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INFLUENCE OF TEAMWORK ON ORGANIZATIONAL PERFORMANCE IN SELECTED BANKS IN OSUN STATE, NIGERIA

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Abstract

Organizations has failed to optimize resources for goal achievement simply because of lack harmonious working relationship among the workforce Indeed, the quantity of employees in an organization may be very large in size and yet achieves a very low productivity and with no improvement in their levels of production, possibly as a result of absence of teamwork approach in such organizations. The main objective of the study is to examine the influence of teamwork on organizational performance in selected banks in Osun state. The research design adopted for this research is survey. The population from which the sample was drawn is the entire staff of Fidelity Bank, Zenith Bank and First Bank of Nigeria. A sample of One Hundred and fifty (150) respondents was incorporated into the study by means of convenience sampling. A sample size of One Hundred and fifty (150) respondents was drawn from the population of the bank. . Data gathered through questionnaires. The result revealed that there was a significant influence of teamwork on organizational performance among bank employees, Therefore, the hypothesis one was supported by the result of the study also that there was a significant influence of teamwork in terms of "I am good at communicating with my team members" on Organizational Performance on organizational performance among bank employees. The study concluded that most organizations recognize team work as a major tool for realizing their visions as working in team creates an opportunity to exploit different skill and attitude of individuals in combination which is a source of competitive advantage and the study recommended that managers should endeavour to ensure that each team compose of the necessary skills that will enable the team to perform effectively.

Keywords: Banking Industry, Communication, Employee Performance, Team Work

1. INTRODUCTION

The organizational performance includes three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share); and shareholder return (total shareholder return, economic value added) (Richard (2010). Specialists in many fields are concerned with organizational performance including strategic planners, operations managers, finance directors, legal advisors, entrepreneurs (owner of the organization as cited by Ingram H. (2013) Organizational performance means the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Conti and Kleiner (2014). There are many challenges that face the managers who lead the global teams especially creating successful work groups where everyone is local and people share the same office space in the organization. Koprowska (2018) concluded that team members from different countries and from different functional background makes communication to rapidly deteriorate leading to misunderstanding which can end up affecting organizational performance. Social distance is the key between the global workers and those not working in any organization (Mickan & Rodger, 2017). People working in the same team, their social distance is very low where in return new ideas cannot be generated. People coming from a different background can interact formally and informally, align, and build trust through the spirit on team networking. This phenomenon help people to arrive at a common understanding of what certain behaviors mean to enable work very closely through the spirit of teamwork which as results will help to achieve the organizational objectives as argued by (Wilson, 2008).

Teamwork is usually an integral part of the work place. Basic teamwork involves everyone working together to support the organization and complex forms of teamwork could involve "work teams" chosen to complete a project by working closely. Teamwork enhances productivity through joint and collective effort. Allowing team members to bring their specific education and training to a project or a work task, which maximizes the variety of work the team can accomplish as well as the number of tasks completed without additional research. It is true that more minds can sometimes work better than a single one (Okoh, 2016).

Teamwork is the actions of individuals, brought together for a common purpose or goal, which subordinate the needs of the individual to the need of the group. In essence, each person on the team put aside his or her individual needs to work towards organizational objectives. The interaction among the members and the work they compete is called teamwork. Effective teamwork is essential to the success of any business. As "no man is an island", the positive effects of productive teamwork can energize an entire organization, just as the negative effect of a lack of team work can cripple an organization. An essential ingredient to effective teamwork is attracting and keeping the right team members that would facilitate productivity in an organization. As such most human resource approaches lay much emphasis on teamwork due to its importance to organizational productivity hence the need to conduct an extended essay on the influence of teamwork on organizational performance.

It is the role of every organization, either large or small, to improve on its performance to enable achieve the success of the business landscape hence maintain the valuable image and reputation in the dynamic market environment. The total population of workers in every organization may be large yet that organization achieves poor productivity with no improvement in their products and services as observed in a research by Saari (2011).

The problems of organizational performance have been perceived during the last decades as an important element in managing organizations and evaluating process outcomes. Nowadays, all high performance organizations are interested in developing effective performance measurement systems and the concept appears early as a categorical imperative in almost all the human spheres of activity. In the field of organization, the slogan today is incisive: you get what you measure and you can't really manage a project unless you measure it. Consequently, firms must measure their performance in order to make good business decisions and ultimately, to give life to their mission, vision and strategy, and to increase their competitive advantage in the era of globalization.

The rest of the paper is structured into four sections. Section 2 gives insight on the literature review while methodology is being discussed in section 3. Section 4 presents and discusses the results. Finally, section 5 concludes and offers recommendations.

Objectives of the Study

The main objective of the study is to examine the influence of teamwork on organizational performance in banking industry in Osun State. The specific objectives are to:

i. examine the influence of teamwork on Organizational Performance in banking industry in Osun state

ii. determine the influence of teamwork (in terms of communication) on Organizational Performance in banking industry in Osun state

Research Hypotheses

The following alternative hypotheses were formulated to guide the objectives of the study and strengthen the analysis:

i. Team work does not have significant influence on organizational performance in banking industry in Osun state

ii. Team work (in terms of communication) does not have significant influence on organizational performance in banking industry in Osun state

2. LITERATURE REVIEW

Teamwork is accurately distinct as a group of individuals who work cooperatively to achieve a specific task or goal. This skill has become valued to the extent that many large organizations have designed special tests to determine the abilities of their employees to work on teams. Therefore, teamwork ability became an essential skill that every worker must have in order to be accepted in the job. The idea or concept of teams has been applied many centuries ago during the establishment and development of human civilization that is why it is a very valuable and important concept in any occupational and developmental process. Teamwork is a precise organizational measure that shows many different features in all types of organizations including non – profit (Mulika, 2014). Conti and Kleiner (2013) reported that teams offer greater participation, challenges and feelings of accomplishment. Some companies have started to apply team-based strategy in their work performance to maintain the productivity of their workers and to emphasize on the importance of working together as one united entity to achieve the objectives and goals of the organization in the best way possible.

Team can be taken as a group of individuals who work collectively to achieve the same purposes and goals. Teamwork is the process of working collaboratively with a group of people in order to achieve a goal. The external factors of teamwork are the political, economic, social and technological factors that affect teamwork whiles the internal factors of teamwork constitute leadership style, diversity (culture, talent and personalities) communication, cohesiveness etc. which affects teamwork. Productivity is about how well people combine resources such as raw materials, labour, skills, capital, equipment, land, intellectual property, managerial capability and financial capital to produce goods and services. The advantage of teamwork is significant productivity growth in the spheres that require creative solving of different tasks, a high degree of adaptability and operational management (Vašková, 2017).

According to Grift (2018), a self-managing team is staff who work together in teamwork and are held accountable for the expected tasks. This therefore means a self-managing team enjoys considerable discretion over how the work gets done in the organization. What therefore this means is that, key major decisions about activities are made by people who have direct knowledge the task to be performed and who are most likely to by the decisions made. According to (Grift, 2018) the scope of a self-managing team's authority is dependent on the established goals by the others in the team. Effective teamwork can produce extraordinary results irrespective of either the manufacturing or service sectors. Hence, effective teamwork is about good leadership which is as a result of effective teamwork according to Rodger and Mickan, (2015) on principles of effective teamwork in modern organizations.

The concept of team trust appears when the members of a team believe in each other's competence and occupational abilities. Based on a study conducted on the subject, Rodger and Mickan (2015) concluded that there is a positive relationship between the trust and team performance. Team trust has the power to strengthen the behavioral concepts and beliefs of teamwork, also to empower individuals" personalities and develop their skills and talents. Such magical power has a positive impact on the performances of employees. Every member of the team must be responsible for building the concept of trust with other members within the workplace while creating a trustable work environment is one of the essential responsibilities of the organization. The key of constant development and high performance in working environment is the comfortable feelings and ability to cooperate between the team's members. The concept of cooperation can only exist if the trust comes to be an essential principle of the team foundation. Trust creates a very positive and healthy working environment where the team members can discuss and suggest any subject or thought comfortably without being afraid to be judged or criticized.

Many employees serve on teams, but their performance on the team may or may not even come up specifically in their performance (Brown, 2019). It is important that individual's accomplishments in teams be an integral part of their annual performance appraisals. According to Rabey (2013) recognition and rewards are the primary focus if the individuals who are working in teams. Managers must plan and design an appropriate reward system for the employee and encourage their participation in team projects They must also set the team goals which are connected with the company's strategic plan, building of employee performance and fair payment methods (Manzoor, Ullah, Hussain & Ahmad, 2018). According to Herzberg (1987), reward and recognition can provide both intrinsic and extrinsic motivation. Dunford (2015) found that recognition and rewards improve employees' performance. Hence, performance appraisal and rewards have been recognized as an important factor affecting employee performance.

Evidently, teams have a powerful impact on the performance of the employees and the future of the organization. The studies that have been conducted on the subject indicate that the concept of team is valuable and helpful to facilitate the developmental process in the organization and to enhance employees' performance (Oseiboakye, 2015). Simply, the main purpose of teamwork is to apply an effective method in order to improve the occupational performance of employees and their personal skills and talents that serve the requirements of the job. Bacon and Blyton (2016) identified the two essential factors that promote the communication skills between team's members and enhance their performance regarding the concept of teamwork, which are: self-management team and interpersonal team skills. According to Tarricone and Luca (2012) in their case study on successful teamwork, the effective teams can be accurately defined as: "Successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment". Many studies have shown that employees who work on teams can be more productive than others who work individually (Jones, Richard, Paul, Sloana & Peter, 2017). The reason why an individual becomes more productive working on teams is that he/she acquires or enhances the beneficial occupational skills through unlimited learning, cooperating, and exchanging thoughts and various experiences. Teamwork thus, is an essential element for the development and function of an organization or institution

Theoretical Framework

The rationale for choosing these two theories is how it explains people regulating their behaviour through control, reinforcement and understanding clinical reasoning in order to achieve a particular goal, one of their strength is providing information with practical applications.

Social Cognitive Theory

Social Cognitive Theory (SCT) is the belief that people learn by observing others. The theory suggests that individual's acquire knowledge by observing others within the context of social interactions and experiences (Bandura, 2001). It asserts that when people observe someone else performing a behavior and the consequences of that behavior, they use that information to guide their own subsequent behaviors (Bandura, 2001). Social Cognitive Theory was developed by the Stanford psychology professor Albert Bandura. According to Bandura's, learning occurs through observations and interactions with other people. Essentially, people learn by watching others and then imitating their actions.

The theory combines cognitive learning theory and behavioral learning theory. The cognitive learning theory advocates that learning is influenced by psychological factors, while behavioral learning theory advocates that learning is based on responses to environmental stimuli. Bandura integrated these two theories and suggested that learning occurs in a social context with a dynamic and reciprocal interaction of the person, environment, and behavior (Albert Bandura, 2008)

According to Bandura, behavioral learning theory could not explain why learning can take place in the absence of external reinforcement. He felt that internal mental processing must also have a role in learning and that learning involves more than imitation. In imitation, a person simply copies what the other person does (Bandura). Thus, the observational learning theory is not simply based on observing others, rather it takes into account a person's past experiences, their self-efficacy, and environmental factors. These past experiences and personal beliefs influence reinforcements and expectations which shape whether or not a person will reproduce an observed behavior (Bandura & Evans, 1989).

Belbin's Team Roles Theory

Belbin Associates retrieved 20 February 2012 brought the concept of a theory on the attitude of the specific team members which describes each team participant to be exceptional in the group performance. Belbin also argued that individuals in a team tend to embrace very special behaviour which can sometimes affect the performance of the organization. To support this argument, he used self-perception some questionnaire in his research in order to identify the various team roles in the group in the organization. Out of his research, Belbin found nine different roles that form very unique characteristics of individual in a team. Belbin in additional determined that every team's role has strengths and weaknesses which must be clearly understood by all the leaders. To drive great teams, it is imperative for the team leader to clearly understanding every role played by the team member. According to him the highly performing teams members had to apply all the combinations of team characters in order to increase team overall organizational productivity and profitability. According to another analysis by Belbin, theteam forms the observation that displayed that team characters have important roles in building productive teams in every organization (Staniforth, 2000). According to Myers- Briggs he helped the team coordinator to find the behaviour of teams and accordingly place them in relevant groups to drivethe organizational performance. According to this, all the above theories are supported (Abraham 2012).

Empirical Review

Walid and Zubair (2016) explored the impact of effective teamwork on employee performance. The research examined the impact of Teamwork on employee performance. The study adopted descriptive and explanatory research design. Further the study used a cross sectional survey methods using a survey questionnaire, containing 35 items with Likert Scale (Disagree -1 and 5 for Agree). A questionnaire was developed based on past literature and numerous tests were done to test the normality, reliability and validity of the data. The independent variables to measure effective teamwork are effective communication, team cohesiveness, accountability, interpersonal skills, leadership and level of trust. The dependent variable used in this research is employee performance. A sample of 107 employees from an entertainment company in Kuala Lumpur capital of Malaysia was selected using simple random probability sampling technique. Collected data were analysed using descriptive means and regression via SPSS.20. This study found that all the chosen factors have significant relationship with teamwork. This research found efficient communication, level of trust, leadership and accountability has a positive and significant impact on employee performance. While it found no significant influence of Intrapersonal skills and Cohesiveness on Employee Performance. Though this research included only one entertainment organisations, future studies may include larger sample by conducting the study on more organisations including manufacturing industry, and financial firms. to see the variation in the results. The future studies may compare differences based on socio-demographic profile and might examine the similarities and difference of motivational factors in different sectors in Malaysia.

Also, Shouvik and Mohammed (2018) explored the impact of teamwork on work performance of employees: A study of faculty members in Dhofar University. the importance of teamwork as an essential tool in work environment seems to be neglected by both employers and employees which has lead them to deficient performance and poor productivity in their jobs. Therefore, this research paper seeks to examine the impact of teamwork on occupational performance. The objective of this research was to highlight the effects of teamwork on faculty members in Dhofar University and their performances and also to examine the factors associated with the concept of teamwork in job environment. This study focuses on analyzing the impact of teamwork on the employees of Dhofar University. Several factors related to teamwork were analyzed, such as the concept of trust, leadership and structure and performance evaluation and rewards. The results reveal that is a strong and significant connection between the independent variables viz. teamwork, climate of trust, leadership and structure, performance evaluation and rewards and the performance of the faculty members of Dhofar University in Sultanate of Oman.

3. METHODOLOGY

The research design adopted for this research was survey. It is a research design that attempt to describe and explain conditions of the present by using many subjects and questionnaires to fully describe a phenomenon. The survey facilitated the collection of data required for the work. The population used in this study covers selected banks in Osun State (Fidelity Bank, Zenith and First Bank of Nig). The population selected was designed to obtain adequate and diverse views pertaining to the influence of teamwork on organizational performance in banking industry. Therefore, a random sample of 100 commercial bank customers is taken. A sample size of one hundred and fifty (150) respondents were drawn from the population of the bank. Fifth (50) from each bank. Thirty (30) copies of the research questionnaires was distributed to employees whiles the remaining twenty (20) were given to management in each bank. Qualitative data analysis was used. It was used to determine the percentages and frequencies in the data analysis. Data gathered through questionnaires was presented in tables using statistical package for social sciences (SPSS).

4. RESULTS

Hypothesis One: Team work does not have significant influence on organizational performance in banking industry in Osun state

The hypothesis was tested by T-Test for Independence Measures. The result is shown in table 4.1 below:

Table 1: A Summary Table of T-Test for Independence Showing the Influence of Team Work on Organizational Performance in Banking Industry

TEAMWORK	N	$\bar{X}$	SD	df	t	P
HIGHER	68	37.15	9.73			
LOWER	52	22.24	8.16	118	6.45	<.01

Source: Author's Fieldwork, 2022

The result in Table 1 above revealed that there was a significant influence of teamwork on organizational performance among bank employees [t (118) =6.45, p<.01]

Therefore, the hypothesis one was supported by the result of the study.

Hypothesis Two

Team work (in terms of communication) does not have significant influence on organizational performance in banking industry in Osun state. The hypothesis was tested by T-Test for Independence Measures. The result is shown in table 2 below:

TABLE 2: A Summary Table of T-Test for Independence Showing the Influence of Team Work "in terms of communication" on Organizational Performance in Banking Industry

TEAMWORK ITEM (in terms of communication)	N	$\bar{X}$	SD	df	T	P
HIGHER	51	3.44	0.63			
LOWER	69	1.06	0.26	118	3.67	<.05

Source: Author's Fieldwork, 2022

The result in table 2 above revealed that there was a significant influence of teamwork in terms of "I am good at communicating with my team members" on Organizational Performance on organizational performance among bank employees [t (118) =3.67, p<.05]. Therefore, the hypothesis two was supported by the result of the study.

Discussion of Findings

Hypothesis one revealed that there was a significant contribution of teamwork to perceived organizational performance. Therefore, hypothesis one was rejected by the result obtained through data analysis. This implies that teamwork has a significant contribution to organizational performance. This finding tallies with Agarwal and Adjirackor (2016) and Kleiner (2013), who reported a significant effectiveness of teamwork on employees' empowerment and employees' job performance at the workplace.

Findings of the study further revealed that a significant influence exists between teamwork in terms of communication and oorganizational performance. The finding implies that tteamwork communication is significantly and positively related to the organizational performance. In essence, communication among team members is key to achieving specific goal in the organisation as it help in developing trust among members, boost their morale and as well helps employee stay engaged in the workplace.

5. CONCLUSION AND RECOMMENDATIONS

The study is to examine the influence of teamwork on organizational performance in banking industry in Osun state. There was a significant influence of teamwork on organizational performance among bank employees in Osun state. There was a significant influence of teamwork in terms of "I am good at communicating with my team members" on Organizational Performance on organizational performance among bank employees in Osun state.

Based on recommendations, the following recommendations were made; Team members' abilities have positive effect on employee's performance in an organization. Managers should therefore endeavour to ensure that each team member has the necessary skills that will enable the team to perform effectively without having too much of each skill to the disadvantage of others. Team's esprit de corps is a situation in which a group of people jointly depend on one another. This should be strengthened by making sure that people of like minds are put together in a team so that the organization can enjoy the full potential of such teams. Team trust is important in every team when all appearances of mistrust, distrust and suspicion are reduced, the right atmosphere for increased/enhanced productivity from the employees will prevail.

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INTER-AGENCY RELATIONS AND MANAGEMENT OF SECURITY IN POSTCOLONIAL NIGERIA

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Abstract

This paper is a critical review of inter-agency relations in conflict management and security provisioning in Nigeria. Available literature have shown that security operatives in the country are frequently engaged in superiority clashes which undermine the agenda for a strong security synergy. Sadly, those responsible to maintain peace, surveillance, detect, and suppress and contain crimes through intelligent gathering and sharing have themselves become the obstacles. This paper however addresses the daunting security challenges, and highlights factors mitigating against inter-agency collaboration as well as the complex security sector governance and management in the country. To address this challenge, the paper depended on the Group Conflict Theory to explain the systemic unhealthy competition between security agencies in Nigeria. Relying on secondary sources of data collection and content analysis, the paper posited that lack of inter-agency collaboration fans the embers of existing discontents that are hinged on the principle of individualism, feeling of superiority by one organization over and above the others create a sense of envy and jealousy, poor education and training, duplication of functions, inordinate use of force by security personnel at the slightest provocation against other security forces without sanctions for erring security personnel after use of maximum force on another and so forth; as drivers of conflicts between security agencies in Nigeria. Based on this findings, the paper concludes that the many clashes between inter-services adversely impact on the security governance in the country. To address this anathema, the paper suggested some recommendations for improving inter-agency and security management in Nigeria.

Keywords: Interagency Relations, Management, Security, Intelligence Gathering, Collaboration, Postcolonial, Nigeria

Introduction

National security has been challenged in Nigeria over the decades by the activities of Boko Haram terrorists, insurgencies, and other social interactions in the country. One thing that is common is the high level lawlessness and violence in the country. Nigeria has been experiencing various insecurity arising from political and election problems, kidnapping, armed robbery, child trafficking, among other human insecurity ranges from poverty, unemployment, environmental degradation, corruption, etc., are blamed on lack of good governance, poor and corrupt leadership, to square up sustainable development. However, one of the basic principles of the government within the constitutional framework is to protect citizens and properties. The absence of democratic values such as "accountability, effectiveness, efficiency, transparency, inclusiveness, equity and rule of law" (Bryden & Chappuis, 2015, p.2), determine the quality of governance and development prism for insecurity in Nigeria.

The agencies saddled with these responsibilities in Nigeria are numerous such as the Nigeria Police, Nigeria Security and Civil Defense Corps, Nigeria Immigration Services, Nigeria Custom Services, the Nigeria Armed Forces, and Department of State Security Services, among others. It is therefore disturbing to observe the prevalence of insecurity and threat to peace in the full glare of the plethora of the security agencies. Driven by technological dynamics of the 1990s, security sector governance (SSG) became an increasingly significant policy to Nations and globally on the understanding that "an unreformed security sector represents a decisive obstacle to the promotion of sustainable development, democracy and peace" (Bryden, N'Diaye & Olonisakin, 2008, p.6)

The systemic overhauling of the Security Sector Reform (SSR), which begun in the United States of America and Europe to improve inter-agency activities in light of changing national security requirements and capabilities becomes the galvanizing element of security governance among Nations. The response to dysfunctional security sector governance and its consequences, therefore, became a "pillar of multilateral strategies for crisis prevention, peace building and development for organizations" such as the United Nations, African Union, European Union and other relevant agencies. Thus, Security Sector Reform agenda brought to the fore a "broader approach to security assistance and an alternative way of thinking about the role of the security services in the political and economic lives of countries" (Sandra, 2010, p.29). Many countries however advocates reforming the inter-agency collaboration for a much more robust interactive framework between and among security operatives.

The internationalization of the SSR concept and its domestication avail Nigeria the opportunity for a critical reflection on her multi-agency management. The realization that the institutional framework for security governance and democratic control of the security agencies remain either relatively weak or non-existence while the long years of military rule have militarized civil society itself and treated the military not just as a specialized state institution but a special social category (Abdu, 2013). It was under such circumstance, the fight against Boko Haram and other insecurity threats triggered the establishment of the National Counter-Terrorism Strategy (NACTEST) Act, a multi-layer strategic communication structure in 2014. Triggered by this doggedness, the Nigerian Federal Government changed the security architecture and reviewed its policies in 2016, to capture the provisions of the NACTEST for inter-service coordination and a more integrated chain of command, with various agencies chiefs working as a unit in a system of clearly delineated joint authority (Godfrey-Ordu, 2019, p.7). Though strongly resisted initially, the changes significantly improved planning and operational efficiency of inter-services establishment and eventually garnered officer support for inter-service cooperation by creating and promoting career incentive for collaboration and cross training.

NACTEST is a service-wide collection of counter-terrorism efforts bordering on the deployment of carrot-and-stick approach in fighting terrorism. While this is coordinated by Office of National Security Adviser (NSA), several ministries, departments and agencies (MDAs) now have clear-cut roles to play in its implementation. Among other mandates is to forestall threats, secure territories, identify, prepare and implement policy directives. But what paranoid Nigerians is that how has all these policies ameliorated inter-agency collaboration? Have the security forces ably win the war on insurgencies or terrorism? What are the challenges of inter-agency collaboration despite NACTEST establishment? Is inter-agency collaboration really working? If not what is the implication on national security? This paper, therefore, attempts to investigate the how and why inter-agency collaboration promotes inter-agency rivalry with a view to mitigating the trend.

Conceptual Review

There is need for this study to clarify the concept of inter-agency in order to enhance an in-depth analysis of the discussion, which would definitely fore close contextual ambiguity. The literature on inter-agency refers to any collaboration between agencies or between professionals from different agencies. Inter-agency is a collaboration of different agencies joining together for the purpose of interdependent problem solving that focuses on improving services (Atkinson, Wilkin, Stott, and Doherty & Kinder, 2002, p.93; Hodges, Nesman, & Hernandez, 1999, p.8). Broadly speaking, inter-agency is a process of collaboration between or among professionals from different organizations, produce something through joint effort, resources, and decision making, and share ownership of the final product or service (Linden, 2002, p.7).

Inter-agency collaboration is a well-coined metaphor to conflict management and security provisioning in contemporary times. It came into the Nigerian lexicon with reference to incessant violent conflicts and consequent entrenched insecurity in the country. Considering the insecurity situation in Nigeria, one would expect minimal rivalry and maximum cooperation among the organizations statutorily saddled with the responsibility of managing conflict and containing security. This has been the pivot that has characterized the security agencies. Rothschild (2017, p.5) assert that collaboration among security agencies in the fight against insecurities and other related social ills bring about the need for some if not all the agencies to collaborate in order to produce a better and formidable synergy. This is because collaboration is a durable relationship that brings previously separate organizations into a new structure with commitment to a commonly defined mission, structure, or planning effort. Through inter-agency collaboration, security agencies can deliver services in a more effective way (Leung, 2013). This is as collaboration across agency help a good relationship between the agencies responsible for addressing organizational mandates, thereby bring down the difficult storm and diffuse insecurity risks.

Inter-agency in the fight against national insecurity and other related antisocial behaviors is yet to yield the needed results. Security operatives, rather than exploring avenues of inter-agency collaboration in security provision, capacity building and sharing intelligence, have over the years been engaged in unhealthy rivalries (Omoigui, 2006). Rather than complementing each other, the existence of one is viewed as a threat to the other. The inter-agency paradigm will necessarily create the efficiencies and operational synergies that could not be achieved by a single agency, as any joint activity by two or more agencies working together that is intended to increase public value by their working together rather separately (Bardach & Vij, cited in Akpan, 2020, p.2). It creates benefits for all parties and well-defined relationships between two or more organizations desirous of attaining common goals by these agencies.

The conditions for inter-agency collaboration itself poses a challenge, because in each case unique considerations and elements are required, to formulate collaboration may not bring anticipated outcomes (Sienkiewicz-Malyjurek, 2014). This is so especially that possibilities and effects of inter-agency collaboration may be constrained. This is so as opportunism arising from asymmetrical structure of dependencies among agencies, supervision systems diminishing capabilities for effective management of interpersonal relationships or by increasing centralized coordination shrinking flexibility of relationships and their innovativeness. The inter-agency collaboration is a challenging process which entails continuous supervision and cultivation. This paradigm is associated with numerous elements and determinants, is the ability of the security sector to galvanize a workable panacea to the lingering insecurity challenges facing the country recently. Security operatives are often accused of seeking organizational glory rather than the synergy that will enhance the much desired but often elusive national security (Odoma, 2014, p.35), is the bane of inter-agency collaboration in our country.

Inter-agency is a process of joint decision making among key stakeholders of a problem domain about the future of that domain" to the downright esoteric "an interactive process having a shared transmutation purpose. Clearly, any joint activity by two or more organizations such as armed forces, police, among others that is intended to cultivate public value than could be achieved when each organization act alone (Abioye & Alao, 2020, p.49). The implication is that increasing number of various organizations are getting united in addressing the insecurity in Nigeria. Thus inter-agency articulates the spirit of collaborative efforts as the fundamental techniques of achieving security objectives that are not attainable working individually (OchanyaAdio-Moses, Abiodun & Fasaanu, 2020, p.737). As Janet Weiss (1987) argues that inter-agency cooperation is most likely to occur when external pressures are present to compel agencies to collaborate, coordinate, and ultimately cooperate.

Certainly, once external pressures arise, often derived from complex social problems, agencies are faced with a decision about engaging in collaborative efforts to fill lagging gaps, created by lack of effective communication among security operatives. Extrapolating this notion implies that agencies are not readily willing to engage in a cooperative mode of service delivery if it is not necessarily mandatory, as organizations seek to maintain their statutory functional autonomy (Mohammed, Yusuf & Garba, 2019, p.188). These problems are pointers to the need for systemic change in Nigeria. The sure challenge in the sharing of intelligence between security agencies against insurgents is not coordinated as a result of the rivalry of inter-agency in Nigeria.

Theoretical Approach

To provide a strong theoretical foundation for the study, insight is drawn from the Group Conflict Theory as the framework for analysis. The theory highlights basic ingredients for inter-agency conflict management and security provisioning in Nigeria. The importance of group conflict theory is that it explicitly exposes the social indices that are imperative for inter-agency squabbles. The group conflict theory's viewpoint is that human beings as endemically group-involved beings. It stress further that groups are formed in social communities as a result of shared interests. This is saying that shared interest can best be articulated through collective venture such as the Armed Forces, NPF, NIS, NCS, NDLEA and others while executing what is constitutionally assigned to each and every security management done is a collective responsibility. This is because new groups are formed as new interests arises for example, the prompting for establishment of NSCDC became imperative when pipeline vandalism was rampart and policing duties are insufficient by the NPF. While other existing security forces may relaxed or encroach into the spheres of others performing similar duties without proper communications also duplicate functions that breed grounds for further inter-agency rivalry than cooperation in Nigeria.

As such, groups when formed become effective action unit through the direction and coordination of the activities of members by their heads is a pointer to the unhealthy competitions between forces. Society to Vold is a network of groups driven by diverse, conflicting interests, as well as group consciousness develops through experiences gain from participating in regular group activities (1986). Consequently, emotional attachments to group activities rather than rational thinking develops among security agencies in the country. However, inter-agency conflict begins when their interests and purposes tend to overlap and or encroach on one another, hence their relationship becomes competitive, and this competitive conflict engenders members' emotional attachment and loyalty to their various security agencies. Although theorists like Vold expresses that inter-agency conflict is not entirely destructive, because it is one of the principal and essential social processes in the functioning of the society as it ensures stability, cohesion and social order (as cited in Odoma & Aderinto, 2013, p.7), is the opposite going by available literature.

The application of this theory for analysis on inter-agency relations and management of security in Nigeria, it is important to note that inter-agency comprises of many structures (the armed forces and para-military security organizations), all performing certain functions to make the system work. For any inter-agency to work, several activities need to be performed and certain institutions are created to perform some of these roles or functions for the system to keep going. Nigeria operates a security system that has different agencies tackling some specified social ills as well as maintenance of the Nigerian state (Akpan, 2020). For these agencies to function to specification in the fight against insecurity, there is need for all the agencies collaboration for synergy; is definitely lacking in Nigeria's security forces. Thus, the strength of this theory is it elaborate explanation of conflict between and among security forces, which provide insights to the many high profile rivalries between and among security agencies whose roles are similar or overlap, the NPF, NSCDC, and FRSC for example.

Security Challenges

The prompting for inter-agency collaboration is varied and complex. Among other incidences of violent extremism and insurgency, ethno-religious clashes, kidnapping, piracy, communal clashes, political and electoral violence, international border crisis, and other related social problems (Shiyanbade, 2000, p.459), are prevalent and persistent in places that are marginalized. As Okenyodo (2016, p.1-2) corroborate, Nigeria internal security is threatened by heinous crimes, perpetrated with impunity across the country, especially where members of the community feel high distrust towards government and such threats involve irregular forces (militia groups) that are largely communal oriented. The recent unbridled clashes between the farmers and Fulani herders has burgeoned into outrageous dimension, for example.

This is so because herdsmen are seeking grazing pastures for their cattle are constantly in bloody conflict with their host communities while religious clashes resulting from sectarian fundamentalism, misunderstanding or gross illiteracy, and systemic land grabbing. Nigeria has been ruined by significant violent clashes between ethnic and religious groups since the

1990s. This is blamed on the social relations between the state and segments of the society, a militaristic approach to security challenges has often been adopted from the period of military rule in 1966 down to the present democratic dispensation. Arguably, the conflict and violence situation in Nigeria can be attributed to the "tensions over the division of political and financial powers between the different levels of the federal system, ethnic and religious grievances, as well as religious mobilization have all combined to fuel repeated cycles of violence across the country" (Uzuegbu-Wilson, 2019, p.5).

This further stresses that the reasons behind these clashes have varied from local political disputes to conflicts and insecurity bordered on "natural resources mismanagement and control, citizenship question, electoral contest, religious and ethnic polarization, Islamic insurgency against the state by Boko Haram, Niger Delta resource crisis, the separatist movement of the Movement for the Actualization of the Sovereign State of Biafra (MASSOB) and Indigenous People of Biafra (IPOB), among others calls for inter-agency collaboration in the country. The insecurity dimensions in the country and the porous borders challenges requires inter-agency cooperation, for a sure reality. Majorly the challenges here include smuggling, piracy, insurgency, alien influx, and military incursion. The long list, however, represents the many border cases in which Nigeria's border security has been, or could be, undermined (Imobighe, 2003, p.455). This insecurity requires a functional synergy among the security agencies such as the Armed Forces, NPF, NCS, NIS, DSS, NIA, among others.

Also important is the increased inflow of Small and Light Weapons (SALWs), has been associated with insurgency and periods of elections as political elites, political parties and even regimes encourage to arm their supporters through importation, acquisition, distribution and use of arms for electoral and political purposes. There are instances of violence either during election or post-election has occurred severally in many parts of Nigeria. The general election conducted in 2011, for instance, recorded the most excruciating post-election violence that took a large chunk of toll on the lives and properties of citizens as never before, in the contemporary political history of the country in her remembered historical development, for example. Despite the many security challenges, inter-agency collaboration remains a fad. What then are the factors militating against inter-agency collaboration in the fight against insecurity in the country?

Factors Militating Against Inter-Agency Collaboration

There is an emerging recognition of the importance of collaborative strategies in response to humanitarian crises. Collaboration within and between inter-agency is essential in the continuous incessant killings in Nigeria. Certainly, such collaboration is difficult because of the complexity of the incident and the diverse composition of security agencies and personnel working together, all of whom possesses different skills, training, and competencies. It is however apparent that, there has been contest among the security agencies in their efforts to fight insecurity in the country for long, with reference to records of the many clashes between agencies especially the NPF, NSCDC and the military, for example.

This is so as the operation of some of these agencies seems to veer into the statutory functions of the others without formal agreement on collaboration. The point to stress is that the various agencies were unable to effectively communicate and coordinate their efforts for national security sake, is a good pointer. The feeling of superiority by one organization over and above the other creates a sense of envy and jealousy which can blossom into violent rage that have no basis. This attitude muscles itself into what can be describe as indiscipline, arising from a false sense of superiority, ignorance, poor education and training, undermines collaborative effort among the security agencies. This may also lead to pecuniary interest arising from poor remuneration; when security personnel welfare are not taken into consideration as such, any opportunity to make fortune may pitch one group against the other.

This unhealthy competitions between or among agencies often result in quarrels and bloody fights. This has no doubt deepened inter-agency animosity in the Nigerian SSR agenda (Odoma & Aderinto, 2013, p.4). Lack of interaction between the forces especially among officers of the lower ranks is argued to be responsible for frequent clashes (Ekong, 2007, p.10), couples with widespread ignorance among officers. The absence of inter-agency communication, which is required to ensure prompt command and control hampers the quick dissemination of information among the security agencies, especially when clashes are in their formative stages, another example. A remarkable factor that aggravates lack of inter-agency cooperation is the principle of individualism. The central viewpoint that individual agency has its own nomenclature with responsibilities to be performed under the Act that established it promotes individualism they themselves are different from one another with regard to duties proves difficult (Bodunde, Balogun & Layefa, 2019, p.545), because of the luxury of unbridled freedom arising from weak and corrupt leadership of security forces.

Thus, duplication of functions without clear delimitation of constitutionally assigned operational responsibilities of areas of competency and undue interference in the statutory responsibilities of other agencies promotes acrimony, especially when no clear distinction of cooperation and role intersection are not properly defined (Ahmed, 2007, p.206). Ahmed further clarifies that unnecessary and inordinate use of force by security personnel at the slightest provocation against other security force, is another potent determinant of inter-agency collaboration. Also, the inability of the system to create sanctions for erring security personnel after the use of maximum force on another, breed grounds for further inter-agency rivalry rather than cooperation.

These public security forces uncooperative attitude has dragged into a form of "cold war" as the cogent factors that impede intelligence sharing among the security agencies is that individual prefers doing it alone syndrome which does not help intelligence coordination. This is the reason why terrorism and insurgency refuse to yield to national intelligence operation due to lack of uncoordinated and uncooperative attitude (Bodunde, Balogun, & Layefa, 2019, p.544), couples with mistrust among agencies. The Nigerian security agencies believe that individual agency need to keep intelligence secret within itself without sharing not to suffer leakage to the public or adversaries which can be determined by security. This unhealthy rivalry plays a significant role in intelligence sharing. This is as individual agencies want to be seen as the best in its sphere of constitutionally assigned responsibility, and therefore, every other security agency is a figment of it imagination.

This gives room to disagreement sometimes and breed hatred which question's the sanctity of intelligence gathering and sharing among security agencies in Nigeria. Above all, the interplay of the social forces and sudden twist of structural hierarchy of inter-service agencies did not go down well with other occupational groups in the country (Adekanye, 1993, p.13), the military by using their leadership provisioning to elevate themselves above not just their peers but other groups such as the NPF raise concerns, for example, . This Military dominance no doubt have inspired series of social unrests, agitations among other occupational groups in the country that characterizes inter-agency feud that gravely impairs collaborative efforts between security agencies in Nigeria.

Inter-Agency Security Sector Governance and Management

There are many efforts of working groups on inter-agency to provide a forum for regular interaction and exchange of ideas and information among security agencies. This is mainly for agencies to network, coordinate activities as well as resource tool and data base preventive counter actions. The analysis of conflict indicators and processing of security-related matters and provision of information with reference to enabling ground to convey reports to the various security agencies becomes challenging. It is however important to note that "the character of the security governance and management is rooted in the history and character of the Nigerian state" where there has not been a major departure from the institutional foundation of security agencies and the state conception of national security. Therefore, there is a common trend and perception in response to the state centric to insecurity are reflected multi-dimensionally. Among others general crisis of governance, over centralization of decision making, increased militarism, lack of accountability, and personalization of security (Abdu, 2013), are the main characterizations.

The dangerous dimension of inter-agency rivalry and it concomitant side effects on cooperation and collaboration of the security agencies draw attention to what is called the "dangerous levels of rivalry and lack of cooperation within the nation's security management" call for the establishment of the Military, Police, and Paramilitary Public Relations Forum

(MILPOPPROF). Thus, the Forum concerns itself for the working of a new partnership of cooperation and intelligence sharing among the agencies. Although the Forum clarified the endemic rivalry between agencies and confirms one very cogent reason that there is no national civilian body that coordinates the activities of these security services, as well as no National Security Council. The viewpoint is that the Office of the National Security Adviser and that of the Minister of Defense do not coordinate the activities of the security agencies. Arguably, this tendency systemically gave freedom to insurgents, terrorists, and other criminal networks to operate and, therefore, harvest the benefits of the lack of synergy among security operatives. The security agencies are seemingly more proactive in the conduct of their individual operations which have, severally led to the duplication of efforts, waste of resources, and inter-agency conflicts in Nigeria (Major P. L. Ben, personal communication, June 13, 2022).

But there are indications of a burgeoning hope on strengthening inter-agency collaboration among security agencies in Nigerian. As Godfrey-Ordu (2019, p.16) puts it, "a platform to facilitate collaboration among the security agencies would be provided by the office of the National Security Adviser (NSA) using specialized unit called the Joint Terrorism Analysis Branch (JTAB). This is a multi-intelligence analysis unit in the office of NSA staffed by personnel drawn from every security agency in the country and charged with regularly collating information and intelligence pieces for analysis", thus encouraging the building of trust as an ingredient of collaboration. While it is a beckon of hope it does not in any way answer the question of a civilian coordination, over sight, and control of security operatives in the country. There is also no legislation compelling the security agencies to work as a team and eschew rivalries during emergency period in the country. Accordingly, if this is to be done the legislation must have components with punitive measures that will ensure compliance like the USA Goldwater-Nichols Act of "jointness" in inter-agency services (Frazier, 2014).

Arising from the very difficult position of defeating insecurity, insurgency, and terrorism in Nigeria the legislature should shun unnecessary political shenanigans and confronts this national security threat before terrorists kidnaps all of us in this country. This is because at various times terrorists have kidnapped school pupils and even the aged for ransom. This is a clear expression that no single agency can achieve successful security mitigation, as security experts suggests, without the signature of the citizenry, compelling rational for their working together, mutually joint strategies that work in concert with partners, as well as collaborating agencies should identify and address their needs by leveraging resources (Reddick, 2010, p.88). He further stresses on their relative strengths in view of resource needs by leveraging each other's resources, agree on roles and responsibilities, work together to define and agree on their respective responsibilities, establish compatible policies, procedures as well as the means to operate across agencies.

Of interest the security governance is not compellingly implementing a comprehensive process of reform and this limits participatory processes and consequently to a large extent collective ownership of reform is lacking (Bryden, N'Diaye & Olonisakin, 2008, p.21). SSR is also complicated due to the absence of sustained political reform that is lacking, as well as weak oversight institutions and civil society that cannot effectively bring about changes. The enactment of the Freedom of Information Act (FOIA) 2011, is a complete bizarre as security agencies still rely on their "traditional secrecy" of security management, which no doubt diminish the scope of implementing lessons learned from the past experience in other to improve future performance (Okenyodo, 2016, p.6). This awkward management approach is a negation of post-military service culture where crime prevention strategy is adopted with emphasis on police intelligence. These security lapses becomes citizens crusade for community policing and the rise of ethnic militia for policing duties (Uzuegbu-Wilson, 2019, p.12), to fill the deficits in policing Nigeria. Likewise the rise of the Civilian Joint Task Force (CJTF) that sprang up in communities in Borno State in 2013, ostensibly to protect civilian population from abuses, a clear civilian distrust of the military remains ridiculous ever.

Conclusion

The study provides a striking revelation that multiple factors caused the luxuriance for inter-agency wrangling in Nigeria. The study however submits that the multiplicity of sources aggregate to a complex dimension of no love lost amongst the security agencies has been the bane of inter-agency coordination, cooperation, and collaboration in security management in Nigeria. The escalating incidences of clashes amongst these agencies pose the complex question of who guards the guards. Arguably, if Nigerians must be secured as we have always desired, both the security operatives and the civil society must turn a new leave. It is only when this attitudinal change is manifest that civil-police relationship, as well as the synergy between the various agencies will improve for sustainable security to stem insurgency. The driving element is for the country to prioritize away from state centric to citizen centric model of security provisioning through collaborative efforts by all citizens.

Recommendations

From the foregoing analysis, this study recommends as follows:

- The Federal Government of Nigeria should establish a civilian supervisory ministry or inter-agency commission that could oversee inter-security management of these forces, with the view of harmonizing, controlling, educating, coordinating as well as exchange of ideas of security agencies across the country is being identified as a working tool for inter-agency collaboration.
- There is an urgent need by the Federal Government to send an "Executive Bill" to the National Assembly to enact laws with stringent provisions that forbids inter-security clashes in the country. Doing so will give a strong signal to the security agencies that the Federal Government of Nigeria is willing and responsive to address the high profile clashes between security forces to an end is in sight, as well as give a sense of relevance to all agencies and for agencies to be aware of the dangers and consequences that surround its violation.
- The government should establish or expand existing ones to accommodate joint training at all level where officers and men can interact intellectually, as doing so will create the platform to compellingly implement a comprehensive process of reform and open participatory process and consequently to a large extent collective ownership of inter-agency collaboration can be improved in the country.
- Lack of clear and well-defined communication links between and among the different hierarchies of the security agencies was also identified as a major push factor for inter-services clashes in Nigeria. Therefore, the Federal government should establish joint Complaints Commission or Agency to entertain complaints from aggrieved personnel. This will go a long way in addressing mutual respect for one another with the belief that all services are performing different functions towards achieving a common goal in the country.

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STAFFING POLICIES AND EMPLOYEE CAREER DEVELOPMENT IN FAST-MOVING CONSUMER GOODS INDUSTRY IN LAGOS STATE, NIGERIA

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Abstract

Developing a career requires careful planning, strategic guidance and knowledge of the broader direction of the service field in which employees are engaged. A progressive career ladder is crucial to encourage employees' to stay with the organisation and chart a career path. Consequently, the study examined staffing policies and employee career development in Friesland Campina WAMCO Nigeria Plc, Lagos State. The study was anchored on two-factor theory, and trait and factor theory respectively. Survey research design was adopted for the study and a sample of 209 respondents was drawn from the employees of the selected organisation using the multi-stage sampling technique while a structured questionnaire was used for data collection. Regression and correlation tools were employed in testing the stated hypotheses findings showed that organisational culture significantly affected the implementation of employee career development programmes with (r^2= 0.994: p=<0.05); also, there was a significant relationship between training and employee career development programmes with (r=0. .883: p=<0.05), a significant relationship between leadership style and the implementation of employee career development programmes was also found with (r=0.764, p=<0.05) and motivation significantly affected employee career development programmes with (r^2=.804, p=< 0.05). The study concluded that management's priority ought to be centered on adopting career management to meet employees' expectations. It was recommended that regular conduct of job training programmes be put in place with an appropriate leadership style.

Keywords: Organisational Culture, Training Opportunities, Leadership Styles, Motivation, Employee, Career Development.

1. Introduction

Developing a career requires careful planning, strategy, and guidance and knowledge of the broader direction of the service field in which one is employed. Through performance appraisal interviews, and career or organisational planning sessions with one's supervisor or manager, a staff member is able to gather information on the future plans of the organisation and to match them against their career aspirations and training needs. When a member of staff attends or completes a course that has little direct application to the day-to-day work of the organisation, the knowledge gained is not applied and tends to be lost. Tobin (2017) also points out that "unless employees can return to their jobs and immediately start applying the content of the training to make a noticeable and positive difference in solving business problems and meeting competitive challenges head-on, then a training programme is indeed a luxury that few organisations can afford". Employees who find their learning experience of value are anxious to apply their new knowledge and skills. If an organisation wants to stay competitive it must utilise the skills of its workers to the maximum to prevent wastage of time, money and resources; these are reflected in their staffing policies as it helps to educate the employees on how much premium the organisation places on developing their skills and capabilities. The harmonisation of the Library's needs and of staff training needs should be the aim (Cable, Yu, Tsai & Huang, 2018). A progressive career ladder is crucial to encourage people to stay with the organisation and make a career out of library work. To ensure the continued health and growth of the organisation, employees must be retained and this can be achieved by, among other things, offering them recognition and career planning" (Goulding 2018).

The failure to develop staff, however, could mean that there are limited opportunities for promotions and rewards which motivate and retain successful and loyal workers. Upward mobility is part of the psychological exchange between employer and employee, and hard work and commitment lead to the attainment of successive levels in the organisational structure and recognition of personal career development. Few organisations today, if any, can guarantee lifelong employment. A growing trend is to encourage employees to actively manage their own careers and to take responsibility for planning their careers, their own learning, and the application of that learning to their jobs (Gamage, 2019). Career development is a general term used to describe a number of activities aimed at enhancing both individual and organizational performance. Career development may be viewed as an individual responsibility, or as an organizational practice, depending upon the focus of the process. Career development is a term used to describe a process utilized by an agency to provide opportunities for individual growth and development at all levels. It is designed to promote productive, efficient and effective job performance and to improve the overall level of individual job satisfaction. Career management is a process initiated by the organization which aims to recruit, develop and move people according to its own needs (Baron, 2018).

The global workforce composition has continually changed over the last century (Galanaki & Alexandris, 2017). Observations have also revealed that technological advancement and globalisation play active and crucial roles to the effect of change. Thus, policies on staffing are expected to accommodate these changes and drive employees in line with current trends in order to gain competitive advantage and ensure sustainability of going concerns. Most organisations have an idea of what their mission is and sometimes they set down in writing their mission, what their vision for the future is, their short-term and long-term goals and their strategy to work towards achieving these goals. An indispensable resource in ensuring the materialisation of an organisation's goals is its staff and how they are equipped to carry out their daily functions (Cascio & Aguinis, 2018). So, equipping staff adequately requires that they should be trained and a system put in place to ensure that their skills are constantly being monitored and when problems arise, they should be addressed to ensure that the staff's ability to function competently and efficiently is not impaired. Attention also has to be paid to the personal development of the individual staff to ensure that they are developing in a way that will enhance their sense of fulfillment on the job, which would enhance their ability better perform their role effectively and efficiently in the realisation of the organisation's goals (Cleveland & Lim, 2017).

It is important to note that all employees, regardless of level or function, have a responsibility to understand the structure and functioning of the organisation for which they work and employers must put systems in place to ensure that this information is provided to staff and that they are encouraged to buy into the mission, goals and objectives of the organisation. Hence, staff should know what business the organisation is in and what it hopes to achieve as well as the best possible ways of attaining these goals; also the quota required of each employee towards organisational goal attainment (Dyck & Neubert, 2019). Today, employees, especially those at the lower positions, lack a clear picture of the organisation as a whole. They are unaware of the organisation's mission, its vision of the future, its short-term and long-term goals, as well as knowledge of the organisation's products and services. "This knowledge enables employees to see the larger picture, have some idea of where to go with ideas, and seek help with problems" (Tobin, 2017). Any disconnection in this area could create problems for staff development. Organisations with a written staffing policy and other documents on staff development that describe what training and development is, who is responsible for training and development and defines significant concepts, for example, what is meant by "job relatedness" and so on. Staff are expected to read and understand the contents and meaning of the documents. It appears that there are some problems with the proper interpretation of these policy documents which affects the way the documents are understood by staff.

Lack of guidance and advice offered from management to staff to help them to identify their training needs, and to choose courses for personal and career development. As a result, several staff members are studying courses and degrees irrelevant to their work or which fail to advance their plan of career development. The question that comes to mind is do those staff members who take advantage of training opportunities for personal development intend to leave their organisation, or do they assume that the organisation will be able to fit them in after the completion of their programmes (Goulding, 2018). Based on the foregoing arguments, this study examined staffing policies and its attendant effects on employee career development in Friesland Campina WAMCO Nigeria Plc, Lagos State. This paper is structured as follows: Introduction, Literature Review, Methodology, Results and Discussions, Conclusion and Recommendations

Research Objectives

The general objective of this study was to investigate staffing policy on employee career development programmes in Friesland Campina WAMCO Nigeria Plc, Lagos State. The specific objectives were to**:**

i. examine the effect of organisational culture in the implementation of employee career development programmes at Friesland Campina WAMCO Nigeria Plc, Lagos State;
ii. determine the effect of training in the implementation of career development programmes at Friesland Campina WAMCO Nigeria Plc, Lagos State;
iii. investigate the effect of leadership style in the implementation of employee career development programmes at Friesland Campina WAMCO Nigeria Plc, Lagos State; and
iv. find out the effect of motivation in the implementation of employee career development programmes at Friesland Campina WAMCO Nigeria Plc, Lagos State.

Research Questions

The following research questions were considered and formulated to guide this study.

i. What is the effect of organisational culture in the implementation of employee career development programmes at Friesland Campina WAMCO Nigeria Plc, Lagos State?
ii. To what extent does training affect the implementation of employee career development programmes at Friesland Campina WAMCO Nigeria Plc, Lagos State?
iii. How does leadership style affect the implementation of employee career development at Friesland Campina WAMCO Nigeria Plc, Lagos State?
iv. To what extent does motivation affect the implementation of employee career development programmes at Friesland Campina WAMCO Nigeria Plc, Lagos State?

Statement of Hypotheses

$H0_1$: Organisational culture does not significantly affect the implementation of employee career development programmes at Friesland Campina WAMCO Nigeria Plc, Lagos State.

$H0_2$: There is no significant relationship between training and employee career development programmes at Friesland Campina WAMCO Nigeria Plc, Lagos State.

$H0_3$: There is no significant relationship between Leadership style and the implementation of employee career development programmes at Friesland Campina WAMCO Nigeria Plc, Lagos State.

$H0_4$: Motivation has no significant effect on employee career development programmes at Friesland Campina WAMCO Nigeria Plc, Lagos State.

2. Literature Review

This section reviews the various past studies that has been carried out in relation to staffing policy and its effect on employee career development. The chapter presents the various literatures on the subject matter under the following below headings.

Conceptual Review

The Concept of Staffing Policies

Staffing is the process of acquiring, deploying and retaining a workforce of sufficient quality and quantity to create positive impacts on the organisations effectiveness (Armstrong, 2016). For any organisation to successfully acquire, deploy and retain the most effective workforce needed, proper staffing guidelines must be put in place. In simple terms, staffing policies entails the processes of having the right personnel fit for the right position which must be in line with the organisations general objectives of recruiting and also its mission and vision. Organisation strategy and HR and staffing strategy interact with each other when policies are being formulated. According to Genty, (2017) the opinion, decision and options of a particular staffing strategy by an organisation is specific to the resources available to the organisations at hand and its environmental dynamics. This explains further that for an organisation to have effective staffing policies, internal and external environmental factors must be considered in formulation of staffing policies that will align with the organisations environment.

These factors: political, social and also organisational culture are key in determining the type of staffing policies and strategies that are adopted either in the small, medium and large scale organisations. Essentially, recruitment policy spells out the principles guiding how an organisation conducts the overall recruitment and selection process which could be written and unwritten. These policies have a pivotal role to play in the hiring of the most suitable candidates based on the work ethics and business goals that an organisation seeks to serve. In the light of this, recruitment policy is the first step in planning for recruitment of employees. Furthermore, documented literature and terminology associated with staffing have evolved classifications of staffing policies in the areas of recruitment, selection, employee retention (Fapohunda, 2019).

