas)