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



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Universiti Utara Malaysia

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**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

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LIST OF ABBREVIATIONS

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.

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