Career Development

In order to understand the concept career development, it is necessary to define the meaning of career as related to this research. Career involves the various functions and roles one engages in throughout life, and these includes education, training, leisure activities and more. It is the totality of work and leisure in which a person is involved in his or her whole life.it encompasses the various roles, circumstances and places that one encounters in a lifetime. According to Tieku et al., (2018), career is seen as a continuous process of learning and development which is anticipated to enhance acquisition of values that foster employee development. However, Career development is defined as an on-going, formalised effort by an organisation that focuses on developing and enriching the organisations human resources in light of both the employees and the organisations needs. In the light of this, career development not only involves getting a job but it is a platform that helps employees to look beyond their present jobs but looking to bright future positions within an organisation or outside an organisation.

Adeniji and Osibanjo (2012) posit that career development can help reduce cost expended in recruiting and training new employees in organisation. Developing employee's career will increase the effectiveness and efficiency of the organisation and also help in retaining skilled and qualified staffs. Also, career development is a systematic planning methods used to link employee career objective with corporate career needs of an organisation (Kakiu and Gachunga 2016). It involves activities undertaken by employees and the organisation to achieve career objectives and job requirements. Career development is a part of human resource management practices which is the process by which managers encourage and motivate employees to be accountable for their careers, provide support on individual performance and also disclose information about the organisation career opportunities, positions and vacancies that might be of interest to its employees.

Bankole and Jayeoba (2017) in their postulation and submission also identified the major objectives of career development as follows:

a. To meet the immediate and future needs of the organisation on a timely basis.

b. To better inform the organisation and the individual about potential career paths within the organisation.

c. To utilise existing human resource programs to the fullest by integrating the activities to select, assign, develop and manage individual careers with the organisations plans.in view of this, career development is a strategic plan to match the needs of the organisation with the career goals of its employees.

Relationship between Staffing Policies and Career Development

Organisations in Nigeria are more concerned about acquiring appropriate human capital because employees are the most valued assets of an organisation. Adeyemi, Dunmade and Fadare (2015) explained that the word recruitment (staffing) has become a thing of concern to many organisations in order to get the right candidate that can effectively and efficiently fill the vacant positions within the organisation due to the increase in competition. Furthermore, for business organisations in Nigeria to achieve this, proper staffing strategies must be put into place to acquire the best talent.

Rasheed and Sholesi (2018) in their view also stated that the recruitment and selection starts with a clear statement of objectives of the organisation which is based on the type of knowledge, skills, abilities and other characteristics. Indeed, the quality of the organisation's performance depends on the quality of employees which is determined by the recruitment policies and practices in the organisation. Most often, individuals are responsible for planning and developing their careers but there appears to be a growing interest in the planning and development of employees' career (Asuni & Dauda, 2019). Organisations have seen the relevance of matching individual to jobs and help employees to gain necessary skills, knowledge and information needed to perform and develop.

Career development as a process aligns the interests and skills of the employees with the needs of the organisation (Azeez & Fapohunda, 2017). This has helped organisations to achieve organisational growth through the integration of corporate goals and objectives and human resource needs with the personal needs of employees. Genty, (2020) explains that generally a employees decision to leave or stay often depend on whether he/she perceives management as providing opportunities for self-growth and development. Furthermore, organisations that are successful today support their employees to learn and develop which motivates them to give their best thus ensuring continuous growth of such organisations.

Indicators of Staffing Policies and Career Development

Organisational Culture and Career Development

The corporate culture is one of the organizational factors that influence employees' career growth by supporting or undermining career development. Ahmad (2012) investigated the impact of organizational culture on performance management practices. The exploratory study used questionnaires to gather data from 60 faculty members at the COMSATS Institute of Information Technology in Pakistan. The data was analyzed statistically using regression and correlational analyses. The researcher established that organizational culture had a significantly positive relationship with performance management. In particular, Ahmad (2012) notes that organizational cultures marked by high levels of involvement, consistency, and adaptability, and those with a clear mission have a significantly positive correlation with performance management. The study did not examine the direct association between corporate culture and career development programmes.

However, Patrick and Kumar (2011) mention that the creation and management of career paths for employees is part of the performance management practices that foster internal career development. Employee performance management entails developing workers' capacity, knowledge, skills, and abilities - to perform besides other activities such as monitoring and rewarding good performance, planning work, and setting expectations (Abraham, 2018). Consequently, it can be deduced that as one of the performance management activities, career development programs are positively influenced by participative, consistent, adaptable, and mission-based corporate cultures.

Training Opportunities and Career Development

Training is geared towards equipping employees with the appropriate skills, abilities, and knowledge not only for the successful completion of their tasks and organizational success, but also for their progress up the career ladder. Khan, Rajasekar and Al-Asfour (2015) studied organizational career development practices in an Omani company to evaluate the career development opportunities provided to employees and their efficacy in improving employee satisfaction and expediting their formalisation process. The case study comprised focus group discussions and unstructured interviews. The researchers found that the company under study provided short training courses, cross-functional training, short and long-term assignments, on-the-job training, and professional certification to improve the career development of its employees.

According to Khan *et al.* (2015), overlooking employees' career concerns is detrimental to their satisfaction, whereas the involvement of staff in career development decisions and greater fairness and transparency in the career development system creates a win-win situation for both employees and the organization. Kaya and Ceylan (2014) concur with Khan and his colleagues by emphasizing that training and other career development programs should match employees' career plans for a positive impact on their satisfaction and organizational commitment. Hlanganipai and Musara, (2017) hold the same view by reporting their findings on the significant effects of the frequency of training needs assessment on the effectiveness of career development. The researchers studied ways of achieving sustainable career and talent management in the wholesale and retail industry in South Africa. They established that career-focused training programs and development had a complementary effect on career and talent management success. They also found that induction, career-focused job rotation, and mentorship had significant on career and talent development effectiveness.

Leadership Style and Career Development

One important factor in the success of career development programs is the support of the top management. In the absence of the management's commitment, the best career development tools and processes will not work or will fail to provide the benefits which they are intended to deliver. In the best-practice organizations that they studied, Lam *et al.* (2013) found that the senior executives espoused the importance of career development for personal growth and organizational success at every level of management. Although the researchers did not examine a particular leadership style, their study showed that career development thrived in companies whose leaders championed for such programs from the topmost to the lowest organizational level.

Similarly, the importance of leadership is implied in the study done by Iyria, Namusonge, and Karanja (2014) on the adoption of career development practices by Nigerian NSE-listed firms for improved performance. The survey involved 224 top managers of NSE-listed companies. The researchers established that career development was an important component of talent management with a positive and significant influence on organizational performance. The findings also indicate the need for leadership in implementing mechanisms to support career development such as career centers, career mentors, career counseling facilities, and succession planning.

Shapiro (2018) point to the importance of organizational leadership in reviewing and developing career paths and conducting retirement planning for improved performance in career development and development. Shapiro surveyed HR personnel in three IT companies in the US and analyzed their data using correlation methods. Although the study conducted in three IT companies in the US did not establish direct relationships between career development, performance, and development, the results indicated the existence and managerial support for career development programs in the IT sector.

Motivation and Career Development

Salman and Khan (2014) evaluated the possibility of using career development as an employee motivation tool in a low-skilled corporate environment. The study sampled 40 staff members working at a food company. The researchers gathered primary data by means of questionnaires and interviews and analyzed it using the coding method. The researchers established that in the company studied, career development programs motivated employees and enabled them to make wise career decisions, become aware of the available career opportunities, set and implement career goals, pursue their careers, and experience career progression. The findings of Salman and Khan (2014) concur with the observation made by Vermeulen (2015) on the demoralizing nature of deficient career development programs in a study on the practice of career development in public service in Nigeria.

The researcher gathered data using interviews and focus group discussions involving senior and middle managers and found that the South African public service failed to use a career development model to facilitate the implementation of career development. Likewise, Mwanje (2010) highlights the importance of offering career advancement opportunities after training to keep employees motivated. The researcher studied the impact of career development on staff motivation in the Bank of Uganda. She analyzed the data using percentages and found that constraints to career advancement, such as a rigid organizational structure, irrelevant training, limited career paths, and poor policies on promotion, had a highly adverse effect on employees' morale. The studies indicate that successful career development is vital to increasing employee motivation.

Osman, Ismail, Nowalid, and Adnan (2014) investigated the relationship between career programs and employee outcomes. They surveyed employees working at a military-based university in Malaysia and analyzed their data using the Smart PLS path model. The results showed that career development was positively and significantly correlated with job satisfaction and career commitment. The researchers did not study the direct relationship between motivation and career development programs. However, the findings suggest that positive employee outcomes such as motivation, commitment, engagement, and performance are tied to the willingness of the management to plan and manage career programs based on workers' needs and expectations.

Theoretical Review

The study relied on the sustainability theory, and the two-factor theory. These theories are discussed below. These theories are significant to this study because it explains clearly the interrelatedness and interconnectivity between the variables under investigation.

Two-Factor Theory

The two-factor theory also known as Herzberg's motivation-hygiene theory states that there are certain factors in the workplace that brings about job satisfaction, while a separate set of factors causes dissatisfaction. This theory was developed by Frederick Herzberg in 1950, a psychologist, who theorised that job satisfaction and job dissatisfaction act independently of each other. According to Herzberg, individuals are not contented with the satisfaction of lower-order needs at work, for example, those associated with minimum salary levels or safe and pleasant working conditions. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. So far, this appears to parallel Maslow's theory of a need hierarchy (Armstrong, 2008). As shown in the theory employee career development is a key element in an organisation's staffing policy; thus, this theory can be applied to determine what can motivate employee and based on this it would be easily to manage an employee career while still on the job.

Trait-and-Factor Theory

Trait and factor theory as propounded by Frank Parson (1908), John L. Holland. Frank Parson is regarded the founder of the vocational guidance movement. He developed the talent-matching approach which was later developed into the trait and factor theory of occupational choice. This theory seeks to describe individual differences on personality types and also holds that the better the fit between the individual and the occupation, the better the satisfaction and success. The fundamental assumptions of the theory include:

- Individuals have peculiar, unique characteristics related to interests, abilities, needs, values and personality types.
- Occupations and jobs have unique characteristics to work tasks, skills required, demands and rewards.
- The unique characteristics of both individuals and occupations can be measured.
- Workers and employees are most satisfied when there is a good fit between the characteristics of the workers and characteristics of the occupation job.

Holland believes that people project self and world of work views onto occupational titles and make career decisions that satisfy their preferred personal orientations. He maintains that in choosing a career, people prefer jobs where they can be around others like them. They search for environments that will let them use their skills and abilities, and express their attitudes and values while taking on enjoyable problems and roles. Behaviour is determined by an interaction between personality and environment. Holland's theory is centered on the notion that people fit in six different personality types: Realistic, Investigative, Artistic, Social, Enterprising and conventional.

Firstly, the trait and factor theory posited that in every organisation there is a relationship between individual personality and the environment which thy work. Organisations use the trait and factor theory to match people with jobs that best suits them which will help them perform better and also develop their skills and abilities.

Secondly, this theory also asserts that the individual needs and values can only be fully realised when they are matched with those jobs which are relevant to such needs and values. Therefore, if organisations can carefully observe its employees individual personality, a better prediction can be made about his career behaviour. This will also help organisations identify the various career programmes that can be initiated to help develop their career.

Although the trait and factor theory remains the most widely used approach by guidance and counselors as of 2011, it has also garnered some criticism. Critics point out that the theory does not take into consideration changes in the individual and the environment over the individual's lifespan, gender differences and a cohesive underlying theory that links personality to vocation, multicultural influences, and its western centric assumption that choice of profession hinge on personal interests.

Empirical Review of Literature

Under this section, empirical review is examined using the indicators employed in this study. This can be found in the subsections below:

Organisational Culture and Career Development

Patrick and Kumar (2015) point out that a proactive and developmental organizational culture is critical to the implementation and maintenance of staff development programs such as job rotation and enrichment as well as formal career guidance initiatives. Salman and Khan (2014) add that organizational culture influences the implementation of employee motivation strategies, which include career development programs. Such a culture can be achieved through employee involvement in self-development so that they can assume the responsibility for their career growth (Kumudha & Abraham, 2018). Similarly, Suharnomo Diponegoro (2018) studied the influence of organizational culture on career development as a human resource practice. The researcher surveyed 108 HR managers from companies listed on the Nigerian Stock Exchange in 2017. They used descriptive and confirmatory factor analyses and found that organizational culture influenced career development, staffing, and participative management.

Rahman, Rahman, Ali, and Khan (2019) examined organisational Culture and Career Development; the researchers surveyed 395 respondents from 75 colleges in the Malakand Division of Pakistan and analyzed their data using descriptive statistics and the Structural Equation Model. Their findings supported the value of organizational culture, particularly a learning culture, to employees' career development. Career development and planning were also found to be the two main antecedents of career development.

Training Opportunities and Career Development

Maina (2015) studied the direct role of training and development in the career development practices of non-academic staff in public universities in Kenya. With a focus on the Jomo Kenyatta University of Agriculture and Technology, the researcher surveyed 130 non-academic staff and analyzed the data using descriptive statistics. Maina (2015) found that training and development had a positive impact on the career development of non-teaching staff of JKUAT. The results of the above studies emphasize the need to use of a variety of training and development programs for career development in best-practice organizations.

Ababneh (2016) investigated the antecedents (career planning and career development) and outcomes (organizational commitment, job creativity, and job turnover) of career development with a focus on the Jordanian public sector. The researcher surveyed 531 Jordanian employees in public sector organizations and analyzed the data using exploratory factor and correlation methods. It was found that career planning and management positively and significantly influenced career development, organizational commitment, and job creativity. Ababneh (2016) is relevant to this study as it mentions training and education as a career development activity that is designed to match employees' interests and capabilities with organizational opportunities.

Kumudha and Abraham (2018) agree with Deghani that as part of career development, employees should be provided with training to develop their skills and opportunities to learn about job openings and career paths. Their study examined the impact of organizational career development on career satisfaction by sampling 100 managers in 13 private and public sector banks in India. They analyzed their data using correlation and regression methods. Self-development programs, information about job vacancies, learning opportunities, and retirement preparation initiatives were found to increase employees' feelings of career satisfaction.

Leadership Style and Career development Programmes

Leadership is defined as the ability of moving or motivate a number of people to simultaneously perform the same activity and goal achievement on the headers (Abdul-Hafid *et al.*, 2016). The better the leadership style, the higher the commitment of employees within the organisation. Previous research shows that positive and influential leadership style significantly affects job satisfaction. One important factor in the success of career development programs is the support of the top management. In the absence of the management's commitment, the best career development tools and processes will not work or will fail to provide the benefits which they are intended to deliver. In the best-practice organizations that they studied, Lam *et al.* (2014) found that the senior executives espoused the importance of career development for personal growth and organizational success at every level of management. The correlation analysis was employed in testing stated hypotheses in the study. Although the researchers did not examine a particular leadership style, their study showed that career development thrived in companies whose leaders championed for such programs from the topmost to the lowest organizational level.

The study by Katsuro, Ndlovu, Jakata et al. (2015) implies the need for the participative/democratic leadership style for successful career development. The researchers examined the effect of career development on job performance with a focus on the Grain Marketing Board. They used a deductive form of analysis and found that career development was ineffective because most employees were not aware of the organization's career policies and practices and the management did not engage all staff in career development programs. As a result, most of the non-managerial staff lacked organizational commitment and contributed to the high turnover rates.

Cavazotte, and Dunzer (2013) affirm the same point of view in their study on organizational career development, leadership support, and employee attitudes in a large Brazilian company. Covariance-based Structural Equation Modeling (SEM) techniques were used for data analysis. Their findings suggest the need for participative/democratic leadership to foster career development and positively impact job satisfaction and career success.

Motivation and Career Development

Career development enhance the level of motivation, resilience, awareness and the direction of employees career goals relative to the existing job opportunities within and outside an organization.(Salman and Khan 2014). An employee career management programmes help employees to make wise career decisions, become aware of available career opportunities, set their career goals and also experience career progression. Osman, Ismail, Nowalid, and Adnan (2016) investigated the relationship between career programs and employee outcomes. They surveyed employees working at a military-based university in Malaysia and analyzed their data using the Smart PLS path model. The results showed that career development was positively and significantly correlated with job satisfaction and career commitment. The researchers did not study the direct relationship between motivation and career development programs. However, the findings suggest that positive employee outcomes such as motivation, commitment, engagement, and performance are tied to the willingness of the management to plan and manage career programs based on workers' needs and expectations.

Anthony and Weide (2018) studied the relationship between career-development training programs and the motivation of employees. The study, which involved 20 project managers and consultants from south-central Texas, used the modified van Kaam method for coding and grouping themes and found that employees' workplace morale and productivity were significantly influenced by training programs for career development. Employee motivation also changed depending on the alterations made to career development training programs. Thus, proper career development remains critical to improving the levels of employee morale.

Summary and Research Gap

Numerous empirical studies have been conducted on staffing policy and career development. However, some gaps are identifiable from the above literature review which this current study intends to fill. Studies are largely missing on the direct link between organizational culture and career development programmes; only Lam et al. (2013) and Rahman et al. (2016) conducted such studies. On the contrary, other researchers have explored the influence of corporate culture on career development as part of performance management (Ahmad, 2012; Kumar & Patrick, 2011; Adewale & Anthonia, 2013; Suharnomo-Diponegoro, 2009) or employee motivation strategies (Salman & Khan, 2014). A number of researchers have examined the direct association between training opportunities and career development programmes (Khan et al. 2015; Hlanganipai & Musara, 2016; Baruch & Peiper, 2000; Lam et al., 2013, Maina, 2014).

By contrast, others have studied training as a component of career development with a goal towards better individual performance (Yahya et al., 2004; Ababneh, 2013) or greater job and career satisfaction (Kaya &Ceylan, 2014; Kumudha & Abraham, 2008; Dehghani, 2014). Only a few researchers have investigated specific leadership styles and their impact on career development (MacPhee, 2006; Riaz&Haider, 2010, Men, 2010). The others focus on leadership support in general (Lam et al., 2013; Appelbaum et al., 2002; Iyria et al., 2014; Katsuro et al., 2015; Oliveira et al., 2013).

A few studies have explored the direct connection between motivation and career development programmes (Salman & Khan, 2014; Vermeulen, 2015; Mwanje, 2010; Nabi, 2000). By contrast, Anthony and Weide (2015) focused on career development training and employee motivation, whereas Osman et al. (2014) associated career development with job satisfaction and career commitment. This study would like to bridge the knowledge gap and examine the factors from a local perspective since there is no known research conducted on staffing policy using indicators such as organisational culture, training opportunities, leadership style and motivation in the implementation of employee career development programmes at West Africa Milk Company (WAMCO) Nigeria plc.

3. Methodology

The general objective of this study was to analyse and examine how staffing policies affects employees' career development in the WAMCO plc. Based on the general objective of the study, an adoption of a quantitative data collection method was made in order to effectively justify the subject of the study as well as the nature of the study. The study adopted a descriptive research design specifically a survey of a manufacturing organisation to evaluate the effect of staffing policies on career development. The study area for this study was FrieslandCampina WAMCO Nigeria Plc, located along Ogba industrial area of Ikeja, Lagos State. The rationale behind the selection of this organisation is because its staff strength; the researcher believes that high level of information on the subject under investigation would be obtained. As obtained from the human resource desk in December, 2021, the population for this study was four hundred and fifty six (456) employees. This comprised both male and female employees of the selected organisation across different cadres and status. The area for the study was Lagos State, Nigeria. This organisation was selected due to its large staff strength and its huge commercial activities.

Table 1: Number of Employees in the selected Departments

S/N	Departments	Number of Employees by Gender		Population
1.	Production	88(m)	64 (f)	152
2.	Administrative	47(m)	19(f)	66
3.	Marketing	43(m)	54(f)	97
4.	Operations	63(m)	21(f)	84
5.	Accounting	16(m)	11(f)	27
6.	Human Resource	23(m)	7(f)	30
	Total	**456**		**456**

Source: Human Resource Desk, (2022)

Sample Size and Sample Size Determination

Sample size for this study was 209 (Two Hundred and Nine) employees drawn at from at 95% confidence level and 0.05 error rate using the Krejcie and Morgan (1970) sample size determination table. Probability proportional to size (PPS) method was utilised in selecting sample size of respondents from each of the Departments in the organisation. Probability proportional to size measure is a sample selection method where the probability of selection for a sampling unit is directly proportional to a size measure. This was done in order to have an equal sample size representation and adequacy of the respondents in each of the Departments. The formula used in achieving the representation in each Department was:

$$\frac{\text{Number of questionnaires} \times \text{population of each Department}}{Grand\ Total}$$

Table 2: Determination of Sample Size for the Study from each Department

S/N	Departments	Number of Employees by Gender		Population	Proportion	Sample Size
1.	Production	88(m)	64 (f)	152	$\frac{209(122)}{456}$	70
2.	Administrative	47(m)	19(f)	66	$\frac{209(66)}{456}$	30
3.	Marketing	43(m)	54(f)	97	$\frac{209(97)}{456}$	44
4.	Operations	63(m)	21(f)	84	$\frac{209(84)}{456}$	39
5.	Accounting	16(m)	11(f)	27	$\frac{209(27)}{456}$	12
6.	Human Resource	23(m)	7(f)	30	$\frac{209(30)}{456}$	14
	Total	**456**		**456**		**209**

Source: Researcher's Framework, (2022)

Sampling Technique

The study employed a multi-stage sampling technique which comprises: non-probability sampling technique (purposive) and probability sampling technique (stratified and simple random sampling techniques) were adopted for the study. At the *first stage*, a non-probability sampling technique, purposive sampling technique was employed in the selection of the organisation. The *second stage* was the stratified sampling technique which was used in ensuring adequacy and equal representation of the sample. The population was divided into homogenous sub-groups, and then the *third stage*, a simple random sample was taken. The main characteristic of a randomised procedure is that every employee in the selected organisation has an equal chance of being selected. The simple random system was used to compliment the stratified sampling to select samples from each Department (stratum) and the number of employees selected from a particular Department was proportional to the stratum's share of the total population.

Primary data was obtained using a questionnaire. The questionnaire was divided into four sections and consisted of close-ended questions. Section A was structured to obtain biographical information from respondents while section B, C and D asked relevant questions of on study objectives. The questionnaire was built on 5 Likert Scale system from "Strongly Disagree" =1 to "Strongly Agree" =5 and it was administered by the researchers. In this study, the quantitative data were analysed at both descriptive and inferential level of statistics using frequency distribution and simple percentage; correlation and regression analysis were used in testing the four stated hypotheses. The data obtained were cross tabulated for ease of comparison. All these were achieved with the aid of Statistical Package for Social Sciences, version **(SPSS 20.0)**.

4. Results and Discussions

Testing of Hypotheses with Correlation and Regression Analysis

Hypothesis One

H0$_1$: Organisational culture does not significantly affect the implementation of employee career development programmes at Friesland Campina WAMCO Nigeria Plc.

Tables 3, 4 and 5: Results of Linear regression analysis on the effect of organisational culture and the implementation of career development programmes.

Table 3: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846[a]	.994	.994	.288

a. Predictors: (Constant), organisational culture

Table 4: ANOVA of Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	195.660	1	195.660	1296.574	.000[b]
	Residual	23.089	185	.151		
	Total	218.748	154			

a. Dependent Variable: career development programmes
b. organisational culture

Table 5: Coefficients of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.569	.092		5.165	.000
	Organisational culture	.869	.024	.946	36.008	.000

4. Dependent Variable: career development programmes

Tables 3, 4 and 5 presented the result of the linear regression that were calculated to predict career development programmes based on organisational culture as a component of staffing policy. A significant regression coefficient was found (F (1,153)= 1296.574, p=.000), with R^2 of 894. This presupposes that 99.4% variation in career development programmes was as a result of organisational culture. Evidence in table 4.3.3, also is the beta value under the standardized coefficients which reflected that organisational culture equivalently contributes to the change in the career development programmes (β=.946, p=.000). Therefore, the null hypothesis was rejected because results showed that, organisational culture significantly affect employee career development.

Hypothesis Two

H0$_2$: There is no significant relationship between training and career development programmes at FrieslandCampina WAMCO Nigeria Plc.

Table 6: Results of Bi-Linear Correlations analysis on the relationship between training and Career Development programmes at FrieslandCampina WAMCO Nigeria Plc.

		Training	Career Development programmes
Training	Pearson Correlation	1	.883**
	Sig. (2-tailed)		.000
	N	185	185
Career Development programmes	Pearson Correlation	.883**	1
	Sig. (2-tailed)	.000	
	N	185	185

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

The above correlation table reflected that there exists a positive and significant relationship between training and career development programmes with (r=0. 883, p-value<0.05). This implies that a significant relationship exists between training as an indicator and component of staffing policy and career development programmes. Therefore, the null hypothesis was rejected because results showed that, training which an indicator of staffing policies is have significant relationship with career development programmes.

Hypothesis Three

H0$_3$: There is no significant relationship between Leadership style and the implementation of employee career development programmes at FrieslandCampina WAMCO Nigeria Plc,

Table 7: Results of Linear Correlations analysis on the relationship between Career Development and Employee Retention

		Leadership style	Implementation of employee career development programmes
Leadership style	Pearson Correlation	1	.764**
	Sig. (2-tailed)		.000
	N	185	185
Implementation of employee career development programmes	Pearson Correlation	.764**	1
	Sig. (2-tailed)	.000	
	N	185	185

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

The above correlation table reflected that there exists a positive and significant relationship between leadership style as a component of staffing policies and implementation of employee career development programmes with (r=0.764, p-value<0.05). This implies that a significant relationship exists between leadership styles and the implementation of employee career development programmes as an indicator. Therefore, the null hypothesis was rejected because results showed that, leadership style which is an indicator of staffing policy have significant relationship with Implementation of employee career development programmes.

Hypothesis Four

$H0_4$: Motivation has no significant effect on employee career development programmes at Friesland Campina WAMCO Nigeria Plc.

Tables 8, 9 and 10: Results of linear regression analysis on the effect of motivation on employee career development.

Table 8: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851[a]	.804	.804	.514

a. Predictors: (Constant), Motivation

Table 9: ANOVA of Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	247.198	1	247.198	1443.835	.000[b]
	Residual	26.195	153	.171		
	Total	273.394	154			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Employee career development

Table 10: Coefficients of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.686	.083		8.220	.000
	Motivation	.877	.023	.951	37.998	.000

a. Dependent Variable: Employee career development

Tables 9, 10 and 11 presented the results of the linear regression that were calculated to predict employee retention based on Employee engagement. A significant regression coefficient was found (F (1,153) = 1443.835, p=.000), with R^2 of 804. This presupposes that 80.4% variation in employee career development was as a result of motivation which is an indicator of staffing policy. Evidence in table 11 also is the beta value under the standardized coefficients which showed that employee engagement equivalently contributes to the change in the dependent variable (employee retention) (β=.951, p=.000). Therefore, the null hypothesis was rejected because results showed that, motivation significantly affect employee career development.

Discussion of Findings

For hypothesis one, it was revealed in the study that organisational culture significantly affect employee career development. This study's finding concur with the findings of a study done by Adeleke, (2018), who concluded that organisational culture establishes expectations for performance excellence, resulting in a systematic approach to professional development, improved job satisfaction and better retention. These findings concurs with Ahmad (2012) who also found out that organizational culture has an effect on career management. Organisational culture identifies an individual's strengths and weaknesses in order to help them better understand themselves and show where development need to be tailored to. The study findings showed that there is a relationship between increases in employee retention if there are opportunities for career development since majority 85% reported that an opportunity for career development increases the chances of employee retention. This study concurs with a study by Nweke, (2011) who concluded that one of the key factors of the retention of skilled employees is the provision of training and development opportunities (Chitalu, 2019). Today's employees are more career conscious than ever. They are demanding more in terms of personal growth and development.

There has been a shift from job security and lifelong employability to lifelong learning and career development. It is therefore important to give employees opportunities to develop and learn (Arnold 2019, Bernsen, 2019; Doglas, 2020) such that employees maintain their capabilities as effective employees, resist redundancy are retained by their organisation.

For hypothesis two, Training opportunities was also seen to affect significantly employee career development programmes to a very large extent. Findings from this study corroborates the position of Parker, (2017), whose study attested that constant trainings helps to reduce high absenteeism and poor productivity are attributed to weak employee career development. Also, according to Hellevig (2012), employee career development is about the means to achieve the organisation's strategic goals by building the conditions for employees to thrive and each staff member to fully switch on in their best efforts in the best interest of the business'(Helevig, 2018). The finding of this study also aligns with the submission of Sofian (209) who stated in their findings which was conducted on HR officers to find out the individual factors of employee career development that employee training can assist and become a strong factor in organisational performance and success and that it has a significant potential to affect employee retention.

For hypothesis three on leadership style, it was established that career development implementation is pertinent and key at all levels of performance and advancement because without focus on career development, it is hard to see how an organisation can have competitive advantage through the employees; this finding is in agreement with the study of Nge, (2018) and a study carried out by Olabode, (2019), which states that a proper functioning staffing policy system can address the challenge of retaining talent. According to Mahapatro (2010), increased emphasis on the style of leadership also means that organisations are re-defining performance management to align it to the need for identifying, nurturing and retaining talents through adequate career development chart.

For hypothesis four, motivation which is one of the core factors of career development; which is also an indicator considered in this study; findings proved that from the employers' point of view; employees must be adequately managed to reduce turnover intentions and their level of motivation must be constantly worked on. Just as the employee wants to align their skills, training, performance feedback and development with the organisational objectives in such a way as to have a successful career; the employer on the other hand wants to integrate the same functions to ensure that it is using its corporate resources in the best way possible. Finding from this study concurs with a study by Adetola, (2019) which says that one of the key factors for enhancing employee career development programmes is ensuring that employees level of motivation is high at all times; and one of this is the provision of training and development opportunities. Another study by David (2021) concluded that appropriate training breeds and build employee motivation and career development and contributes positively to employee retention as it makes employees feel recognized for their strengths and creates possibilities to develop their qualities; this and more are products of staffing policies.

5. Conclusion

The study examined staffing policies and its attendant effect on employee career development in FrieslandCampina WAMCO Nigeria Plc. Findings from the study revealed that all constructs and indicators of staffing policies significantly affect and have a strong relationship with career development implementation in the selected organisation. Based on this result, the conclusion and recommendations were drawn. This study examined staffing policies and employees career development in FrieslandCampina WAMCO Nigeria Plc; majority of the respondents (82%) indicated that organizational culture affects the implementation of career management programmes, it was established that employees develop themselves without waiting for career development support from their organizations since the organization has little concern on the individual aspects and needs on the career management. Individuals who focus on occupational goals prefer long-term career development and want to be successful in their careers. Individual career management has been noted as important to employee's career success. The respondents at FrieslandCampina WAMCO Nigeria Plc explained that organization culture is a shared believe on how things should be done in the organization, at tourism fund the respondents indicated the culture is to have a meeting representatives from the top management, middle level and the lower management and staff and discuss on how career management should incorporate, where each groups air out their expectations and specific expectations.

With regards to training majority of the respondents (73%) indicated that training affects the implementation of career management programmes. Further percent of the respondents indicated that training affects implementation of career management programmes to a high extent. In summary it can be deduced from the above responses that, training for staff in areas of effective career management highly affects the implementation of career management, majority of respondents mentioned that the only type of training received was employee orientation. Based on the research findings majority of the respondents (92%) indicated that leadership style highly affects the affects the implementation of career management programmes. The research findings concurs with Glinow (2010) whose findings also found out leadership style affects the implementation of career management in state corporations. The question of leadership style having any impact on implementation of career management programs was predominantly popular among the responses, as the management of Friesland Campina WAMCO Nigeria Plc applies various forms of influence-particularly persuasion and related tactics that builds commitment-to ensure that staffs in the organization have the motivation and role clarity to achieve specified goals.

6. Recommendations

Based on the findings of the study, the researcher recommend as follows:

i. Based on the research findings the research recommends that the organisation top management should adopt a culture that promotes career management being the head of the organisation they would be able to influence the entire organisation to form an organisational culture that would promote career management practices.
ii. Based on the research findings it's recommended that for the easy implementation of career management programmes the organization should regularly conduct on job training programmes so as to impact of the knowledge on how career management should be managed and the various techniques that are involved in the implementation of a successful career management programmes.
iii. Based on the research findings the research recommends the management of FrieslandCampina WAMCO Nigeria Plc should adopt a leadership style that is influence and very flexible to adapt to various changes in the implementation of the career management programmes.
iv. Therefore the research recommends that the organization should promote employee motivation initiatives such, gifts promotions, good working condition, free flow of information this would make it easier for the employees to be able to be committed to career management programmes.

The study focused on these variables namely organization culture, training, leadership style, motivation. However, there are other factors affecting the implementation of career development in the manufacturing industry where FrieslandCampina WAMCO Nigeria Plc belongs to; but have not been discussed in this study. This study therefore recommends that further study should be conducted on the effects of management structure and economic status, and management techniques on the implementation of career development.

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IMPLICATIONS OF SECURITY CHALLENGES FOR RURAL DEVELOPMENT IN NIGER STATE, NIGERIA

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Abstract

Security challenges remain critical issues that halt development of many rural communities in Nigeria and Niger State in particular. This paper examined Security Challenges and Implications for Rural Development in Niger State. The central objective of the paper is to ascertain the causes of security challenges, identify the types of security challenge, and ascertain the implications of the challenges to rural development and to assess government policies designed to addressing the problems. The study adopted survey research methods. Data were obtained from questionnaire, interview and secondary sources. Functionalism and Elite Theories were adopted for the study. Taro Yamane's formula was used to draw a sample size of 220 among community leaders, security personnel, youth, vigilante group and relevant stakeholders in the study area. Cluster and simple random sampling techniques were relied upon. Data was analyzed using simple percentage table. Findings from the study revealed that security challenges halt development of rural communities in Niger State. It also revealed that poverty, illiteracy, antagonism, aggression, politics, ethnicity and religion were some of the factors responsible for security challenges in the State. The paper recommended that security agencies should be provided with the best security training to enable them adequately address the security challenges in Niger State.

Keywords: Security, Challenges, Rural, Development

INTRODUCTION

Security remains critical issue for development of any nation. In Nigeria, the issue of security of lives and property has occupied the center stage especially since the nation's return to democracy in 1999 (Joseph, 2013). Since then, the country has been experiencing various kinds of security challenges ranging from ethno-religious violence, civil unrest, kidnapping, banditry, communal clashes, election violence, terrorism, farmers-herders clashes and insurgency among others. These security challenges are enormous threats to security of lives and property in many rural and urban settlements in Nigeria.

It is factual that when society become vulnerable to security threats, development could only be a mirage in such society because it brings about migration, environmental degradation, and such other issues like unemployment, poverty, disease, hunger; the situation which may remain with people throughout their lives, and the consequence of which halts human social and economic development.

Many studies have been conducted into the dynamics of security challenges in Nigeria, and reports indicated the recent increase of insecurity in the county is linked to harsh poverty, economic recession and unemployment across the country (Muyiwa ,2015) Youth unemployment currently stands at 32.5% and the country is at the peak of the worst economic downturns in last 27 years (Aliyu, 2021). Weak security system, lack of political will to addressing the security situation are also some of the factors for adverse security challenges in Nigeria.

The rate at which security challenges increased is quite alarming, especially in Niger State. No day passed by without reports of kidnapping, terrorism, banditry, robbery, wanton killing, riots, terrorists attacks, communal cashes, cattle rustling, farmers herders conflict, ethno religions crises and so on. This is due to factors including weak security system, youth unemployment, illiteracy, poverty, corruption, negligence, intolerance, lack of political will and so on. This study is thus, conducted to examine the implications of security challenges for rural development in Niger state.

Insecurity is a situation that torments rural communities in Nigeria. Rural communities are left to fend for, and survived for themselves. Rarely government take a stake in salvaging the rural communities affected by insecurity. However, in response to these challenges, government at all levels have put in place various security mechanisms both state and non-state actors to fight the menace and to bring hope to rural communities in Nigeria, particularly Niger state but to no avail. It is against this background that this paper examines the implications of security challenge for rural development in Niger state with a view to make recommendations on how the problem can be addressed. The paper is structured to identify causes, types and implication for rural development in Niger state and recommended that government and relevant stakeholders should design strategy for cubing insecurity.

Objective of the study

The central objective of the study is to examine the implications of security challenges on rural development in Niger state.

Conceptual review

Security

The concept of security is very ambiguous as it spans every field of endeavour in the academia, and it has continue to expand every day. Muyiwa, (2015) describes security as presence of peace, safety, gladness and the protection of human physical resources or absence of crisis or threats to human dignity, all of which facilitate development and progress of any human society. Ladan (2011) defines security as the protection of individuals against both violent and non-violent threats to their lives and human dignity. However, Buzan (1991) asserts that security is about freedom from threat and ability of state to maintain independent identity and their functional integrity against forces of change which they see as hostile while it bottom line is survival (Bochunle *et al.*, 2014). Aluta (2021) described security as stability and continuity of livelihood, predictability of daily life, protection from crime, and a freedom from psychological harm. From the foregoing, security is believed to be alleviation of the all kinds of threats and fears that threaten the peaceful survival of a people.

Insecurity

According to Aluta (2021), insecurity is defined as the state of fear or anxiety, stemmed from a concrete or alleged lack of protection. It also refers to a lack of or inadequate freedom from danger. Adeleke (2013) opined that insecurity is a situation in which the security agents appear incapable of handling manifestation of threats like armed robbery, kidnapping, destruction of property, creation of fear, lack of protection and so on. Insecurity is lack of protection of individuals against threats violent or non-violent, external or internal to their lives and human dignity (Buzan, 1991) cited in (Muyiwa, 2015). Thus, insecurity means absence of safety, lack of protection of lives and property of human society. However, it was a condition that threatens the social existe4nce of a people living in a community.

Security challenge

This is a condition that threatens the social existence of individual and which makes life very difficult to live. According to Obi (2015), the major security challenges in every society may include terrorism, armed robbery, banditry, kidnapping, political crises, destruction of public and private facilities, farmer-herder clashes, suicide bomb attack, youth unrest, election violence, riots sporadic shooting of innocent citizen and so on. However, Graema, Detief and Sean (2013) argued that proliferation of chemical nuclear, biological and radiological and light weapons are all security challenges. They further assert that terrorism, extremism, political and regional clashes are common examples of security challenges in the society. Similarly, Comfort, David and Urim (2013) assert that security challenges are dreaded situations that threaten safety of people. These threats in include violent crimes such as kidnapping, ritual killings, suicide bombing, religions violence, ethnic and political crises, armed banditry, robbery, carjacking and other related crimes.

Rural development

Accorded to Babington (2001), rural development is the strategy of addressing general issues of agrarian change, peasant economy and rural politics. The aim is to foster socio-economic change and human improvement in rural areas. Atkinson (2017) argued that rural development involves efforts that are economic and social in nature intended to encourage retention, growth and expansion of rural areas; improving the quality of life for rural residents through humanitarian activities. Thus, rural development is a strategy or effort put in place to development and improve the quality of life of people living in the rural communities.

It is the primary responsibility of the government provides security and ensures development of community under its jurisdiction through community development projects and programmes. The development of rural areas creates conditions conducive for community living, enhances the legitimacy of government and promotes states community relation (Otinche, 2015). Prior to the security challenges that affect many rural communities there have been a lot of government and nongovernmental interventions programmes designed for the sustainable development of rural communities in Niger State.

Paul, Agba and Chukwurah (2014) assert that over the past five decades, Nigeria has never been short of programmes and reforms aimed at alleviating the failing rural economy, livelihood, insecurity and other special policies associated with poverty alleviation, rural community and sustainable development. These programmes include but not limited to the following as identify by Alanana, (2006) and Sam (2014):-

- 1972- National Accelerated food production programme and the Nigeria Agricultural and Co-operative Bank
- 1976- Operation Feed the Nation
- 1979- The Green Revolution Programme
- 1986- Directorate of Food, Roads and Rural Development (DFFRI)
- 1987- National Directorate of Employment (NDE),
- 1993- Family Support Programme, and Family Advancement Programme,
- 2004- National Economic Empowerment, and Development Strategy (NEEDS)

There are other programmes at federal, state and local levels.

These include: Accelerated poverty eradication programme, School to land programme, People bank of Nigeria 1987, Agric Bank of Nigeria, Community Bank- 1990, Better life for rural women- 1987, Structural adjustment programme, Ward Development Project, Fadama Programme for Agricultural and Rural Development, Small And Medium Scale Enterprises

THEORETICAL FRAMEWORK

Theories are regarded as system of thought carefully formulated to analyze and explain social issues affecting mankind. Therefore, Structural Functionalism and Elite theories are adopted for this study. The choice of this theories become necessary because they provide theoretical ground for the explanation of insecurity and rural development.

Structural Functionalism

Structural functionalism is a sociological theory whose origin could be traced to August Comte (1798-1857), Ibn Khaldun, Herbert Spencer (182-1903), Robert Merton (1920-2003), Emile Durkheim (1858-1917) and Talcott Parson (1902-1979) cited in Dare *et al*. (2017), (Ritzer, 2014); Haralambos and Holborn, (2013). The central assumption of the theory is that society is a system which consists of structures that are interconnected and interrelated to function together for the survival of whole. According to Emile Durkheim, society is similar to an organism whose structures and actions are balanced, bounded and interrelated programmes. Herbert Spencer, in his study, compared society to human body, which function interdependently to help the entire system survive to promote solidarity and stability. To the functionalists, family, politics, economy, religion, education, industry, security, technology are regarded as structures that perform specific roles towards integrating and maintaining the whole. These roles could be "manifest" and "latent" and they have continued to hold society together (Haralambos and Holborn 2013, Ngwama, 2014, Oputeh. 2015).

However, it is argued that should any of sub-structures fails to effectively perform its role, the entire system will be negative affected and collapsed (Niyi, 2020). This interprets that security challenges in Niger state and Nigeria as whole is as a result of failure of the security sub structure to perform its role effectively. Thus armed robbery, kidnapping, assassination, insurgency, terrorism, religious and ethnic crises etc. occur because of the failure of security system in Nigeria.

Unfortunately, the security challenges that Niger state is facing give the impression that the formal security apparatus has failed its responsibility of providing safety to the people. The situation is highly regrettable because the trend of insecurity in recent years has posed damaging threats to rural communities' development. Despite the presence of security operatives, violent confrontations and attacks remained fierce, especially, in rural communities in Niger State.

According to Merton (1638) and Durkheim (1964) insecurity or rather security challenges is a reflection of dysfunctional social control institutions in the society and it's negatively affects investment which is expected to play an crucial role in the process of development of communities, which is largely left to bear without the presence of police and this has provided a fertile ground for criminals to perpetrate their criminality and unleash terror unchallenged. Osita and Ikelegbe (2021) argued that, it is clear that security vacuum exist at community level in Nigeria due to failure of security management structure/architecture of the country. Although, functionalism attempts to explain social structures by describing their contributions to the well-being of the whole system, it does not consider that one structural form can fulfill the whole functions (Ritzer, *et al.*, 2014)

Elite Theory

The Elite Theory is pioneered by Pareto, (1963) and Mosca, (1939). The theory's central assumption is that society is divided into two groups i.e. "the rulers" and the "ruled". The rulers form the minority while the ruled formed the majority, but the minority often subjects the majority to some sort of manipulation by their powers which enable them misappropriate state resources to the detriment of the majority. Pareto and Mosca attributed the ability to the elite to manipulate powers to regulate the masses that are usually uncoordinated and easily manipulated (Dare et al, 2017). The theory has explained the manipulation of power which has generated conflict across political and social organizations and regimes.

The genesis of all forms of security challenges in Nigeria since the country's return to democracy in 1999 have been connected to political elites in the country. These elites have been granted powers to manipulate and misappropriate resources meant for national development, the consequence of which brings about bad leadership and fail state. This interprets that dysfunctional leadership is responsible for the failure of the economic, education, social control, technology, family institutions. This means that insecurity correlates with bad leadership and underdevelopment of rural and urban areas of Nigeria.

Bariledun and Sebere (2013,) opined that, "leaders assumed the dimension that is unusual of realistic functions in development context". And, that leadership is an essential requirement for any society but the type of leadership that would bring about development. However, a nation with poor leadership like Nigeria, no matter the level of its resources would continue to suffer setbacks and underdevelopment. Due to poor leadership, economic institutions cannot afford employment for many youth because of corruption and racketeering which characterized the system. Also, the problem of leadership seems to be the reason behind the current security challenges in Niger state. Must literatures on security challenges are associated with bad leadership, poverty, and youth unemployment; and, it is motivated by/for economic and political reasons (Dare, et'al, 2017). However, the theory is accused of ignoring the fact that any elite who assume power without using his position to the advantages of his people, friends and family, is often hated and bound not to be successful in his subsequent political contest especially in Nigeria.

Causes of security challenges

In recent times, Nigeria has witnessed and still witnessing as unprecedented level of security challenges such as communal clashes, terrorism, armed banditry, kidnapping, armed robbery, farmers-herders conflict, civil unrest and so on, and some of the root causes of these challenges as identified by Ladan, (2011) are but not limited to:

1. Poor political culture of do or die politics, a culture that breeds sharing of the national cake at the center (distributive federalism) which culminates undue concentration of power and resources at the federal level to the disadvantage and impoverishment of the states and Local Government Areas (LGAs).
2. Inability of the formal security apparatus to effectively check, prevent and control the proliferation of small and light weapons and their possession by irate youth, militants, insurgent, militia ethnic groups.
3. Poor implementation of Constitutional measures to address the lingering socio-economic and political injustices, inequities and imbalances among diverse Nigerian populace, which generates the feelings of marginalization, discrimination; social exclusion and disadvantaged.
4. The rising unemployment among youth in the first quarter of 2020, 38.5 percent of labour force aged 15-29 years in Nigeria was unemployed, showing an increase compared to the previous quarters. In the same period of time, the total unemployment rate in the country amounted to 17.5 percent. This figure was projected to increase in the following years (Simona, 2021). Unemployed youth are vulnerable and could become potential tool to be recruited into any form of violent crime to threaten society.
5. Politicization and manipulation of religion and ethnicity by the elite to fulfilling their selfish interest thereby providing fertile ground for intolerance, ethno-religious and communal clashes, extremism, and others forms of crimes in Nigeria.

Other factor identified by the researchers include poverty and destitution, illiteracy, disillusionment and frustration after education, poor parental control due to large number of family; drug influence, globalization, weak security apparatus, poor intelligence gathering and conspiracy among others.

Types of Security Challenges in Niger State

There are many types of security challenges that half rural development in Nigeria. Some of the major ones shall be discussed below:

Book Haram

The Boko Haram insurgent group started from the mismanagement of Sharia Law and turned to acquire its own image (Gani, 2020). Since its creation, the Boko Haram group have attacked sacred buildings (Mosques and Churches), Schools, Motor Parks and other critical infrastructures; destruction of lives and property across the North East and other parts of Northern Nigeria. Between 2015- 2020 more than 175 Schools were burnt forcing children out of school for many years.

The Boko Haram terrorists group started in Maiduguri, Nigeria since 2002. The radical group has so far attacked and destabilized the North – Eastern Part of Nigeria and killed thousands of people and displaced millions (Njoku, 2019). 2.5 million People fled their home towns, and the direct consequence of the conflict was that the entire region was plunged into severe humanitarian crisis. Between 2009- 2015 13 thousand people have been killed by the group and 2.2 million people displaced (Gani, 2020). As at 2018 – 2021, over 7.7 million people need humanitarian aid, and more than 30 thousand died as a result of constant suicide bomb attacks, kidnapping and other forms of violent attacks. During this security crisis, government has expended billions of naira fighting the radical group. However, the present Government of Babagana Zulum has been on top gear to clamp down the menace of B.H, focusing on security of lives, peace building, reconstruction and restructuring socio-economic activities and development. Similar, other state Governors whose state is facing security challenges are striving to end the menace. However, the situation has become so precarious that needed all the relevant stake holders to involve to end the problem.

Herders-Farmers Conflicts

Violent conflicts between Fulani herdsmen and farmers have been an age long history in Nigeria. Central to the clashes are access and right to land, water source, rapid desertification, climate change, and the changing pattern of cattle grazing. These clashes have become frequent few years ago. Between 2018–2021, more than 2,000 people have been killed in such clashes. Ademola (2019) observed that violent clashes between Fulani and farmers have been happening in every part of Nigeria. He pointed out that in Nasarawa, Benue, Kaduna, Katsina, Anambra, Imo, Ekiti etc many people had been killed maimed, raped, suffered untold hardship and destruction of lives and properties as a result of the clashes. It is suspected that farmers/herders clashes has taken a new dimension of Boko Haram attack banditry, kidnapping cattle rustling, assault by the herders in most part of central Nigeria, especially, nasarawa, Kaduna and Niger State.

In fact, it has been argued that farmers/herders clashes has its historical antecedent date back to pre-colonial era. But in recent, it has turned political that both sides have engaged in bloody war fare in many parts of Nigeria (Gani, 2020). However, Government at all levels is working hard to curbing the menace.

Banditry and kidnapping

Banditry and kidnapping are some of the heinous security threats that the Nigerian society is experiencing. The acts have become the most pervasive and intractable violent crime in the country that led to loss of many lives and properties. In 2020, 937 persons were kidnapped in Kaduna. On 24 January, bandits killed 1 and abducted 15 in Rafi, LGA of Niger state. Again, 8.3 students were abducted from Salihu Tanko Islamiya School, Tegina. On 21 January, an innocent school girl, Hanifa Abubakar was abducted and killed by her teacher in Kano state (Maishanu, 2021).

Prior to these, more than 300 students were abducted in Chibok, Dapchi, Borno and Yobe state. Many families have felt the bad occurrence of bandit attacks and kidnapping in, Niger, Abuja, Kaduna, Nasarawa, Sokoto, Kebbi, Zamfara, Lagos and so on (SITREP, 2021). The state and federal government has established Internally Displaced Persons Camps (IDPs) for the displaced person across the affected state as a strategy to assist the affected persons. However, the strategy is marred by political interest and corruption.

In Niger State, traditional rulers, farmers, herdsmen, politicians, students and commuters have been kidnapped, and violent clashes erupted in many communities, youth violence as well as election crises have occurred in Niger state between 2019-2021, as observed the author.

Ethic-religious and Communal Clashes

Ethnic and religious nationalism is another security challenge that has led to conflicts about control of power, equal allocation of resource, citizenship issues, state collapse, Economic decline and ethic-religious classes Nigeria has three major religious, Islam, Christianity and traditional. The Hausa/fulani and other smaller ethnic groups that inhabit the North are Muslims While the Igbo and other smaller ethnic groups residing in the south are primarily Christians. The groups lying in the middle belt comprise a mixture of Muslims and Christians. This Muslim North and Christian South cleavage enhances ethnic fractionalizations in Nigeria. This ethnic-religious divisions had caused series of conflicts that resulted into loss of many lives and properties in many communities in Nigeria (Haldun & Odukoya, 2016). Many rural communities have experienced a lot of ethno-religious and communal clashes, and each time, the violence erupted, the entire country felt the consequences. However, government is making effort to curtailing the situation.

Incidence and Trend of Security Challenges in Niger State

Niger state has been under siege from banditry, kidnapping, robbery; farmers-herders and communal clashes for the past ten years. Out of the 25 Local Government Areas in the state, 18 have been affected by these crises, especially Rafi, Shiroro, Munya, Mashegu, Bosso, Kontagora and Paiko.

It is sad that armed bandits now strike mostly in the day times and operate without any challenge from the security. Their mode of operation remains the same; riding on motorcycles with not less than two to three of them on each motorcycle and fully armed. The move from one village to another, and then move from house to house in search of valuables, money, food stuff; they also rustle cattle and other domestic animals. In some cases, these bandits robbed, and burnt down houses, food barns, and granaries rendering the victims homeless and starving (*Vanguard,* 2021).

Between March and December, 2015, forty communities were attacked by bandits. No fewer than 38 people were killed while many others fled their homes. Over 2,000 cattle were rustled by the bandits. 15 people were kidnapped and ransom of about 11million was paid for their release by their relations (*Vanguard,* 2021). In 2016, 36 bloody attacks were carried out in about 70 communities including Kaure, Kukoki, Ajata, and Kwaki in Shiroro Local Government Area and Pandogari, Madaka and Alawa, Rafi LGA. More than 50 people were killed, 12 kidnapped and ransom was paid before the victims were released. However, in January 15, 2017 bandits struck and killed 9 persons, abducted 5 and 6000 others rendered homeless and over 1,000 cattle rustled.

Between September and December 2017, 20 Villages with about 250,000 inhabitants in Munya LGA were taken by armed bandits. They killed about 19 people including a young female secondary student who was forced to be come to cook for the bandits. The situation forced over 250,000 people to relocate to nearby communities for their safety. Between January and March, 2018, more than 20 people were kidnapped and 19 million ransom was for their release, but 4 of the victims lost their lives (*Vanguard*, 2019). In the same vein, All Progressive Party (APC) chieftains and Divisional Police Officer (DPO) were abducted but later released (*Vanguard,* 2019).

However on 12th September, 2019 bandits launched another coordinated attacks in three Local Government Area, Shiroro, Rafi and Munya, 80 People were killed, 100 other wounded and over 1,000 people fled from their homes. Between September and December, the bloodletting continued unabated and more than 100 people were killed with 70 killed in one attack kwaki, Barden, Dawaki, Ajatai, Bataro, Bwailo and Giji communities leaving about 3,500 people displaced.

However, since the incidence of Boko Haram abduction of 276 Chibok School girls in May, 2021 in Maiduguri, the menace has escalated and extend to other schools in Northern part of Nigeria. Niger states and Nigeria have experienced series of incidence of security challenges in the last few decades. On 30 may, armed bandits kidnapped 136 students from Salihu Tanko Islamiyya School, Tegina, Rafi LGA (Maishanu, 2021) cited in (*Premium Time*, 2021). In February 2021, 18 passengers on Niger State Transported Authority (NSTA) Bus were abducted in Kundu village near Zungeru. On 2021 terrorists/ kidnappers abducted modern 50 students and teachers from government Science College, kagara; on 2nd February, 2021, terrorists sacked 10 villages in Gurmana, kurebe and kwaki in Shiroro Local Government Area of Niger state, killed 25 and abducted 50 people (*Vanguard,* 2021).

In August, 2021, the honorable commissioner of information, Mal. Mohammed Sani Idris was abducted by gun men in Babban Tunga, Tafa L.G.A Alh. Mahammed, Aliyu District Head of Wawa was also abducted by bandit. In October, 2021, Bandit attacked Tungan Berri communities in Mashegu L.G.A led to the killing of scores of worshippers in the mosque, abducting many others.

Amidst these challenges in April, 2021 an the alarm was raised by the Governor of the state, and the Chairman of Shiroro LGA of the possible attack by the suspect Bako Haram elements in some communities in Shiroro LGA including Manta, Gurmana, Kunbe, Bassa Koki, Alawa, Kusherki, Kwaki, Chukuma. And that the elements are recruiting villagers (Priscilia, 2021). On June, 2019, 8 villagers in Shiroro LGA were attacked by bandit, killed 47 people and carted away 525 cattle in Niger state. In July 2021, no fewer than three person were killed while scores injured in a conflict between Boko and Doko communities in Lavun LGA of the state. Armed bandits have killed more than seven persons including security operatives in 1 April, 2021(The Punch, 2021).

Amidst serious security challenges, irate youth in Minna have on several occasions engaged themselves in clashes that left several persons injured, creating anxiety and fear among the peaceful residents in May, 2021 (*The Tribune*, 2021). The Police Commissioner of the state that the affected areas include Anguwan, Daji, Limawa, Anguwan Sarki, Tudun Natsira, Flamingo, Barikin-sale, and Soje area of Kpakungu, Minna. From 19-21 January, 2022 almost twenty people were killed, some injured, and properties worth of millions were lost as a result of clash between two opposing youth groups in Minna.

Cattle rustling has also become a major security challenge especially in northern part of Nigeria. According to the Chairman Miyetti Allah Cattle Breeders Association of Nigeria, Niger state chapter Alh. Sama'ila, said, between 014-2021 over 70,000 cattle was rustled from traditional Herders in Nigeria" *(Premium Time*, 2022). He stated that six Northern states, Nassarawa, Kwara, Niger Kaduna, Kebbi Zamfara and Plateau states have suffered the encourage of cattle rustling on helpless Herders and cow owners. He further lamented that many lives were lost because of the incessant attacks by gunmen and cattle rustlers in Nigeria.

Communal clashes erupted in Katcha Local Government Area on April 30th, 2018 were two persons were killed, some injured, houses were burnt and many fled their residents, property worth of millions destroyed. Similarly, Bosso Local Government Community had experienced clash between Farmers and Herders where scores were killed and properties destroyed. At the time of compiling the paper an innocent 5years old school pupil, Hanifa Abubakar was abducted and killed by her teacher Tanko Abdulmalik in Kano. The teacher demanded 6 million from the parent of the innocent girl. This is unfortunate. Finally, security challenges have negatively impacted on the social economic and rural development of Niger state and Nigeria as a whole.

In January 14th, 2022, bandit killed 13 people in Shiroro L.G.A. It is also confirmed that in Niger State, over 151,380 people were displaced by the activities of bandit in the last two years. In Shiroro, more than 26,678 persons were displaced from their original place of residence within the period *(Premium Times, 2022)*. On 1st February, 2022 bandit killed 11 security agents and 32 villagers in separate attacks between Friday and in Shiroro and Paikoro L.G.A of Niger State.

According to statistics provided in 2020, on fewer than 3,600 residents including men, women and children have been forced out of their homes to camp in primary schools in Kuta and Zumba, Bosso and Kagara L.G.A. The camp in Kuta is said to have accommodated 3,000, Bosso accommodated 2,500 while Zumba, Kagara and Erena camps accommodated not less than 2,000 people (*Vanguard,* 2021). For the past 7-8 years, Niger State has experienced the worst security challenges that affected and still affecting rural development.

Implications of Security Challenges for Rural Development

The current security challenge has far more reaching implications for socio-economic development of rural communities in Nigeria. This is because development of any kind cannot thrive in chaotic or conflict zone. Nwoku (2021) refers development as the process of social and economic transformation in any society. According to Ewentan and Urhie (2014), development is measured by some indicators such as Gross Domestic Product (GDP), life expectancy, illiteracy level, employment level, rate of investment, level of production quality standard of living; peace, security and protection of the rights of individuals and their properties against any form of criminal attacks.

The implication of security challenges on the economy cannot be over emphasized. According to Nwagboso (2012), security issue have greatly affected the country's economy. There was significant reduction of agricultural and business activities in most of the rural communities affected by Kidnapping and armed bandit attacks. It is no longer news that armed banditry and Kidnapping cases in some part of Nigeria have not only created unfavorable climates for commercial activities to be carried out but also led to closure and relocation of business to other peaceful locations. Nwakwu and Ogayi (2021); Suleiman (2012); Nwagboso (2021) observed that high incidence of kidnapping, banditry, Boko Haram , insurgency, mindless killings and other types of crime have led to the collapse of socio-economic activities of people in rural community in Nigeria. Security challenges have posed enormous threats to lives and properties, discourage economic activities as well as work against our collective quest for national development.

The researcher observed that insecurity has exposed people to forced migration, loss of lives and properties, psychological trauma, infrastructural decay, Healthcare challenges, loss of place of origin and identify, high level of poverty, loss of income or means of livelihood; poor education as young men and women are deprived of going to school; and heavy burden on urban security. Nwakwu et'al (2021) asserts that security situations has not only continue to rise but assumed a dangerous dimension with its attendant consequences on socio-economic development of rural communities in Nigeria.

Methodology

This study is a descriptive survey research conducted to examine the implication of security challenges for rural development in Niger State, Nigeria. The population of the study consisted of community leaders, security personnel, youth, vigilante group and relevant stakeholders. The sample size of 220 was drawn from the 480 population using the Taro

Yamane's statistical formula, and showed the significant level of 0.5. Cluster, Purposive and Simple random sampling techniques were used for the study. Data was obtained from both primary and secondary sources. Questionnaire and interview were instruments used for data collection. The questionnaire was administered to 220 respondents face to face. Data was analyzed using simple descriptive statistical percentage tables.

Data Presentation and Analysis

Table 1: Socio-demographic characteristics of the respondents

Age	**Variables**	**Frequency**	**percentage**
	15-19	25	11.3%
	20-24	20	9.1%
	25-29	25	11.3%
	30-35	30	13.6%
	36-40	103	46.8%
	41-45	11	5.0%
	46-50	6	2.7%
Total	**220**	**220**	**100%**
Gender			
	Male	**195**	**88.6%**
	Female	**35**	**15.9%**
Total		**220**	**100%**
Marital Status			
	Married	175	79.5%
	Single	45	20.5%
Total		**220**	**100%**
Educational status			
	Primary	30	13.6%
	Secondary	110	50%
	NCE/Diploma	42	19.1%
	B.Sc. equivalence	29	13.2%
	M.Sc.	9	4.1%
Total		**220**	**100%**
Occupational Status			
	Farmer	51	23.2%
	Trader	53	24.1%
	Artisan	37	16.8%
	Civil servant	73	33.2%
	Other	6	2.7%
Total		**220**	100%
Religion			
	Islam	160	72.7%
	Christianity	57	25.9%
	Other	3	1.4%
Total		**220**	**100%**

Source: Survey, 2022

Table above shows that majority 103(46.8%) of the respondents ages between 36- 40. It also revealed that majority 195 (88.6%) of the respondents were male. The study indicated that majority 175(79.5%) of the respondents were married. Findings revealed that majority 110 (50%) of the respondents attended secondary school. Study also showed that majority 73(33.2%), 53(24.1%) and 51(23.2%) of the respondent were Civil servant, Traders and Farmers. Muslims formed the majority 160(72.7%) of the respondents.

Table 2: Respondents views on the type(s) of security challenges common to his/her rural area in Niger State.

Responses		Frequency	Percentage
c.	Election violence	12	5.5%
d.	Armed robbery	28	12.7%
e.	Kidnapping	40	18.2%
f.	Fames/herders clash	38	17.3%
g.	Terrorists attack	9	4.1%
h.	Banditry	55	25%
i.	Youth unrest	10	4.5%
j.	Ethno religious clash	13	5.9%
k.	Communal or land dispute	15	6.8%
TOTAL		220	100%

Source: Survey, 2022

Table above shows that majority 55(25%) and 40(18.2%) of the respondents believed that kidnapping and Banditry were the major types of security challenges in the Rural areas.

Table 3: Respondents views on the causes of security challenges in Niger State.

Responses		Frequency	Percentage %
i.	Weak security system	51	23.2%
i.	Youth unemployment	50	22.7%
i.	Illiteracy	20	9.1%
v.	Politics	26	11.8%
v.	Conspiracy	17	7.7%
i.	Ethnic & religious Intolerance	20	9.1%
i.	Corruption	17	7.7%
i.	Antagonism/aggression	19	8.6%
Total		**220**	**100%**

Source: Survey, 2022

Table above indicated that majority 51 (23.2%), 50(22.7%) believed that Weak security system and Youth unemployment were the causes of insecurity in the Rural areas. However, 17(7.7) believed that conspiracy and corruption were the causes of insecurity in the Rural areas.

Table 4: Respondents views on the implication(s) of security challenges on rural development in Niger State

	Responses	Frequency	Percentage %
‹.	Loss of life and property	49	22.3%
‹.	High rate of poverty	38	17.3%
:i.	Destruction of infrastructure	9	4.1%
i.	Health challenges	14	6.4%
i.	Loss of place of origin and identity	30	13.6%
/.	It reduces halts development of rural areas.	50	22.7%
/.	Urban security overburdened others	10	4.5%
Total		**220**	**100%**

Source: Survey, 2022

Table 4 above reveals that majority 50 (22.7%) of the respondents believed that the implication of insecurity is that it halts development. However, 9 (4.1%) said insecurity bring about destruction of infrastructure in a Rural areas.

Table 5: Respondents views on how security challenges can be curbed in Niger State and Nigeria.

	Responses	Frequency	Percentage %
'i.	The need to increase security manpower and provide the personnel with modern training to tackle the menace.	40	18.2%
i.	Good Governance	41	18.6%
i.	Provide adequate security to rural areas	43	19.5%
‹.	Create job opportunity for youth	36	16.4%
‹.	Education and societal reorientation	10	4.5%
:i.	Formation of informal policing strategy	10	4.5%
i.	Intelligent reports should be provided to formal security system	5	2.3%
i.	Imprisonment	5	2.3%
/.	Provision of infrastructural facilities such as roads to rural areas	5	2.3%
/.	Peace education should be encouraged	10	4.5%
'i.	Execution of criminals	10	4.5%
Total		**220**	**100%**

Source: Survey, 2022

Table above reports that majority 43(19.5%) and 41(18.6%) of the respondents suggested that Provision of adequate security to rural areas and Good Governance would solved security challenges. However, 5(2.3%) of the respondents suggested that Provision of infrastructural facilities to the rural areas, intelligent reports, and Imprisonment would solved security problems in the rural areas.

Findings

Findings from the study shows that majority 103(46.8%) of the respondents age between 36- 40. It also revealed that majority 195 (88.6%) of the respondents were male. It also indicated that majority 175(79.5%) of the respondents were married. It also revealed that majority 110 (50%) of the respondents attended secondary school. Findings also indicated that majority 73(33.2%), 53(24.1%) and 51(23.2%) of the respondent were Civil servant, Traders and Farmers. Muslims formed the majority 160(72.7%) of the respondents.

The study further reported that majority 55(25%) and 40(18.2%) of the respondents believed that kidnapping and Banditry were the major types of security challenges in the Rural areas. It also indicated that majority 51 (23.2%), 50(22.7%) believed that Weak security system and Youth unemployment were the causes of insecurity in the Rural areas. However, 17(7.7) believed that conspiracy and corruption were the causes of insecurity in the Rural areas.

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Conclusion

This paper examined the implications of security challenges for rural development in Niger State. It also examines the types, causes of security challenges in the state. The study discovered that security challenges in any environment can cause serious threats to the peaceful coexistence of members of such environment; and it discourages socio-economic activities to prosper, the consequence which halt socio-economic development. Furthermore, the paper examined some incidences and trends of security challenges in Niger State. The study also discovered that the current security challenges affects rural development, and that, if nothing is done to curtailing it now, the menace will continue to rise and the tendency is that it mars the future of rural community in the state and Nigeria as a whole. The paper concluded that government and relevant stakeholders should rise up to fight the monsters that threatened the socio-economic development of our rural communities and our own dear country, Nigeria.

Recommendations

Based on the findings of the study, the paper recommended the following:

1. Any rural community experiencing the treats of insecurity, it will be very difficult for it to develop, thus, government, community leaders and all the relevant stakeholders should come together to bring a lasting solution to the security challenges in rural areas of Niger State.
2. Effort should be made by the authority to understand the root causes and nature of the challenges and provide best policy to addressing it.
3. Nwakwu and Oyagi (2021) suggested that there is need for government at all levels to urgently address poverty, unemployment, antagonism and aggression; illiteracy, environmental degradation, decay infrastructures and so on through good governance.
4. The security system should be strengthened through proper training of personnel so as to halt any perceived security threats; and that peace should be maintained by the security agencies in the crisis area without fear or favour.
5. The Criminal Justice System should ensure speedy dispensation of justice on any person found guilty of any kind of security threat; and serious punitive measures should be meted upon conviction of any person of any act of conspiracy against the state or causing any acts of mischief to serve as deterrent to any intending individuals or syndicates.
6. Finally, there is an urgent need by the government at all levels to assist rural communities in terms of proper security outfit in the area of surveillance to check strange persons and movements in case of any eventually or threats (Isah, Francis and Biliyamiu, 2021).

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HUMAN CAPITAL FLIGHT AND NIGERIA'S DEVELOPMENT

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Abstract

The paper is motivated by perceived backwardness in sectorial linkages in Nigerian economy and therefore seeks to establish the relationship between human capital flight and Nigeria's economic development. Relying on dependency theory as analytical frame, comparative advantages of human capital flight from Nigeria and the foreign exchange repatriated home is made. The finding is that, there is disproportionate relationship between these phenomena as the needed technological transfer from the host countries is non-existent. The paper therefore, concludes that human capital flight underdeveloped Nigeria while it developed the host countries. Recommendations are made amongst others that; politics of ideology should be entrenched in our national life to provide needed direction on development; that power structure in Nigeria should not be skewed against the masses as elites only use it for wealth accumulation and that basic needs like employment, housing, education, power and Other infrastructural needs should be Provided to the citizenry by government to discourage them from seeking for greener pastures abroad in order to contribute their quotas to Nigeria's economic development.

Keywords: Human capital; Capital flight; Development; Underdevelopment

1. INTRODUCTION

The most conspicuous of the problems related to lack of economic development is human capital flight. It is a problem that is common and rampant in African countries with Nigeria being themost affected. Nigeria is a nation endowed with stupendous natural resources. It has skilled and intelligent professionals, resources of oil and gas in sub-Saharan Africa. It is also blessed with a strong market of over 150 million people. Since it attained independence in 1960, over 1 million professionals from different fields and over 420 billion dollars have been milked from its coffers (Docquier, Lowell and marfouk 2009). Besides the political and economic instability which has characterized the policy arena of the less developed countries, there are also other factors influencing human capital flight from developing countries to industrialized capitalist countries. Some scholars of international political economy have argued that talents generated within the third world countries are sizeable enough to transform the political and economic sphere of the less developed countries. Perhaps if those potentials were to be retained and nurtured within the third world countries, the intensity of technology and industrial skills acquired over the should have greatly influences growth and development.

Immigrants from less developed countries to the developed countries are predominantly specialists in the field of health, technology and not limited to social service personnel and information technology experts. More so, students who are in need of quality education, that is not accessible in the developing economies. Obviously, the depressed economic crises of the less developed countries, high salaries, access to advance technology and security are the major resources many professionally qualified citizens of less developed countries move abroad in search of Job. Docquir (2013)

This paper is structured into seven sections; the first is introduction, the Second has to do with clarifications of relevant concepts, the third is theoretical framework, the fourth is the two contending perspectives on capital flight where comparative advantages are discussed, the fifth is the discussion on the topic of the research section six is findings and a conclusion while the seventh section is recommendations Segment of the Paper.

It is hoped that at the end of the paper, the connection between capital flight and Nigeria's economic development or lack of it will be established.

2. CONCEPTUAL CLARIFICATIONS:

HUMAN CAPITAL FLIGHT

According to the Organization for Economic Cooperation and Development (OECD), human capital is the knowledge, skills, competencies and other attributes embodied in individuals or groups of individuals acquired during their life and used to produce goods, services or ideas in market circumstances. Human capital flight is the emigration of highly skilled or well-educated workers and professionals from one country to more developed nation.

The trade in human beings from Africa to developed countries in 1414 symbolizes a modern phenomenon of brain drain (Rodney (1972). Rodney further explained that the slave trade exported able bodied men in field of blacksmith specialization, which at that time represented Africa Science and Technology. Some states in England, such as, Manchester and Glasgow were built by Africa expertise shipped to England during the slave trade era. The development marked the origin of human capital flight in the developing countries.

Before 1530 AD and 1600 AD, an average of 13000 Africans were shipped annually in slave related business to Europe nations. By the first quarter of the nineteenth century, the figure had increased to 135,000 annually Abiola (1975). Fanon argued that during the colonial rule, basic indicators for economic growth were deliberately ignored rather, the colonialists trained few indigenes who would in their absence continue to protect and project their political and economic interest in the aftermath of political independence Fanon (1963). Also, the colonialists handpicked few indigenes that were sent overseas to study and be nurtured; and afterwards retained in their economies for the development of capital nations.

The Europeans Elite undertook to train native elites; they picked out promising adolescents, they branded them with a red-hot iron with the principles of western culture; they stuffed their mouths full with high sounding phrases, grand glutinous words that stick to the teeth. After a short stay in the mother country they were sent home; white –washed and only echoed from Paris, London, from Amsterdam. Frantz Fanon (1963:7).

Organization of Islamic Cooperation (OIC) outlook series (2014) identified pushes and pull facilitation model as the catalysts for brain drain in the less developed countries. Pull factors includes, higher and better employment prospects, higher standard of living, as well as, political stability and better research amenities and funding. The push factors are low wages, unemployment, insecurity, poor governance. The internationalization of professionals and professional markets; commonly known as Globalization is another trend that is facilitating brain drain in the 21st century.

Brain drain and human capital flight are similar in meaning; however, in economic expression human capital flight refers to the movement of capital which is lost by the country that spent some resources to create the talents. Whereas, brain drain is related to social lost and the high exodus of specialized professionals. Velciu (2016). The cost and benefit of human capital flight are like two sides of a coin: The cost in capital loss goes to the less developing countries while the advantages in real growth and economic development goes to developed capitalists countries.

DEVELOPMENT

Development is a progressive movement; an ascension from lower to higher stages and from simple to complex situations. V.I Lenin (1968). Development is also the ability of a man to conquer his environment and utilize it to his advantage. The process involves the development of tools, skills and the mobilization of required resources for development purposes Rodney (1972). Some scholars have mistaken development for growth; for examples, Nnoli (1979) define development as a checklist of technical artifacts, To him, the availability of schools, hospitals, road network, electricity, boreholes and other infrastructural facilities are indications of development even though the schools, hospitals, electricity and road network do not provide qualitative services to the citizens. These facilities or infrastructures are necessary but not sufficient to qualify the society as developed. Dudley Seer raised some critical questions as key to understanding development. He maintains that, the questions to ask about a country's development are three: what has been happening to poverty? What has been happening to unemployment? What has been happening to inequality? When these three have been answered in the affirmative, then beyond doubt this has been a period of development for the country concerned. Seer (1971)

The foregoing are clear indications that development does not have precise definition. Nevertheless, development must encompass all facets of positive changes in human lives. It manifested in the qualitative living standard of the people; via eradication of poverty, unemployment, hunger, disease, inequality etc.

3. THEORETICAL FRAMEWORK

One of the underdevelopment theories considered appropriate for this study is the dependency theory. The theory essentially explores the nature of economic interaction between developing and developed nations and holds that many of the obstacles to Third World development did not in fact originate in the developing countries themselves, but were in fact imposed on the developing countries by external forces in the developed countries whose sole interest lies in safeguarding the dominant position.

Precursors of the dependency school premise their belief on the fact that colonialism and subsequently neo-colonialism is the cause of Africa and Third World under development. This ideology emerged in the 1950's to counter the views of classic Marxists. Classic Marxists shared optimism regarding the mission of colonialism in the occupied territories not undermining the possibility of continued existence of some form of pre- capitalist social relations within the territories. Dependency theories hold the view that colonialism did not inject any form of technological industrialization rather in the words of Rodney: "Africa went into colonialism with hoe and came out with a hoe." He further reasons that capitalism in the form of colonialism failed to perform in Africa the tasks it had performed in Europe in changing social relations and liberating the forces of production Rodney (1972).

There exist three major forms of dependency theory; neo-colonial dependence theory, the false-paradigm model and the dualistic dependence model tended to view the failure of many developing nations to undergo successful development as arising from the historical development of the international capital system and third world's integration into the capitalist system. Dependency theorists thus concluded that the wealth and prosperity of the superpowers and their allies in Europe, North America and East Asia is dependent upon the poverty of the rest of the world including Africa.

The theory gained prominence and became incredibly popular during the 1960's and 70's; not so much in reaction to the failure of earlier theories to lead to widespread successes' in the development of the Third World whose economies were rapidly approaching collapse; but especially due to the prominence of the ideological divide between the capitalist West and the rest of the World which heighted during the cold war era. Dependency theorists further argued that the West actively perpetuates dependency through various policies and initiatives including the use of trans-national companies to promote material and human resources flight. Any attempt by the dependent nationals to resist the influence of imperialism could result in economic sometimes and/or military invasion and control. According to Frank (2015), underdevelopment in the Third World countries results from unequal exchange that allowed les developed countries only a lop-sided development creating an unhealthy balance of trade which constituted the reason for disparity between the rich and poor countries. In this unequal trading tie, the developed nations design the rules of the trade and commerce and end up reaping the benefits accruable to both worlds as evident in the high living standard they enjoy. Scholars who subscribe to this theory believe that poor regions must break their trading ties with the developed world in order to progress.

4. THE INTERNATIONALIST AND NATIONALIST NATIONAL PERSPECTIVES ON HUMAN CAPITAL FLIGHT

A structural approach to the problem of human capital flight has been adopted by a number of scholars. Scholars like David-West (1989), Mbanefoh (1992) and Aredo (2000) have adopted different theoretical constructs within the same framework. Mbanefoh (1992) differentiates between the internationalist and what he calls the nationalist schools of thought. Relying on the work of Grubel and Scott (1966) Mbanefoh's internationalist model therefore has its roots in the classical theory of the market for the factors of production.

The tradition of laissez-faire assumption of the internationalist school is that unrestricted migration of labour is a means of optimizing the allocation of human capital and other factors of production. Thus, to Mbanefoh, brain drain could be seen as a product of globalization of the world labour market. She argues that, the world has become one market for highly qualified man power. There is therefore, no such thing as brain drain but only free movement of one factor of production. Such movement implies that labour simply locates in a country where it is most needed and where it will have the highest marginal productivity (Oni, 2002).

Extending the arguments of the internationalist further, Mabanefoh (1992) amplifies the argument of Bahgwati (1974) which suggests that labour migration does not strip less developed countries (LDCs) of badly needed manpower, but relieves them of the surplus manpower which their labour market cannot absorb. This position of the internationalist school is also strengthened when Mabanefoh summarizes her view by stating that brain drain is advantageous to the origin. To the individual, it offers him with the opportunity to escape from unemployment into a market where his skill can earn him an income. It also affords him a higher standard of living for himself, family and relations at home. To the country, the returned migrant eventually comes back with needed productive skill and knowledge that can benefit the local economy.

The report of the Presidential Task Force on Brain Drain submitted to President Babangida (Nigeria) in 1987 adopted this neo-classical frame work that is supported by the internationalist school. Some of the highlights of the report are that: human capital flight from Nigeria is beneficial to the country because it

i. Facilitates the acquisition of additional skills by "drained" brains

ii. Increases foreign exchange (remittances)

iii. Enhance transfer of adaptation of technology

iv. Creates robust employment opportunities

v. Improves diplomatic relations for Nigeria. (F.G.N; 1987)

Therefore, the recommendation of the Task Force was implicitly in favour of encouraging the brain drain.

The other school of thought (nationalists) of the brain drain phenomenon explains its disadvantage to the origin of brain migration. According to Aredo (2000) the internationalist school introduced refinement to the classical theory of migration. The refinement recognized the presence of winners and losers at the origin and destination of migration stream. Basically, it suggests that the migration of skilled workers from developing countries narrows inter-country wage differentials. The school suggests that the out-migration of skilled wages which impact on the demand for goods and services thus raising household welfare in the poor countries.

However, the nationalist school or the center-periphery framework of analysis believes that human capital flight takes place between countries that are economically and technologically unequal. This widens rather than narrows the development gap between them. The economy and development prospects of the sending country are therefore constrained by the lack of expert knowledge, entrepreneurs and good managers. Ghosh and Ghosh (1982) also note that if structural problems remain unresolved and population growth is uncontrolled in the poor countries, out-migration of talent is most likely to solve the problem of labour market disequilibrium. Given the structural nature of the problems of the economic and technological backwardness of many LDCs, brain drain cannot be singled out as the main cause of the gap between the rich and poor countries (Aredo, 2000; Oni, 2002).(See table 1 and 2 for illustration purpose).

5. HUMAN CAPITAL FLIGHT AND NIGERIA'S ECONOMIC DEVELOPMENT

Inferentially, this paper pitches tent with the nationalist school, based on the fact that Nigeria's main resources during the present millennium will remain the creativity and enterprise of its people. But as Nigeria continues to lose its best and brightest to the developed world, the country is simultaneously being eroded of its very critical technological knowledge and development capacity that could put it right on to the global conveyor belt. Human capital flight, otherwise known as brain drain is a serious leakage from the Nigerian development management resource pool that must be plugged.

Interestingly, the structural framework of analysis and especially that which assume the laissez-faire perspective-the policy implication of which is pro- brain drain, the Nigerian report referred to earlier has been demolished. In his own opinion, David-West (1989) observed that it is nonsense to talk of additional skills to be acquired by the drained brain. Those brains that leave Nigeria for the west "are in fact the ultimate reference point of their new station". It is also ridiculous, David-west argues, to talk of improved foreign earnings without denominating this to specific beneficiary: the nation or the drained brains. Also, it is an illusion to believe that brain drain would facilitate the transfer of technology. No nation voluntarily transfers its technology just as the Nigerian witch doctor would not voluntarily give away his secrets.

The failure or refusal of many Nigerians who studied abroad to return after completing their studies means that one in five Nigerian Professionals live outside Nigeria. Emeagwali (2003) says:

We are operating one third of African universities to satisfy the manpower needs of Great Britain and the United States. So, the African education budget is nothing but a supplement to the American education budget. In essence, Africa is giving developmental assistance to the wealthiest nation which makes the rich nation richer and the poor poorer. Emeagwali (2003:36)

This is because it is the best, brightest and most innovative skilled professionals that immigrate or fail to return after their training. Development management and IPSO facto economic growth, modernization and globalization are engineered by people with knowledge. Knowledge is development; lack of it is underdevelopment. Human capital loss is therefore a slow death for Nigeria and Africa at large. Oni (2002)

The following statement highlights the magnitude and implied impact of the problem:

i. According to the International Organization for Migration (IOM) and UN Economic Commission for Africa (ECA), between 1960 and 1975 an estimated 27,000 highly qualified Africans left the continent and emigrated to the west. The number increased to approximately 40,000 between 1975 and 1984, and then almost doubled by 1987, representing 30% of the highly skilled African human capital. Again, in the Eight years period 1985-1993 of Gen. Babangida's regime when Nigeria embarked on the structural adjustment program to manage their domestic economy that was in serious disequilibrium, the country lost an estimated 20,000 professionals.

ii. According to the UNDP 1983 Human Development Report, there were more than 21,000 Nigerian doctors practicing in the USA alone. Also, in 2020 there was a massive recruitment of Nigeria doctors by Saudi Arabian government.

iii. Although, African countries, communities and villages are receiving increasing sum of remittances from emigrants working abroad, the general consensus is that remittance benefits do not compensate for the net loss of skilled African professional human capital. Reacting to the debate about the relative importance of remittances, Sako, Executive Secretary of the African Capital Building Foundation noted that: at the moment, what is needed in Africa is not evidence of relative benefits from brain drain-revenues generated by emigrant professionals relative to remittance they make to their source countries; but strategies for mitigating the effect in the short to medium term and substantial reduction in the outflow in the longer term. Sako (2002).

iv. According to a recent World Bank Report both international migration (the share of a country's population living abroad) and international remittances (a share of remittance in a country's GDP) have a strong statistical impact on reducing poverty on the developing world. On average, a 10 percent increase in the share of international migrants in a country's population will lead to 1.6 percent decline in poverty head count.

Emigration from Nigeria is related to the economic state of the country. The period between 1988 and 1990 on a survey of Nigerian migration, witnessed a peak of 38 percent during the structural adjustment (SAP) era. Nwajiuba and Nwaoke (2007). Nigeria

Produced over 200,000 graduates of tertiary institution per year and currently has an estimated 150,000 medical doctors and scientists abroad (Soludo; 2005).Political instability and conflict which characterized the Horn of Nigeria in the two decades has exacerbated the flight of human capital to Europe and America.

6. FINDINGS AND CONCLUSION

Nigeria's economic malaise has been diagnosed from different perspectives by various scholars. Nevertheless, there is a consensus of opinion that sectorial linkages in any economy is a launch pad to economic prosperity of any nation. The attempt to ask why sectors are not linked in Nigerian economy provided research question which the paper tried to contextualize within human capital flight phenomenon. Therefore, the paper succeeds in establishing the relationship between human capital flight overseas and Nigeria economic development or lack of it through comparative analysis of the advantages and the disadvantages.

Having viewed the phenomenon of human capital flight through the perspectives of internationalist and nationalist school of thought, one can easily conclude that human capital flight from Nigeria is also responsible for Nigeria's economic underdevelopment as skilled manpower needed for development at home migrates for greener pastures outside Nigeria shores while the unskilled labor who also migrate for foreign exchange as a result of hostile environment at home, hardly come home after they have successfully acquired the needed skills for development.

In a nutshell, the foreign exchange remittance back home is not commensurate with the skilled manpower Nigeria loose to human capital flight outside her shores.

7. RECOMMENDATIONS

i. The ideology of governance and leadership must change radically. Fanon (1967) rightly puts it thus; "colonialism and its derivatives capitalism do not as a matter fact constitute the present enemies of Nigeria and Africa at large" The great danger that threaten Nigeria is the absence of ideology. The reality of development in Africa over time has obviously shown that dysfunctional ideologies produce poor governance and leadership. The governance of Nigeria without any serious and enduring ideological model has failed to provide development blue print which successive governments have to rely on to carry out developmental projects to the entire citizenry.

ii. The power structure and arrangements and its tentacles in all sectors of Nigerian government and institutions that perpetuate lopsided developments and invariably economic accumulation for a few must be overhauled. Studies by Africa Center for Economic Growth (2000) rightly observe that:

   The power structure in Africa has the primary purpose to maintain the ruling elite's hold on state power, and therefore the primary mode of economic accumulation. Many African elites of today have acquired wealth through connection to the state or via participation in the state itself through politics, the civil service or military. They are the ones who win most government contracts, are able to obtain loans from financial institution most easily; are able to apply successfully for government allocation of public land; and are able to lobby most effectively for government concessions; charges in investment regulations and the likes (ACEG, 2000:17).

iii. Strategic intervention of the government in some critical areas of governance that affects basic needs like, housing, power, health, education, infrastructural development, and regulatory support to the informal sector of the economy where majority of the citizens pursue their livelihood.

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FINANCIAL MIX: A PANACEA FOR FINANCIAL PERFORMANCE OF DEPOSIT MONEY BANKS IN NIGERIA

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Abstract

Financial mix (Debt and Equity) used by banks to finance the overall operation and growth is known as capital structure. By facilitating the transmission of monetary policy and making credit and liquidity available in all market circumstances, banks have a bigger impact on the macro sector of the economy. Thus, financial regulation is necessary due to the multiplier effect that banking activities have on the rest of the economy. In this study, the effect of capital structure on the financial performance of quoted Deposit Money Banks (DMB) in Nigeria is examined for 10 years spanning from 2010-2019. Data were gathered from the annual reports of selected banks in Nigeria using the purposive sampling procedure. Panel regression was used for the analysis. The result showed that Short-Term Debt (STD) had no effect on the profitability of a few Nigerian Deposit Money Banks and both positively and significantly impacted by Long-Term Debt (LTD) and Total Debt (TD). Findings revealed that Total and Long-Term Debt have a favorable and significant impact on the financial performance of a chosen group of Nigerian Deposit Money Banks, while Short-Term Debt negatively affects Deposit Money Banks' business result in Nigeria. In order to boost the financial results of Nigeria banks, the study recommended that banks strengthen their capital structures.

Keywords: Capital Structure, Debt, Equity, Financial Performance, Deposit Money Banks.

1. Introduction

Over the years, deposit money banks in Nigeria have had setbacks as a result of insufficient capital, an incorrect capital structure (debt and equity mix), and poor judgments made by business owners, managers, and directors, which have a negative impact on their operations and cause them to fail, businesses in this category include banks that couldn't maintain the necessary capital foundation for the regulatory bodies, like Nigeria Deposit Insurance Corporation (NDIC) and the Central Bank of Nigeria (CBN). Iheanyi, Sotonye and Ejiodamen (2016) opined that, Any business organization must decide on its capital structure since it must optimize returns to the various stakeholders and because it greatly affects the organization's capacity to operate in a competitive environment. This might be comparable to banks, but with a slightly different focus. Banks are absolutely essential for any economy's prosperity. Money deposit banks' main job is to take money from investors and lend it to the business sector as needed (Serwadda, 2019).

Sources of capital show if a bank will be able to draw in more clients and offer better investment choices (Aymen, 2018). Financial results show how well resources are used and how profitable an organization is. It is a crucial fact for those involved (depositors, creditors, shareholders, state, managers). For depositors, it demonstrates the profitability of the funds they have placed. For creditors, it reveals them the ability of the bank to meet the promises to them. Financial performance tells the state whether a bank can afford to pay taxes. The financial results for shareholders show the return on their capital investments. Financial results show management the value of their work and human resources invested (Aymen, 2018).

Return on Asset (ROA) is a crucial indicator of a bank's profitability (Ahmed, Lingi & Dalhat, 2018). It is calculated by dividing net income by total assets. Return on Assets (ROA), according to Anarfo and Appiahene (2017), shows how much profit each asset produces. Making sure they satisfy all parties engaged in the business is one of the main goals of the majority of listed banks (Muhammed, Ashenafi & Netsanet, 2015). These frequently prompt bank managers to create a variety of plans that will enable them to decide on the best financing and investment options to support the achievement of the firm's goal.
One of the manager's top priorities when choos ing financing is to make sure the company ado pts a healthy financing mix or capital structure (Ogebe, Ogebe & Alewi, 2013).

Researchers have found that the capital structure, as represented by Return on Asset (ROA), has a negative impact on the success of business (Adekunle & Sunday, 2010). Additionally, Awunyo-Vitor and Badu (2012) found that the ownership structure had a negative but statistically insignificant effect on ROA. Contrary to Modigliani and Miller (1958), a large number of empirical investigations established a link between debt and return on asset that was negative.

In 1958, Modigliani and Miller conducted a pioneering study that asserted that in an ideal environment, the firm’s capital structure has no bearing on its value; financial scholars have continued to pay close attention to the effect of capital structure on a firm’s financial performance and overall value. Umar, Tanveer, Aslam, and Sajid (2012) contend that a company's true assets rather than its financing determine its value.

However, the continuing issue of Nigerian commercial bank management's failure to select the proper financial mix that can gear the required performance has up till now attracted a lot of attention and debate among academics. Few studies that looked at how financial mix affected the Nigerian deposit money banks’ performance covered a period of more than ten years using panel data, while the majority of research on the topic of financial mix in Nigeria focused primarily on examining the determinants of financial mix (Nwude & Anyalechi, 2018; Eniolaet al., 2017). Additionally, studies on debt and equity mix in relative to money deposit banks are carried out in both industrialized and developing nations. The majority of debt and equity mix research is done on industrial enterprises. In order to quantify the performance of money deposit banks, Short-Term debt ratio, Long-Term debt ratio, and Total debt ratio are all used as proxies for capital mix in the literature on the relationship between capital mix and profitability of deposit money banks. In light of this, the study seek to fill a knowledge gap in the relationship between debt and equity mix and deposit money bank performance in Nigeria by choosing five banks and focusing solely on return on assets to assess the role capital mix plays in determining these banks' financial efficiency.

The main objective of this study is to examine the effect of debt and equity mix on Nigeria’s listed Deposit Money Banks (DMB) financial efficiency from 2010 to 2019. Specifically, the study aimed at finding out what impact the short-term debt ratio has on the financial health of Nigerian money deposit banks, looking into how the ratio of long-term debt to current assets affects the financial performance of Nigerian money deposit banks, finding how total debt ratio affects the monetary performance of Nigerian money deposit banks. The study was guided by some formulated questions which states that (1) What is the effect of short-term debt ratio on the financial health of the Nigerian deposit money banks (2) How does the ratio of long-term debt to current assets affects the financial performance of Nigerian money deposit banks (3) What is the relationship between total debt ratio and the monetary performance of Nigerian deposit deposit banks. The hypotheses of the study were presented in a null form which states that there was no significant relationship between short-term debt ratio and financial health of the Nigerian deposit money banks, there was no significant relationship between the ratio of long-term debt to current assets and the financial performance of Nigerian money deposit banks, there was no significant relationship between total debt ratio and the monetary performance of Nigerian deposit deposit banks.

2. Empirical Review

Sanusi, Stephen, and Vivi (2020) assess how Nigerian deposit money banks' financial performance was affected by their capital structure. The study employed an ex-post facto research methodology that considers both financial health, which was assessed by Return on Assets (ROA) and factors connected to capital mix, including Long-Term Debt to Assets (LTD/TA), Short-Term Debt to Asset (STD/TA), and Total Debt to Assets (TD/TA). Considering the data available at the time of the investigation, a practical sampling approach was used to gather for the study, secondary data. These data cover the years 2009 to 2018 and were derived from the annual financial reports of the five Nigerian deposit money banks that were chosen at random. Inferential and descriptive statistics, such as mean and standard deviation, were utilized to analyze the data (i.e. Pearson correlation and regression analysis). According to the analysis's findings, STDTA and TDTA both significantly increase ROA (p0.05, $\beta=0.936554$ and $\beta=0.310692$, respectively). The influence of LTDTA ($\beta=0.08686$, $p> 0.05$) on ROA is negligible. The report makes several recommendations, including increasing use of short-term debt more frequently in the capital structure of deposit money banks in Nigeria, as well as how to use resources while growing banks and how much to invest in fixed assets relative to short-term debt.

In their study, Adeoye and Olojede (2019) examined how capital mix affected the operating results of listed Nigerian banks in. Secondary data from cross sectional time series was obtained from the financial reports of ten (10) banks listed on the stock exchange's floor that were audited throughout a seven-years period (2012-2018) in order to meet the study's goal. Descriptive statistics, Pearson moment correlation and multiple linear regressions were all used. The correlation results show that there is little association between capital mix and financial success. Panel result analysis revealed that, despite being significant, debt to equity had a detrimental effect on both return on asset and return on equity. Asset tangibility has little impact on return on shareholders' equity but a considerable impact on return on assets.

Another study by Serwadda (2019) assessed the impact of capital mix on performance of banks' over a ten year period, from 2006 to 2015. For the purpose of analyzing the impact of capital structure on bank performance, panel regression models are used. The findings show a strong correlation between bank performance and capital structure characteristics. Considerations include Long-Term debt, Total debt and net interest margin. Total debt and Return on Assets are also closely related in a good way. Return on equity and the total amount of debt are unchanged. But there is a problematic relationship between Short-Term debt and Return on Assets.

Nwude & Anyalechi (2018) conducted a study on the impact of capital mix on the profitability of commercial banks in Nigeria. The casual relationship between debt-to equity ratios and the effect of the financing mix on the performance of commercial banks was examined. The data that had been gathered were analyzed using correlation analysis, ordinary least squares regression analysis and post estimation tests like the restricted f-test of heterogeneity and Hausman test. The findings show that while debt financing has a substantial and negative effect on return on assets, it has a considerable and positive effect on Return on Equity.

Helen and Stephen (2018) studied Capital mix and Share value using empirical data from Nigeria's Quoted Deposit Money Banks (DMB). The study used Panel regression method of analysis to extract data on capital mix for the ten-year period from 2006 to 2016 in order to assess the effect of financial mix on share value of 15 quoted Nigeria Deposit Money Banks (DMB). Between the two basic methods for analyzing panel data, Fixed and Random models, the Housman test was used to choose the best model. The test verified that Fixed Effect Model was appropriate. The findings show that the 15 quoted deposit money banks in Nigeria have a negative and statistically significant influence on their share prices as a result of their capital mix.

3. Methodology

This study employed a correlational approach to examine how the debt and equity mix of Nigerian money deposit banks affects their financial result. The financial statements (annual reports) of six (6) listed DMBs in Nigeria with significant and robust capital bases formed the secondary source from which data were gathered. The banks are Zenith Bank, First Bank, Access Bank, Guarantee Trust Bank, United Bank for Africa, and Union Bank; the banks were chosen as a sample based on availability of data. The study employed descriptive statistics, the correlation approach, and Panel Least Square Regression to analyze the data.

Model Specification

The model specification for the study is mathematical presented as;

$$Y=\beta 0 + \beta 1x1 + \beta 2x2 + \beta 3x3 + \mu 0 \ldots\ldots(1)$$

Hence;

$$ROA=\beta o+\beta 1STD+\beta 2LTD+\beta 3TD+ \mu 0 \ldots(2)$$

Where: ROA = Return on Asset

STD= Short Term Debt

LTD= Long Term Debt

TD= Total Debt

ROA= Return on Asset

μ0 = error term

β0 = constant

Y = dependent variable

Decision rule: The null hypothesis should be accepted if the p-value is greater than 5%; otherwise, it should be rejected.

4. Results and Discussions

In Table 1, dependent variable (ROA) and the study independent variables (STD, LTD TD and BS) are regressed, and the results are shown below. The presentation was coherent with the examination of the interactions between and effects on the study's dependent variable, independent variables, and cumulative analysis.

Table 1: Regression Analysis

Variable	Coefficient	Std. Error	t-Statistic	P value.
C	0.436	0.165	2.642	0.007
SDR	0.050	0.119	3.664	0.655
LDR	0.187	0.068	2.668	0.008
TD	0.414	0.120	3.664	0.000
BS	0.165	0.041	3.948	0.000
R-squared	0.770224			
Adjusted R-squared	0.669346			
S.E. of Regression	0.015041			
Sum squared resid	0.009276			
Log likelihood	178.1044			
F-statistic	7.635245			
Prob(F-statistic)	0.000000			
R-squared	0.770224			
Durbin-Watson stat	1.556698			

Source: Authors' computation, 2022

The results in the table above demonstrate that STD has a p-value of 0.655 and a beta value of 0.050, which has no bearing at all level, when ROA was used as the dependent variable to evaluate the financial performance of the bank. This suggests that STD has a favorable but not statistically significant on ROA of Nigerian deposit money bank. This indicates that the ROA of a particular Deposit Money Bank in Nigeria is unaffected by an increase in the number of STDs.

Regarding the effect of LTD on the ROA of a certain Nigerian deposit money bank, the beta value of the LTD is -0.023443, which is negatively insignificant at all levels, and its p-value is 0.008. This reveals that LDR has a negligible and small effect on the ROA of a few Nigerian DMBs. This gives us support for accepting null hypothesis two of the study, which argues that LDR has no appreciable impact on the ROA of particular Nigerian deposit money banks. Additionally, the ~~table's~~ results demonstrate that TDR has a positive and highly significant impact on ROA, with a p-value of 0.0000 and a beta ratio of 0.187 at a 5% significant level. This implies that the TDR is valued, and the rise is commensurate with the rise in ROA. This gives support to Ho_3 of the study, which claims that TDR has no discernible impact on the ROA of particular Nigerian Deposit Money Banks.

With a p-value and beta value of 0.414 and 0.000, respectively, TD significantly affects the ROA of a chosen deposit money bank in Nigeria. The idea that Total Debt ratio has no discernible impact on the financial result of DMBs is thus rejected. At the 5% level of significance, the bank size utilized as the control variable has a p-value of 0.000 and a beta ratio of -0.165. This implies that the return on assets is inversely correlated with bank total assets. The variable utilized accounts for about 77.02% of the variation in the dependent variable, based on the model's R^2 value of 77.02%. This suggests that 77.02% SDR, LDR, TDR and BS account for the difference in ROA. Due to the fact that DW statistics is around 1.56 to 2, the model also passed the autocorrelation test.

5. Discussion of Findings

The study conclusion demonstrates that capital mix has a favorable and significant impact on the financial result of Nigeria's quoted DMBs. The findings, however, are consistent with those made by Nwudeet al. (2018) and Serwadda (2019), who discovered that STD has a favorable but negligible impact on banks ROA in Nigeria. The outcome also revealed that LTD and TD had, respectively, favorable and significant effects on banks ROA. This result is consistent with the work of Sadiq, Kachollom, Dasuki, and Yusuf (2017) and Bello, Pembi, and Vandi (2020), but it is not consistent with the findings of Nwude and Anylachi (2018), who found that debt financing has an adverse and significant effect on Return on Asset.

6. Conclusion and Recommendations

This study's goal is to ascertain the effect of capital mix on the financial results of selected DMBs in Nigeria. Panel data over a ten-year period were used in the study (2010 to 2019).

The study model was subjected to regression analysis to determine the impact of capital structure on the performance of the Nigerian deposit money banks and banks performance measured by ROA. The study findings indicate that LTD and TD have a statistically significant impact on financial performance as evaluated by ROA at the 5% significant level, whereas STD has no statistically significant impact on the financial result DMBs in Nigeria. Based on the findings, the study recommends that those involved in the banking business critically assess the percentage of capital structure proxies on DMBs in Nigeria, bank should thoroughly analyzes the type and amount of debt included in their capital mix in order to determine how to effectively optimize their capital mix for future result, the management of Nigerian banks should think about using more debt in their capital structure (that is, management should have an optimal viewpoint for using short-term debt), as this will automatically lower the overall cost of capital, before making an investment in any potential DMBs in Nigeria, investors should pay more attention to the trend in the capital mix of these institutions as this frequently impacts the rate of return anticipated from such institutions.

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AFRICA'S INDIGENOUS KNOWLEDGE SYSTEMS IN THE POST-GLOBAL PANDEMIC ERA: ADDRESSING THE NEED FOR RAPID IMPROVEMENT

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Abstract

The proposition of this paper is based on how Africa's indigenous knowledge systems embedded in existing traditional cultural practices could offer possible remedy to the deadly Covid-19 palaver. The concept of imminent risk and menacing danger is being reframed around non-intuitive, non-visible, and non-obvious threats. Also, the impact of the global pandemic has managed to create time to pause, reflect, and hopefully embrace the values of indigenous knowledge systems. Findings therefore, show that in order to circumvent the on-going global pandemic, there is need for transformation of Africa's understanding and appreciate the role and value that indigenous knowledge systems has played in the time past and that can still play. This paper, using historical analytical methodology, argues that the pandemic arrived in Africa at a time when the continent's ~~me~~mber ~~s~~tates are making efforts to build systems that promote science, technology & innovation (STI) in line with two agendas: the Science, Technology and Innovation Strategy for Africa (STISA-2024) and the Sustainable Development Goals (SDGs). This paper concludes that if Africa is to be free from Covid-19 like her counterparts in Europe and America, there is need to urgently empower her indigenous knowledge system by engaging in capacity building, strengthening her research institutions by injecting reasonable funds and sharing of information system among member state which to a reasonable extent could give Africa her own pride of place among committee of nations.

Keywords: Indigenous Knowledge, Global pandemic, Science, Values, Sustainable Development.

INTRODUCTION

Indigenous knowledge is peculiar to a particular people. It concerns essential elements embodied in the knowledge system of a people. It entails the perceptions, understanding and explanations that a people can offer about their existence, beliefs and precepts, and what is considered moral and immoral. Nevertheless, the fact that indigenous knowledge deals with the beliefs and practices of a people demonstrates the uniqueness of ~~that~~ the people and their culture and traditions.

This knowledge is exercised within the context of the social values and philosophies of the tribe...The fact that Native science is not fragmented into specialized compartments does not mean that it is not based on rational thinking, but that it is based on the belief that all things are connected and must be considered within the context of that interrelationship (Augustine, 1997).

Most traditional practices and beliefs are not intentionally documented. Through the process of oral transmission, they are known and understood and adhered to; similarly, they constitute a very valuable source of research, especially on indigenous beliefs of African peoples both on the African continent and outside Africa (Ogunniyi, 2021). The Covid-19 situation is unprecedented and is reshaping various aspects of society, including the way we produce knowledge, Knowledge systems (i.e. how we produce, disseminate and use knowledge) are critical for the response to the Covid-19 pandemic. Firstly, the behavior change expected to combat Covid-19 mainly relies on both formal and informal medical, social, and economic knowledge. And secondly, the pandemic is quickly reshaping how we think about our knowledge systems, as well as how we can repurpose our knowledge to be more adaptive towards unprecedented pandemics and other disasters. In Africa, the pandemic has arrived at a time when the continent's member states are making efforts to build systems that promote science, technology & innovation (STI) in line with two agendas: the Science, Technology and Innovation Strategy for Africa (STISA-2024) and the Sustainable Development Goals (SDGs).

It has been little over a year since the global surge of the COVID-19 pandemic. Governments and private efforts to develop a vaccine that will curb the spread of the virus have been made across the globe particularly in developed countries. .However, there have been worries about equitable access to the vaccines once they have been fully developed and approved for wider population distribution particularly in poorer countries throughout the African continent. This calls for these countries to look for alternative therapeutics through the collaboration of western-trained scientists and indigenous health care practitioners and knowledge holders. Much is documented on the possible contribution of traditional medicine across the globe (Idowu, 2020). However, little has been done to provide perspectives from African indigenous knowledge systems. Therefore, harnessing and developing the ever-present potential of indigenous health care systems towards providing solutions to health challenges posed by the COVID-19 pandemic is vital. Perceptions of African people towards Western manufactured vaccines are equally important in order to provide an understanding on the level of acceptability within African communities.

Research among indigenous people has not always been conducted following methodologies that recognize local languages, knowledge and cultural protocols. The recognition of Indigenous Knowledge Systems (IKS) and IKS research in South Africa and elsewhere in the world emerge ~~comes~~ from calls for social justice, human rights and transformation (Khupe, 2017). The observation of Khupe (2017) finds meaning in Africa's search for methodologies that reflect the continent's ambitions and aspirations to fulfill the African Union's Agenda 2063 which is expected to be pillared on homegrown strategies and resources.

Africa's indigenous knowledge is rooted in its culture as reflective in its people, language, dance, food, amongst others. It however appears that Africa has over the years borrowed from knowledge systems alien to its culture in its bid to enhance teaching and learning; even within difficult times like the COVID-19 pandemic (Idowu,2020). This assertion is not new in literature. Ghana is gradually losing its cultural richness. The incursion of globalization seems to have taken a toll on the mannerisms of most Ghanaians (Awaah, 2014). This trend questions the Ghanaian and by extension the African's readiness at using its indigenous knowledge systems to enhance teaching and learning in a bid to help in the achievement of the Africa Union's Agenda 2063.

However, there are voices that utter the term concept of indigenous knowledge according to Ezeanya-Esiobu (2019). At the foundation of its several interpretations is an agreement that indigenous knowledge is an alternative to mainstream, Western styled, or "modern" understanding of knowledge. Indigenous knowledge explores the unique and shared knowledge of a population of people or community, which informs their collective world view (Ellen &Harris, 2000, pp.2–6). Beyond much argument, indigenous knowledge is based on communal understanding and is embedded and conditioned by the culture of the locality in question. The development of indigenous knowledge is a byproduct of efforts to master the environment and has been a matter of survival to the communities. Indigenous knowledge has been further said to be culturally informed understanding inculcated into individuals from birth onwards, structuring how they interface with their environments. It is also informed continually by outside intelligence. Its distribution is fragmentary. Although widely shared locally on the whole than specialized knowledge, no one person authors it or social group knows it all. It exists nowhere in totality, there is no grand repository (Sillitoe, 2002, p. 9).

Greiner (1998, p.1) asserts that indigenous knowledge is "the unique, traditional, local knowledge existing within and developed around specific conditions of women and men indigenous to a particular geographic area." Warren defines indigenous knowledge as "the local knowledge that is unique to a given culture or society; it contrasts with the international knowledge system which is generated through the global network of universities and research institutes" (Warrenetal.1999). The indigenous knowledge could further mean a local knowledge that exists as a result of interactions with the environment by members of a community within a geographical area (Kiggundu, 2007, p. 42). Indigenous knowledge covers all fields of human endeavor including, but not limited to, agriculture, environment, pharmacology, health, trade and economic, political systems.

Far more importantly, Salami (2006) opined that indigenous people have had their own ways looking at and relating to the world, the universe, and to each other. Their traditional education process were carefully constructed around observing natural processes, adapting modes of survival, obtaining sustenance from the plant and animals world, and using natural materials to make their tools and implements. Indigenous knowledge is seen as a people's culture. It is the local knowledge that is unique to every culture and society (World Bank, 1998). Kiggundu (2007) again sees indigenous knowledge as the totality of all knowledge and practices established on past experiences and observation that is held and use by people. According to Greiner (1998), indigenous knowledge refers to what indigenous people know and do and what they have known and done for generations practices that evolved through trials and error and flexible enough to cope with change. Indigenous knowledge system may also be seen as a dynamic experiential knowledge of a people.

Kiggundu (2007) believed that indigenous knowledge system was made understandable through demonstration and observation accompanied by thoughtful stories in which the lessons were imbedded meaning indigenous knowledge system is not static or an unchanging artifact of a former life way, but rather it has been adapting to the contemporary world since contact with other began and thus, it will continue to change. Therefore, this study aims to explore the position of Africa's indigenous knowledge system after post Covid-19 and the resilience of indigenous peoples. There is need to address the system of beliefs, values and traditions that emerge as a historical construct of institutional resilience. This indigenous people, faced with the challenge of COVID-19, have shown their resistance to the health crisis by configuring their food system. The current pandemic will not be the last one that faces humanity, the capacity of resilience of the human being is put under test, the status quo not only configures its actions but also its behavior, proof of this is the current social metabolism of the global society (Martinez,2009).

INDIGENOUS PEOPLES AND THEIR RESILIENT TO COVID-19

It is instructive to mention that indigenous communities, peoples, and nations are those which, having a historical continuity with pre-invasion and pre-colonial societies that developed on their territories, consider themselves distinct from other sectors of the societies currently prevailing on those territories, or elements of them. Approximately there are 476 million indigenous people worldwide, in well over 90 countries with well-defined indigenous knowledge (ILO, 2020 & IWGIA). Pringle (2015) expressed that indigenous communities since ancient times have been able to adapt to different realities; one example is the re-valorization of traditional food knowledge in response to the health crisis caused by the COVID-19 pandemic. The institutional resilience that indigenous peoples possess has allowed the development of strategies to face the COVID-19 pandemic.

Unarguably, the occurrence of COVID-19 has become a threat to the global population (Pappa, S. et al 2020). The vaccine option is a reality, but only high-income countries and a few middle-income countries have access to vaccines. Many developing countries still do not have a vaccine for their populations. Low-income countries only have the option of vigorously implementing infection control measures to prevent the spread of SARS-CoV-2 through human-to-human transmission. Today's COVID-19 pandemic has overwhelmed society's capacity to respond. The world has faced several pandemics in the past and humanity, with every pandemic that emerges, learns (Huremovic, 2019). In this context indigenous peoples due to their perception of the world have learned to cope with a variety of challenges including disease and pandemics. History teaches us that indigenous peoples have built their worldviews due to long periods of observation of their environments (Liu, Kuo, &Shih, 2020). Some studies attempt to understand these world views and have focused on identifying and analyzing indigenous peoples' systems of beliefs, values, and traditions with findings that highlight institutional resilience. The implementation of public policies within the framework of indigenous groups' belief systems, values, and traditions opens up a range of possibilities for vulnerable territories to think about their development based on how they view the world in which they live. Facing the COVID-19 pandemic, indigenous peoples have implemented response strategies based on their ancestral knowledge and informal institutions. Since ancient times, humanity has benefited from nature. It is worthy of mentioning that the relationship between man and nature has generated an interdependent process that today we see as a socio ecological system. In a socio ecological system two components interact. Firstly, human beings with their ideas (beliefs, values, and traditions) and institutions (political, social, economic). In the second, nature with both its biotic and a biotic side. The rapid expansion of humanity has impacted the planet. A new world order will necessarily have to rediscover the dependence on locally produced products and the importance of indigenous knowledge (Cawthorn, Kennaugh, &Ferreira, 2021).

A change in preferences will not be easy; the pandemic is teaching us lessons, aimed at designing and implementing policies that promote self-sufficient and sustainable local natural resource economics. In the last 250 years humanity has grown at an alarming rate to more than 7.7 billion people, the exploitation of natural resources is increasing generating a decline in sinks at a global level. Be that as it may, local food systems from the perspective of indigenous peoples can be opportunities. To show the importance of institutional resilience and its constitutive form (informal institutions), the indigenous person as an original inhabitant of a territory has configuring attributes (for example, in its historical persistence, culture plays a determining role).

However, the individuality is part of a collective or community which in turn is responsible for the cultural reproduction of the indigenous group. In this logic, we can visualize, for example, how food systems reflect the cultural reproduction that ultimately perpetuates identity. A food system in the ancestral context allows us to go through beliefs, values and traditions; it shapes informal institutions and is the basis for an indigenous people to face any challenge. In this sense, indigenous peoples, builders of their resilience, their historical persistence and their institutions are defining elements in today's global society. Resilience is the ability to cope with an event, trend, or disturbance by responding or reorganizing to adapt, learn and transform.

Resilience is having the ability to continue learning, self-organizing, and developing in dynamic environments when faced with uncertainty and the unexpected. In this logic, institutions (formal and informal) are relevant because they give meaning to human actions. The term "institutions" acquires relevance because it gives meaning to the informal institution which in turn constitutes the shaping element of institutional resilience. This adaptation or transformation is driven by historically inherited cultural expressions that, in most cases, create environments that result in individual or collective well-being. Actions based on a system of beliefs, values, and traditions, have led the individual to adapt, persist, and transform the environment, being able to contain the disturbances or crisis. Indigenous peoples have inhabited the planet for millennia; their worldview and the historical persistence of that worldview are the sources of their belief systems, values, and traditions. These systems have interacted with the environment in a balanced way, which has allowed indigenous groups to acquire a broad knowledge of their environment for millennia.

The coronavirus (COVID-19) pandemic poses a grave health threat to Indigenous peoples around the world. Indigenous communities already experience poor access to healthcare, significantly higher rates of communicable and non-communicable diseases, lack of access to essential services, sanitation, and other key preventive measures, such as clean water, soap, disinfectant, etc. Likewise, most nearby local medical facilities, if and when there are any, are often under-equipped and under-staffed. Even when Indigenous peoples are able to access healthcare services, they can face stigma and discrimination. A key factor is to ensure these services and facilities are provided in indigenous languages, and as appropriate to the specific situation of Indigenous peoples.

Indigenous peoples' traditional lifestyles are a source of their resiliency, and can also pose a threat at this time in preventing the spread of the virus. For example, most indigenous communities regularly organize large traditional gatherings to mark special events e.g. harvests, and coming of age ceremonies, among others. Some indigenous communities also live in multi-generational housing, which puts Indigenous peoples and their families, especially the elders at risk.

As the number of COVID-19 infections rises worldwide as well as the high mortality rates among certain vulnerable groups with underlying health conditions, data on the rate of infection in indigenous peoples are either not yet available (even where reporting and testing are available), or not recorded by ethnicity. Relevant information about infectious diseases and preventive measures is also not available in indigenous languages. Indigenous peoples experience a high degree of socio-economic marginalization and are at disproportionate risk in public health emergencies, becoming even more vulnerable during this global pandemic, owing to factors such as their lack of access to effective monitoring and early-warning systems, and adequate health and social services.

As lockdowns is over, numerous countries, with no timeline in sight, indigenous peoples who already face food insecurity, as a result of the loss of their traditional lands and territories, confront even graver challenges in access to food. With the loss of their traditional livelihoods, which are often land-based, many Indigenous peoples who work in traditional occupations and subsistence economies or in the informal sector will be adversely affected by the pandemic. The situation of indigenous women, who are often the main providers of food and nutrition to their families, is even graver. Yet, indigenous peoples are seeking their own solutions to this pandemic. They are taking action, and using traditional knowledge and practices such as voluntary isolation, and sealing off their territories, as well as preventive measures – in their own languages.

KNOWLEDGE OF AFRICA'S TRADITIONAL MEDICINE

In most cases, knowledge of traditional medicine is passed down from generation to generation and stays in the family. Herbalists are faced with numerous challenges for example: younger generations are slowly losing interest in traditional medicine; healers are dying and with them their knowledge; medical industry have taken advantage of insufficient policies on traditional medicine and developed their own drugs, based on traditional knowledge for which they have no copyrights; and insufficient knowledge and capacity by herbalists on procedures on how to patent, clinically test and sell their products, Beginna (2022).

Even before the introduction of modern medicine in Africa, ailments and diseases were treated by herbal doctors who administered medicine from their natural environment. Indeed, modern medicine sprung out of, and continues to get inspiration from, the traditional knowledge on natural remedies including medicinal plants. Herbalists have been providing herbs as home remedies to boost immunity of community members. The symptoms of COVID-19 are similar to symptoms of other common cold diseases. Therefore, commonly used preventive measure could be used curb the spread. For example, steaming under a blanket to relieve chest congestions, chew tree backs for dry coughs, inhale some leaves to clear the nasal congestions, have been used as preventive measures. Taking a lot of herbal teas will help to boost the body's immunity from plants like *Cympobogon Citratus,Cucuma Longa, Artemisia Annua, and Ajuga Remota* among others. For breathing difficulties plants like *Toddalia Asiatica, Zanthonxyllum Usambarensis, Warbugia Ugandensis, Fagara Microphylla* among others have been used (Okoye,2021).

In a joint effort to consolidate, share research and knowledge around traditional medicines response to COVID-19 in Africa, United Nations Educational, Scientific and Cultural Organization (UNESCO) organized a webinar on Traditional and Complementary Medicine in the Eastern Africa Region, in collaboration with the World Health Organization (WHO), the African Union Commission and Trust for Indigenous Culture and Health UNESCO, (2020)

In Africa, traditional medicine is culturally entrenched, accessible, and affordable, and serves as primary source for healthcare to more than 80% of the population across the continent (UNESCO 2020). This practice capitalizes on the rich biodiversity (plants and herbs) and effectively balance the relationship between man and nature, as well as indigenous knowledge passed on through generations. Traditional medicine is also important because it represents a multibillion industry that can help boost the economy of a country, if well managed.

WHO/Africa Centre for Disease Control and Prevention 25-expert advisory committee was launched to provide independent scientific advice and support to countries on the continent to enhance the safety, efficacy and quality of traditional medicine therapies. During the Webinar, WHO reiterated the call to African governments, to accord formal recognition to traditional medicine, create an enabling environment for its practice, and integrate the time-honored system of medicine into their national health systems, as supported by the WHO Traditional Medicine Strategy (2014-2023). The 2014-2023 strategy acknowledges the growing need to harness the potential contribution of traditional and complementary medicines to health and wellness as well as the promotion and integration of traditional medicine products, practitioners and practice into health systems.

"*Traditional medicine is a common Heritage that African countries share. For example, the Madagascar tonic known as COVID-Organics intrigued the interest of many Member States and the need for it to be recognized as medical therapy for COVID-19 has sparked debate worldwide. In light of this, the African Union Commission was requested by Member States to organize a continental dialogue on traditional medicine*" (Bunnet et al)

The online meeting further gave opportunity to researchers and academia from Ethiopia, Kenya, Madagascar and Uganda to weigh in on the matter and share their perspectives and experiences. In the presentations, there were multiple requests for governments to play a central role to create the much needed enabling environment which can allow the practice of traditional medicine to flourish (UNESCO, 2020).

CONTINENT OF AFRICA AMIDST COVID-19

The African continent has many indigenous peoples; the countries that make up the continent are vulnerable because African countries have a poor health system (lack of equipment, lack of funding, insufficient training for health workers and ineffective data transmission) that does not adequately address the pandemic (Martinez et al 2020). Africa has invested in preparedness and response activities aimed at various outbreaks on the continent (e.g., ebola virus, lassa fever, polio, tuberculosis, or human immunodeficiency virus). This expertise has been rapidly adapted to COVID-19. Africa had its first case of COVID-19 in Egypt on 14 February 2020, and in sub-Saharan Africa, the first case was reported in Nigeria on 27 February 2020 (.Lone & Ahmad, 2020). According to Ozili (2021), the increase in cases affected social cohesion, especially in North African countries that share similar cultural values. Some indigenous peoples in Africa are being affected by the COVID-19 pandemic because of the failure of peoples and cities to comply with health measures. However, many indigenous peoples have deployed strategies based on their traditional knowledge that have enabled them to cope with the pandemic.

The indigenous populations of Africa have a rich culture that has enabled them to cope with the COVID-19 pandemic. The intervention process in some African countries with indigenous peoples has been fragmented, causing countries such as South Africa, with confirmed cases of COVID-19 to increase; in the rest of the countries of the continent deficiencies in the health system have been a determining factor in the increase of COVID-19. The emergence of a new variant has increased the number of deaths in southern Africa, testing the institutional resilience of indigenous peoples in this region. According to Rotimi et al, the resilience of Africans to pandemics has been widely evidenced due to their genomes. Indigenous populations and African populations in general, due to a high allele frequency, have survival advantages in infectious diseases

NEED FOR PEOPLE-CENTERED KNOWLEDGE AND RESEARCH

The COVID-19 experience has shown the power of knowledge. People-centered knowledge requires that knowledge/research processes be informed by the people, their needs and realities. The fight against the pandemic has been slowed down by lack of a clear understanding and data on local dynamics and the conditions under which culture shifts or behavior changes can happen. While data exists at higher levels, adopting this data to the local context rarely happens, especially for the urban and rural poor. This is because these local communities often have little say in defining and co-producing data/research and policies. This means that establishing community-driven data and knowledge systems and strengthened public engagement is necessary to inform context-specific and adaptive responses to disasters.

Policies informed by knowledge that is produced in this way are important pathways to spur much-needed impact in Africa. For example, the Made in Rwanda Policy promoted in Rwanda enables indigenous/local knowledge to inform the country's knowledge base and development activities. The country has set up a research facility to codify the efficacy of local knowledge around medicinal plants, allowing its national health systems to draw from local information. While this is still evolving, and its effectiveness has not been fully documented, discussions with Rwanda's stakeholders under the Knowledge Systems Innovation study indicate that this has enabled affordable and locally-grounded health solutions to be developed Wesley (2021).

NEEDS FOR AFRICA'S CROSS-SECTORAL KNOWLEDGE INTERACTIONS AND PARTNERSHIPS

While Covid-19 remains a health issue, its impacts are multiple. In Africa specifically, it is estimated that lockdowns have led to shortage in Food production and distribution chains have been disrupted, leading to food and nutrition insecurity for many Africans (UNESCO 2020). The continent's education and social networks are also breaking down very fast. How can knowledge systems help? Managing the pandemic in an optimal way relies on a package of integrated/holistic knowledge drawn from various sectors, disseminated strategically. Currently, most attention in African countries is given to how the health-related impacts of Covid-19 are disrupting formal and urban economies. While this is worthwhile, it risks overshadowing the disruptions to other sectors (for example, food distribution chains) with potential long-term implications for social systems and livelihoods. There is a need for frameworks that enable cross-disciplinary/cross-sectoral partnerships and co-production of knowledge to create spaces for knowledge interactions, to address these other questions.

PROMISING PATH TO RESEARCH AND KNOWLEDGE IMPACT

The COVID-19 experience shows the need for strengthened linkages between research and innovation in Africa. Existing research systems (for example, medical research centers and Center for Disease Control) have generated a great deal of information on responding to the COVID-19 outbreak, for example on the protective equipment and behaviors that are needed. Informed by this evidence, many entrepreneurs, small businesses and community-based organizations have been innovating – producing preventive kits including face masks, ventilators, and hand-washing machines that are affordable for poor people. This has helped to limit the spread of the disease in poor areas.

New livelihood opportunities and capabilities have also emerged from such innovations. Some of the specific examples of the COVID-19 related innovations in Africa were showcased during a virtual session of African innovators in the face of Covid-19 organized by WHO on 20 May 2020. These included creative solutions from Ghana on developing a three-wheeled medical ambulance to supply medical needs in hard-to-access rural communities; response kits developed in other African countries, including South Africa, Kenya, Guinea and elsewhere; and attempts to develop indigenous cures, such as an organic tonic, in Madagascar and other African countries. This suggests that there is a great deal of innovation happening already in different parts of Africa. But for this innovation to flourish, it needs national policy and regulatory frameworks that boost domestic innovation capacity and allow emerging innovations to be marketed in the longer term

CONCLUSION AND RECOMENDATIONS

In conclusion, Africa has the capacity to consolidate the knowledge that is readily available on the continent to provide traditional medical therapies that are affordable and safe for public health, including to face important sanitary crises as COVID-19. UNESCO will continue to use its convening power to enhance dialogue on traditional and complementary medicine, as well as its wealth of biodiversity and the effective management of this indigenous knowledge embedded in intangible cultural heritage of different peoples and communities, while also bringing to the front the ethical dimensions as well as human rights, as encapsulated in the UNESCO Universal Declaration of Bioethics and Human Rights.

Knowledge systems and the Science, Technology & Innovation (STI) arena are a key part of enhancing development and resilience to shocks in many ways. The response to Covid-19 in Africa has shown how they are working in some areas, but also where they could be improved. The need to embrace people-driven knowledge, multispectral and interdisciplinary knowledge partnerships and application of research to promote innovations are essential, not just in pursuing development, but also as a safety net for the continent's gains and contributions to the global Sustainable Development Goals. From the Covid-19 experience, it is important to note that investments in research and knowledge systems are not just important for onward future development efforts, but also in safeguarding the progress on development that has been made so far. To make these investments work for Africa, there is need to work towards more adaptive and multifaceted knowledge systems that can better cope with unexpected circumstances, like pandemics, that require rapid social and technical innovation.

It has been more than a year since the global scourge of Covid-19 struck, forcing the government and the private sector to scramble for vaccines and treatments to curb the spread of the virus. But indigenous knowledge systems (IKS) still need to play more roles in curbing the pandemic.

In addition, the perceptions of African people towards western-manufactured vaccines are equally important in order to provide an understanding of the level of acceptance within African communities. The need for research, development and innovation is also very important

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THE DYNAMICS OF INDO-NIGERIAN DIPLOMATIC RELATIONS: A HISTORICAL ANALYSIS

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Abstract

This paper focuses on the diplomatic aspects of Nigeria-India relations. It argues that diplomatic relations between Nigeria and India are designed to facilitate the realization of each country's foreign policy objectives to enhance their national interest. It also posits that the hallmark of statehood rests on the power of states to conduct foreign, external, and diplomatic relations with other sovereign and independent states in the international system. The paper adopts game theory as its framework of analysis. It holds that based on game theory, both India and Nigeria observe rational limits in their decision-making process, thereby avoiding the zero-sum game that generates conflicts. It then argues that Indo-Nigerian diplomacy is anchored on the non-zero-sum game, which makes it possible for both actors to mutually gain or lose depending on the "issue area" and the quality of the negotiators. The article is organized into six sections. The first is the introduction, which lays the background for the study. The second focuses on the origins of Indo-Nigerian diplomacy. The third section examines the establishment of diplomatic missions, while the fourth part discusses the structure of the High Commissions. The fifth explores the nature of diplomatic communications. The sixth part concludes the article and provides recommendations for policymakers of both countries.

Keywords: Diplomatic missions, national interest, game theory, decision-making, diplomatic relations

INTRODUCTION

Nigeria and India are two developing countries that have shared mutual interests for several decades since their independence from British colonial rule. As civilized states in the international system, both countries employ diplomacy as the appropriate instrument through their accredited envoys for coordinating and securing their interest in dealing with one another. Diplomatic relations between Nigeria and India are intended to facilitate the realization of their national interest in dealing with one another in an atmosphere of mutuality, reciprocity, and interdependence. In this connection, their governments calculate the costs and benefits of all alternative policies so as to choose those practices that maximize their interests. Establishing diplomatic missions and exchanging High Commissioners have been very germane to Indo-Nigerian diplomacy. It has resulted in over four decades of consistent cordial bilateral relations between the two countries based on identity, reciprocity, and mutual interdependence. Indeed, the diplomatic relations that began with the formal exchange of High Commissioners have grown in leaps and bounds spanning the periods of bilateral relations to the period of Strategic Partnership. The attainment of a Strategic Partnership compels both Nigeria and India to review their political, economic, diplomatic, and strategic calculations, which inevitably affect the international system.[1] Generally, international relations between states occur at three levels: bilateral relations, strategic partnerships, and bi-National commissions. The purpose of this paper is to determine whether Nigeria and India have been able to achieve their national interests and foreign policy objectives in their diplomatic engagements since the commencement of their diplomatic relations.

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ORIGINS OF INDO-NIGERIAN DIPLOMATIC RELATIONS

The hallmark of statehood rests on the power to conduct foreign, external, and diplomatic relations with other sovereign and independent states in the international system. In this connection, the transition from colony to statehood only transpires at that moment when imperial authorities concede that the territory over which they had hitherto exercised power and control has gained the legal capacity to govern itself and conduct external relations with other states in the international system. India acquired this right of legation on 15th August 1947. Therefore, by exercising its power to conduct external relations with other states, India opened a diplomatic mission in Nigeria in November 1958. This was before Nigeria's independence in 1960. India chose to remain an independent actor by following a non-aligned policy that subsequently became a "third bloc" for the newly emerged states in the developing world, providing an atmosphere for South-South cooperation and development.[2] Consequent to Nigeria's independence in 1960, the mission received an upgrade to the status of a High Commission.

The establishment of a Diplomatic Mission in Lagos, (then Nigeria's capital) opened the gateway to diplomatic relations between Nigeria and India. In the process of its transition from colonial status to independence, Nigeria attained the status of self-government in 1957. This gave Nigerians the first opportunity to control most areas of national policy apparently with two great exceptions; defense and foreign affairs.[3] This development explains why Nigeria's defense and foreign policies were controlled by London until full independence was granted in October 1960. With independence, Nigeria acquired the full legal power to conduct its diplomatic and external relations. Consequently, Nigeria reciprocated India's gesture in 1962 when she established a Diplomatic Mission in Chanakyapuri, New Delhi. However, diplomatic relations between the two countries took a new dimension when Nigeria's first High Commissioner, His Excellency Benedict C. Ikem Obanye, presented his letter of credence to the Indian President on 31st October 1962 in New Delhi in a colorful ceremony typical of diplomatic protocols.[4]

Consequent to their independence in August 1947 and October 1960 respectively, Nigeria and India have developed foreign patterns, which derive their substance from the British diplomatic tradition. Since the 1960s, political and diplomatic contacts have grown enormously in various fields, which both countries recognize as mutually beneficial. In the course of this study, it was discovered that the relations between the two countries that sprout from political and diplomatic relations cut across economic, trade and investment, commerce, tourism, agriculture, medicine, pharmaceuticals, cultural, and educational exchanges. All these constitute the "issue area" on which the foreign policymakers of both countries focus attention.[5]

Historically, modern diplomacy traces its roots to the Italian city-states of the Renaissance period, particularly the Republic of Venice. From Venice, the new practice of systematic diplomacy spread to central Italy and subsequently to other states in Europe. Certainly, the gathering of European princes and diplomats in 1648 produced the Treaty of Westphalia that established the modern state. It established a territorial baseline that became a point of reference in subsequent treaties down to 1789 when the French Revolution broke out. It also established some general principles that influenced international relations throughout that period. However, the inability of the European states to interact within the framework of diplomacy, and Napoleon Bonaparte's bid to spread the doctrines of the

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2 Mahesh Shankar and T. V. Paul, "Foreign Policy Making in India: Looking for Theoretical Explanations" in *Shaping India's Foreign Policy: People, Politics and Places* ed. Amitabh Mattoo and Happymon Jacob (New Delhi: Har-Anand Publications, 2010), 48.

3 Olu Adeniji, "Implementation and Administration of Foreign Policy: A note on the Relationship between the Ministry of External Affairs and the Nigerian Missions Abroad" in *The Structure and Processes of Foreign Policy Making and Implementation in Nigeria, 1960-1990* ed. Gabriel O. Olusanya and R.A Akindele (Lagos: Nigerian Institute of International Affairs, 1990), 143.

4 Hysaint Eiguedo-Okoeguale, *Nigeria-India Relations, 1960-2007: A Study in South-South Cooperation and Development*, Unpublished Ph.D. Thesis, University of Lagos, (2015), 29.

5 Joshua S. Goldstein, *International Relations*, 6th Edition (New Delhi: Pearson Educational Inc., 2008), 30.

French Revolution led to the outbreak of the Napoleonic Wars. Therefore, at the end of the Napoleonic Wars, the 1815 Congress of Vienna regularized the system of diplomatic representation among states.[6]

Over the years, diplomacy has remained the only normal means for conducting international relations between states in the international system and the opposite is war. Indeed, nations go to war only when diplomacy fails. By the same token, when war fails to achieve total annihilation, it takes diplomacy to negotiate a truce. Diplomacy embraces a multitude of interests, from the simplest matter of details in the relations between two states to vital issues of war and peace. When it breaks down, the danger of war or at least a major crisis is looming. Obviously, diplomacy is that great engine that is used by civilized states for maintaining peace. As a way of international life, it is expressed in historically and culturally specific languages. In fact, diplomacy is a cold and rational business.[7]

Diplomacy has been defined as the process of bargaining among states in order to narrow areas of disagreement, resolve conflicts or reach an accommodation on issues over which agreement cannot otherwise be reached.[8] It is the management of international relations by negotiations. This involves the method by which envoys and ambassadors who are skilled in the art of peaceful management of international relations manage and adjust the international system.[9] It could be seen as the fundamental means of implementing foreign policies without recourse to war. Furthermore, Sir Ernest Satow defines diplomacy as the application of intelligence and tact to the conduct of official relations between the governments of independent states… the conduct of business between states by peaceful means.[10] Alan James' definition of diplomacy remains one of the most constructive in the history of contemporary international relations. In his words, diplomacy is the conduct of relations between sovereign states through the medium of accredited representatives and the use of those representatives to advance the interests of the appointing states.[11] Diplomacy has also been conceived as (i) the management of international relations by negotiation, (ii) the method by which these relations are adjusted and managed by ambassadors and envoys; (iii) the business or art of the diplomatist; and (iv) skill or address in the conduct of international intercourse or negotiations.[12]

Understandably, diplomacy offers the best paradigm for ameliorating conflict in the international system beyond the use of force. As a model, it operates within the framework of international relations and foreign policy. Diplomacy also lubricates the international system and it is used to advance the interests of all actors: state and non-state. Although diplomacy seeks to preserve peace and employs negotiation as its chief instrument, actors sometimes find it necessary and expedient to employ coercion, threats, and intimidator tactics to compel their opponents to follow a particular line of action. Irrespective of the method employed whether negotiation, bargaining, or coercion, its success, and effectiveness depend on a number of variables, the most important being the relative power of the actors involved.[13]

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6 Norman D. Palmer and Howard C. Perkins, *International Relations: The World Community in Transition*, Third Revised Edition (New Delhi: A.I.T.B.S. Publishers, 2004), 88.

7 Gordon Craig and Alexander L. George, *Force and Statecraft: Diplomatic Problems of Our Time*, Third Edition (New York: Oxford University Press, 1995), 12.

8 Harold Nicolson, *Diplomacy* (London: Oxford University Press, 1959), 4-5.

9 H. A. Asobie, "Nigeria: Economic Diplomacy and National Interest-An Analysis of the Politics of Nigeria's External Economic Relations" in *The Economic Diplomacy of the Nigerian State* ed. Ogwu U. Joy and Olukoshi O. Adebayo (Lagos: Nigerian Institute of International Affairs, 2002), 48.

10 Lord Gore Booth, ed. *Satow's Guide to Diplomatic Practice*, 5th Edition (London: Longman Group Limited, 1979), 3.

11 Alan James, *Diplomatic Relations and Contacts* (Oxford: Clarendon Press, 1992), 24.

12 Booth, ed. *Satow's Guide to Diplomatic Practice*, 3.

13 Ademola Adeleke, "Conflict and Conflict Resolution in International Relations" in *Readings in Public and International Affairs* ed. Lai Olurode and O. B. Fagbohungbe (Lagos: Faculty

Evidently, diplomacy comes into play when there are conflicts of interest among states and the states agree to settle the conflict without recourse to open war. Diplomacy may involve the entire foreign relations process, policy formulation as well as execution, in which case a nation's diplomacy and foreign policy are similar.[14] Diplomacy remains the art and practice of conducting relations between states through official representatives, usually without open hostilities. Certainly, conflicts of interest whether actual or potential are ubiquitous in the international community and diplomacy remains the most veritable means of accommodating such conflicting interests.[15] In diplomacy, as in any other instrument for the pursuit of foreign policy goals, there are certain factors that place a nation in a privileged position. These factors include; but are not limited to the elements of national power, the size, location, climate, topography of the national territory, the natural resources, the population- its size, density, age, and sex composition, and its per-capita relationship to national income.[16]

At the level of diplomacy, Nigeria and India have been very important to one another. Both countries enjoy mutual cooperation at the multilateral level beginning with the Commonwealth, Non-Alignment, G-77, and recently G-15 and World Trade Organization. (WTO)

Over the last few decades, both countries have been pushing for comprehensive United Nations reform, including the expansion of the United Nations Security Council (UNSC) to make it more democratic, responsive, and representative. Both also desire to see changes in WTO and the global economic system. In the last few years, India has been seeking Nigeria's support for her candidature for a permanent seat in the UNSC just like Nigeria needs her support. They also seek to influence each other's vote in the WTO and other multilateral organizations. Certainly, Indo-Nigerian relations have blossomed with both countries playing leading roles in the Commonwealth.[17]

Fundamentally, the contours of Indo-Nigerian diplomacy are based on the philosophy of realism that guarantees their foreign policy objectives in an atmosphere of trust and interdependence. The establishment of diplomatic relations signifies the importance of prioritizing the objectives of national interest and drawing the future course of bilateral relations in mutually beneficial modes. The broad objectives defined by both states prioritize the long-term goals of their national interests. In effect, the diplomatic practice and behavior of the two states aim at securing their national interests, which they seek to achieve, maintain and protect in an international system that is characterized by cooperation, competition, and conflict.

In view of the intricate and complex nature of the international system, states are guided in their engagement with the outside world by their national interests. Remarkably, Indo-Nigerian diplomacy within the period covered in this study proves the validity of an accepted principle in international relations, namely, adhering to absolute principles of morality in the safest and most non-controversial stance. However, such adherence is difficult to attain owing to the amoral nature of international relations. Therefore, safeguarding such national interest may result in compromises that necessitate concessions and departing from absolute terms of reference to morality.[18]

Undoubtedly, the domestic environment of a state determines its foreign policy goals. Nonetheless, the principal determinant of a state's independence in the international system remains its ability to conduct an independent foreign policy. Therefore, the significance of foreign policy in the conduct of international relations cannot be relegated to the background. It is the means through which a nation announces its appearance on the global

of Social Science, University of Lagos, 2007), 119.

14 Jack C. Plano and Roy Olton, *The International Relations Dictionary* (New York: Holt Rhineheart and Winston Inc., 1969), 213.

15 P. N. Chikendu, "Economic Diplomacy: Past and Present," *Nigerian Journal of International Studies* 15, no. 1 and 2, (1991), 16.

16 Hans J. Morgenthau, *Politics in the Twentieth Century* (Chicago: The University of Chicago Press, 1971), 394.

17 Hysaint Eiguedo-Okoeguale, *Nigeria-India Relations*, 32.

18 J.N. Dixit, India's Foreign Policy, 1947-2003 (New Delhi: Picus Books, 2003), 191.

stage to other nations of the world as an independent actor.[19] It also serves as a tool for establishing national identity and promoting national symbols such as the hoisting of flags and the national anthem played at international meetings. In this connection, it becomes pertinent to explore the factors shaping both countries' foreign policy goals. This will facilitate an understanding of the dynamics of Indo-Nigerian diplomacy.

ESTABLISHMENT OF DIPLOMATIC MISSIONS

Historically, the emergence of the permanent representation of modern states in the territories of other countries for diplomatic intercourse with their host countries dates back to the fifteenth century.[20] By the second half of the seventeenth century, the immunity of a diplomat and his household became necessary in order to ensure permanent relations between states. Certainly, permanent and resident embassies became a common phenomenon in Europe during the late seventeenth century. In fact, all the major states maintained reciprocal representation in peacetime. However, during wars or when relations turn out to be acrimonious such diplomats were withdrawn.[21] However, the diplomacy of the courts entered its golden age during the eighteenth century. The game came to be played according to well¬-understood rules, with a great deal of glitter on the surface but with much intrigue underneath. Quite often, the diplomats who were merely the willing tools in the great contests for empire and European supremacy, which dominated the eighteenth century, represented their sovereigns in the courts of other nations.

At the dawn of the nineteenth century, diplomacy assumed the nature of establishing Diplomatic Missions in other nations' capitals usually called embassies or High Commissions in Commonwealth countries. Certainly, diplomacy functions through a labyrinth of foreign offices such as embassies, legations, consulates, and special missions. In contemporary international relations, diplomatic missions are very important to states in the conduct of foreign policy. They are used for projecting the power and influence of a state in a foreign country. In fact, diplomatic missions facilitate the realization of the national objectives of modern states through the dissemination of correct information and in the process cultivate the friendship of prominent individuals in their host countries.[22]

Against this background, the Foreign Service desks of both Nigeria and India are the organs for the implementation of their foreign policy goals towards one another in their international engagements. Indeed, the existing bilateral and multilateral diplomacy between them serves the purpose of the conduct and management of external relations between the two countries. In 1958, India opened a permanent diplomatic mission in Lagos, then Nigeria's capital. Two years after Nigeria's independence, she reciprocated India's gesture by establishing diplomatic relations with India and subsequently opened a High Commission in New Delhi.[23] The High Commissions thus established by Nigeria and India in each other's capital have become the nerve-centers of Indo-Nigerian diplomatic relations in India and Nigeria respectively, serving as institutional resources employed principally in the task of foreign policy implementation. Over the years, they have provided the atmosphere for the "eyes and ears" of Nigeria and India in each other's capital to function optimally. Meyer-Landrut adequately captures the enormous tasks of these Diplomatic Missions in New Delhi and Abuja when he opined that:

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19 Society for International Relations Awareness, *Reflections on Nigeria's Foreign Policy: Foundations and Challenges* (Lagos: Friedrich-Ebert-Stiffung, 2011), 9.

20 Holsti, *International Politics: A Framework for Analysis*, 162. See also Lord Gore Booth, ed. *Satow's Guide to Diplomatic Practice*, 4.

21 Derek McKay and H. M. Scott, *The Rise of the Great Powers: 1648-1815* (London and New York: Longman, 1983), 202-203.

22 Hassan A. Saliu, "The Politics of Diplomatic Appointment in Nigeria" in *Perspectives on Nigeria's National Politics and External Relations: Essays in Honour of Professor A. Bolaji Akinyemi* ed. Thomas A. Imobighe and Warisu O. Alli (Ibadan: University Press, 2012), 172.

23 Oral interview with Sheikh Lemu, a Nigerian Diplomat (New Delhi: Nigerian High Commission, 4 Chandrangupta Marg, Chanakyapuri, 23 May 2013, Time: 1:00pm – 2:30pm).

> The task of modern diplomacy has increased not only in the sphere of sovereign state actions. The modern foreign service is now increasingly (and in many parts of the world predominantly) a service industry for the promotion of trade and economic interests. The Foreign Service established in the host country opens doors for business representatives; it looks after the growing number of tourists and citizens in the straits, provides all types of information, and has to cope with a swelling flood of visa matters.[24]

Remarkably, the central purpose of each country's external relations is the implementation of its foreign policy objectives. Since interactions between states are either collaborative or conflictual depending on the degree of the incompatibility of the national interests that states pursue in the international system, conflict resolution among actors is carried out with the deployment of diplomatic resources that are available in the Diplomatic Missions. In fact, the establishment of diplomatic relations between the two countries set the stage for engagements in the other "issue areas" such as the economic, cultural, trade and investment, tourism, medical and educational exchanges. As sovereign states, both countries do not tolerate outside interference in their internal affairs. Therefore, they abstain from interference in the internal affairs of each other. However, they influence the behaviour of each other through established diplomatic channels that respect each other's territorial integrity.

STRUCTURE OF THE HIGH COMMISSIONS

Understandably, achieving the overall success of a country's foreign policy objectives depends largely on the crucial role played by its Diplomatic Missions abroad. To be sure, Nigeria has long recognized the importance of diplomatic roles in the conduct of international relations. This explains why she has diplomatic missions in the form of embassies, high commissions, and permanent missions around the globe. This began with the picking of the first set of officers that formed the nucleus of the country's diplomatic service in 1957, who were attached to British Embassies and High Commissions for practical training after a one-year course in international relations at a British university.[25]

It was in this manner that Nigeria was introduced into the world of global diplomacy. Subsequently, she established diplomatic missions across the world with qualified High Commissioners and Ambassadors to carry out the traditional functions of Ambassadors namely; representation, negotiation, reporting, protecting the interests of the sending state and its citizens in the receiving state, and consular duties that are germane to inter-state relations.[26] Certainly, the Nigerian High Commission in New Delhi is a Diplomatic Mission that services and manages Nigeria's bilateral relations with Nepal, Bangladesh, and India in its capital, New Delhi. The Nigerian diplomatic service was established on the model of a single service whose officials alternate periods of service in the Ministry of External Affairs, in Lagos, now Abuja, on the one hand, and on Nigeria's Diplomatic Missions abroad on the other.

As might be expected, the head of the mission is the High Commissioner, who as the chief representative of the government and people of Nigeria in India personifies the Nigerian state in India. He is the emblem of symbolic representation and thus performs symbolic functions. He remains the principal image-maker and chief spokesperson of the Federal Government of Nigeria in India. In this regard, he performs the role of legal and political representation. In fact, the diplomat and the foreign office together shape the foreign policy of Nigeria toward India.[27] Administratively, the organization of the Mission, particularly the prototype of authority, hierarchical structure of control, and flow of information shapes the contours of the formal process of decision-making within the High Commission. Certainly, the Nigerian High Commission in New Delhi ranks amongst Nigeria's most important diplomatic posts. It has a primary duty to

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24 Andres Meyer-Landrut, "Foreign Service: New Task and Methods" in *Aussen Politik* (German Foreign Affairs Review 36, no. 1, (1985), 4.

25 Adeniji, "Implementation and Administration of Foreign Policy," 143.

26 Adeniji, "Implementation and Administration of Foreign Policy," 151.

27 Hysaint Eiguedo-Okoeguale, *Nigeria-India Relations,* 48.

forward reports on the political, economic, and social developments in India to the Ministry of Foreign Affairs in Nigeria. This explains why the diplomats are trained to observe, analyze, and report on political, social, and economic conditions as well as significant trends in their host countries.[28]

Significantly, these reports from diplomats constitute part of the primary raw materials, which guide the foreign policy-makers in the formulation of Nigeria's foreign policy towards India. Usually, the reports are encompassing; covering nearly every conceivable subject, legislative matters, public opinion, market conditions, trade statistics, and finance. Besides, its diplomatic and consular personnel perform diplomatic and consular functions, such as issuing visas to intending visitors to Nigeria, looking after the interest of Nigerians in India, and projecting Nigeria's image within the ambit of international law. Ever since the inception of diplomatic relations between the two countries, Nigeria has had the good fortune of being represented in New Delhi by distinguished, dedicated, and patriotic public servants.[29] This is a clear demonstration of meeting required diplomatic standards in selecting envoys. Indeed, a state's foreign relations should be conducted by persons trained for the task because:

> Diplomacy is a profession by itself that deserves the same preparation and assiduity of attention that men give to other recognized professions…. The diplomatic genius is born, not made. But there are many qualities that may be developed with practice and the greatest part of the necessary knowledge can only be acquired by constant application to the subject. In this sense, diplomacy is certainly a profession itself capable of occupying a man's whole career, and those who think to embark upon a Diplomatic Mission as a pleasant diversion from their common task only prepare disappointment for themselves and disaster for the cause which they serve.[30]

Accordingly, eighteen seasoned diplomats have successively occupied the substantive post of High Commissioners since the establishment of diplomatic relations in the 1960s. Indeed, since the inception of diplomatic relations between Nigeria and India, there has been a steady growth of relations with the continuous flow of Nigerian High Commissioners in New Delhi. This explains why Ambassador Adegua Adekuoye argues that Indo-Nigerian relations have been characterized by mutuality and cooperation since their commencement. In his words, 'there has never been a time that Nigeria recalled her High Commissioner or closed down her Diplomatic Mission in New Delhi.[31]

Next in rank to the High Commissioner is the Minister-Counsellor. By virtue of his position, he remains the Principal Adviser to the Head of Mission. Apart from his primary responsibility for bilateral relations with India, he supervises and coordinates Chancery reports. Moreover, he prepares the annual confidential reports for the counter-signature of the Head of Mission. On issues relating to bilateral relations, he has the assistance of the Third Secretary. The First Secretary of the Mission has the primary responsibility for consular affairs. The coordination and management of the financial resources of the Mission are also within his purview. As Head of the Chancery, the First Secretary is in charge of administrative and establishment matters including the preparation of the annual estimates, budgets, and reports.

The Second Secretary assists the Counsellor in all political and economic matters. He is also responsible for the handling of relations with local and international media and all non-governmental organizations. There is also a Third Secretary who renders assistance to the Minister-Counsellor. Apart from rendering assistance to the Minister-Counsellor in all bilateral issues, he equally assists the First Secretary on Consular matters. He is also responsible for staff welfare.[32] Additionally, the

28 Palmer and Perkins, *International Relations*, 86.

29 Oral interview with Isa Idris and Tokunbo Falohun, Diplomats, (New Delhi: Nigerian High Commission, 4 Chandrangupta Marg, Chanakyapuri, 30 May 2013, Time: 3:00pm-4:00pm).

30 Craig and George, *Force and Statecraft*, 13.

31 Oral interview with Ambassador Adegua Adekuoye (Lagos: Lagos Lawn Tennis Club, 23 July 2012, Time: 2:00pm- 4:00pm).

32 Oral interview with Isa Idris and Tokunbo Falohun, 30 May 2013.

Nigerian High Commission in New Delhi has three Administrative Attachés that share among themselves administrative duties such as custody of classified documents, control, maintenance, and disposition of official vehicles and drivers, the discipline of local staff, maintenance, security, and repair of government property, typing of reports from all political officers, protocol duties, such as liaison with the protocol Department of Indian Ministry of Foreign Affairs and the Missions communication and radio links to the outside world.[33]

Furthermore, a professional accountant serves as a Financial Attaché to the High Commission. He brings his accounting skills and initiatives to bear on the finances of the Mission. This enhances the stability of the financial resource base of the Mission. Generally, he handles the preparation of salaries, wages and allowances, banking and treasury transactions, and audit queries, if any, from the Ministry of Foreign Affairs in Abuja. The commercial section is managed by a Minister who performs the role of a Commercial Attaché. He is duty-bound to supply information to various institutions in Nigeria and the authorities in India that are involved in decision-making. The minister supplies information to the decision-makers in Nigeria about economic developments in India. Prospective investors who intend to do business in Nigeria also rely on him to give them useful information about the business environment in Nigeria.[34]

Significantly, the Minister performs the role of a middleman between the people of both countries. He strives to nourish business contacts between Nigeria and foreign investors intending to invest in Nigeria. In this connection, the Minister works in close collaboration with the Nigerian-Indian Chamber of commerce and industry (NICCI), which has been incorporated since 1992, the Confederation of Indian Industry (CII), and the Ministry of Commerce and Industry in both countries. The CII deals with India-African business and trade. It organizes all the business Conclaves between India and Africa. In 2012, the Minister successfully negotiated the collaboration between Kano state and Indian firms in the area of Hospital facilities and university training for students which led to the Kano State governor's visit to India.[35]

STRUCTURE OF THE INDIAN HIGH COMMISSION IN NIGERIA

The Indian High Commission in Nigeria is a Diplomatic Mission that manages India's bilateral relations with Nigeria in both Lagos and Abuja. The Lagos High Commission has been in existence since the establishment of Indo-Nigerian relations in the 1960s. However, with the completion of the Federal Capital Territory in Abuja, The Nigerian government moved her seat of power out of Lagos to Abuja in December 1991.

In the wake of this development, India opened a new High Commission in Abuja in April 1992 so as to effectively carry out diplomatic functions such as representation, protecting India's interests and that of its nationals in Nigeria, negotiating agreements, and gathering intelligence or information within the ambit of international law.[36] Evidently, the Indian High Commission in Lagos works with the one in Abuja to give a full representation of the government of India in Nigeria. Duties are shared between the two diplomatic outposts. The Indian High Commissioner in Nigeria represents the person and power of the government of India in Nigeria. In this

[33] Oral interview with Isa Idris and Tokunbo Falohun, 30 May 2013.

[34] Oral interview with Indrayani Mulay, Executive Officer (New Delhi: Confederation of India Industry, Lodi Road, May 22, 2013, Time: 11:00am – 12noon).

[35] Oral interview with Indrayani Mulay, May 22, 2013.

[36] Olajide Aluko, *Essays in Nigerian Foreign Policy* (London: George Allen and Unwin Ltd, 1981), 155. See also; Hedley Bull, *The Anarchical Society: A Study of Order in World Politics*, Third Edition (New York: Palgrave, 2002), 164. Hans J. Morgenthau, *Politics Among Nations: The Struggle for Power and Peace*, Fifth Edition Revised. (New York: Alfred Knopf, Inc., 1973), 532. K. J. Holsti, *International Politics: A Framework for Analysis* (New Jersey: Prentice Hall Inc., 1983), 168. Prakash Chandra, *Theories of International Relations*, Third Edition (New Delhi: Vikas Publishers Ltd, 2004), 115. Norman D. Palmer and Howard C. Perkins, *International Relations: The World Community in Transition*, Third Revised Edition (New Delhi: A.I.T.B.S. Publishers, 2004), 86.

connection, he receives almost the same courtesies, privileges, and immunities as are normally accorded a visiting Head of State. The High Commissioner is the symbol and exemplification of the Indian government in Nigeria. Therefore, he presents the views of his country with clarity and tact to the officials and agencies of the Nigerian government. This explains why he seeks to cultivate friendship and widespread understanding of his government by developing personal friendly associations with the leaders in government and other sectors of the Nigerian economy.[37]

In the hierarchy of the Indian High Commission, the Head of Chancery is the next in rank to the High Commissioner. In fact, he is the deputy chief of the mission. He performs enormous responsibilities, the most important being the coordination of the activities of the mission and the oversight of the administration of the mission. He is the Principal Adviser to the Head of Mission on political matters. In terms of administration, he ensures that all correspondence is promptly and properly coordinated. Besides, he is responsible for bilateral relations with Nigeria with the assistance of the Third Secretary. Indeed, the High Commission has three Secretaries in the ranks of 1st, 2nd, and 3rd Secretaries. They assist the Head of the chancery and the High Commissioner in the discharge of their duties. In the early 1990s, a new category of visa, the M-visa was introduced to effectively cater to the ever-growing number of Nigerians seeking medical assistance in India. In the quest for all categories of visas, holders of the ECOWAS passport obtained from any state in the South of Nigeria are welcomed in Lagos. While the High Commission in Abuja serves holders of ECOWAS passports from any of the northern states, including the Federal Capital Territory, Abuja.[38]

DIPLOMATIC COMMUNICATION AND DECISION MAKING

Diplomatic communications between states in the international system are designed for specific purposes. The 1961 Vienna Convention on diplomatic relations adequately provides for this. Accordingly, it establishes that:

> The receiving state shall permit and protect free communication on the part of the mission for all official purposes. In communicating with the government and the other missions and consulates of the sending state, wherever situated, the mission may employ all appropriate means, including diplomatic couriers and messages in code or cipher. However, the mission may install and use a wireless transmitter only with the consent of the receiving state.[39]

This type of communication includes the definition of the government's objectives and rationalization for them. Therefore, diplomats are successful to the extent they can alter or maintain the actions of a foreign government in a manner favourable to the interest of their own government. Against this background, diplomatic communication between Nigeria and India takes place for exchanging views, probing intentions, and attempting to convince one another that certain actions would be in their interest.[40]

Like any other diplomatic mission, the Nigerian High Commission in New Delhi has the Head of Mission as the final decision-maker. This explains why the administrative system is characterized by a decision-making structure with the ultimate power in the hands of the High Commissioner as Head of Mission. There are regular meetings and consultations between the Head of Mission and the top-level officers of the Mission whose input is relevant to policy issues. Thereafter, dispatches based on the consensus and recommendations are sent to the Ministry of Foreign Affairs in Abuja. The remarkable developments in the field of communications have transformed the entire world into a global village in the wake of globalization. In this connection, there is prompt and direct communication between the Head of Mission and the Minister of Foreign Affairs. There is

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37 Oral interview with Deepak Vohra, Diplomat (New Delhi: 104-107 Hemkunt Tower, Nehru Place, 24 May 2013, Time: 4:00-500pm).

38 Oral interview with Vijay Kumar, Diplomat (Lagos: 8A Walter Carrington Crescent, 12 August 2013, Time: 2:30- 3:30pm).

39 See; Article 27 of the Vienna Convention on Diplomatic Relations of 1961.

40 Holsti, *International Politics: A Framework for Analysis* (New Jersey: Prentice Hall Inc, Englewood Cliffs, 1983), 173.

unanimity among the Mission staff interviewed that the High Commissioner listens to their views even when he disagrees with such views and even encourages them to prepare memoranda on the important ones for closer scrutiny and further deliberations. This is a clear demonstration of the principle of open-policy-making.[41]

Fundamentally, intelligence and information gathering is germane to effective diplomacy. This explains why the mission strives assiduously to gather information on a wide variety of happenings within the ambit of international law. In this regard, there is no doubt about the quality of political reports sent to Abuja. However, such reports need expansion to cover a more robust account of what transpires in and around India, Bangladesh, and Nepal, their countries of accreditation.[42] Therefore, it becomes necessary for officers to scout around for information through personal and other types of contacts to keep abreast of the happenings and developments in New Delhi and report thereon timely enough to forestall news from becoming stale. In fact, the quality of reports and dispatch sent to Abuja are as important as the quality of briefings about Nigeria received from Abuja. This enables the mission to explain developments in Nigeria correctly and the basis for Nigeria's position on various issues to both the government and the people of India.

CONCLUSION AND RECOMMENDATIONS

The article explores the diplomatic aspect of Indo-Nigerian relations. It establishes the power to conduct external relations as the hallmark of statehood. In the Westphalian context, India and Nigeria became eminently qualified consequences of their independence in 1947 and 1960 respectively. In that connection, they establish Diplomatic Missions and exchange High Commissioners who perform diplomatic functions in each other's capital.

Obviously, there are many studies on the broad field of Nigerian foreign policy and a few of its divisions. However, there exist few studies on the diplomatic practice of Nigeria focusing on Diplomatic Missions. This paper is an attempt to fill that lacuna. It argues that the Diplomatic Missions established in each other's capital provide the atmosphere for the "eyes and ears" of Nigeria and India in each other's capital to function optimally. Similarly, it analyses the structures and organizations of the High Commissions. Interestingly, both missions have the Head of Mission as the final decision-maker in their host countries. In the final analysis, the study recommends the following:

1. Rather than sending politically connected amateurs, both countries should endeavor to send trained professionals to manage their High Commissions in each other's capital. This is because a nation's foreign relations can only be effectively conducted by trained professionals.
2. Nigeria and India must intensify their diplomatic relations in order to explore the full potential of the newly attained strategic partnership.
3. Both countries should push for the third stage of relations, which is the Bi-National Commission.
4. Under existing military cooperation, more Indian military experts should be encouraged to visit Nigeria so as to teach in Nigeria's military institutions, while more slots should be reserved for Nigerians in India's military institutions.
5. Both countries should work together within the United Nations to achieve the expansion of the UN Security Council through the instruments of negotiation and bargaining. This will help to actualize their dream of becoming members of the UN Security Council

[41] Hysaint Eiguedo-Okoeguale, *Nigeria-India Relations*, 55.

[42] The Nigerian High Commission in New Delhi is also accredited to Bangladesh and Nepal. Therefore, Nepalese and Bangladeshi wishing to visit Nigeria obtain their visas in the Nigeria High Commission in New Delhi.

SCHOOL MAPPING STRATEGIES AND ACCESS TO EDUCATIONAL OPPORTUNITIES IN RIVERS STATE, NIGERIA

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Abstract

The main objective of the study was to investigate the influence of school mapping on access to educational opportunities in Rivers State, Nigeria. A survey research design was used. A sample size of 120 respondents was incorporated using the random sampling technique. A questionnaire was used to collect primary data for the study. The hypotheses were tested using a one-sample t-test at a 0.05 level of significance. The study also found among others that there is a low extent of the influence of existing educational facilities on individuals' access to educational opportunities, while the hypothesis indicated that existing educational facilities have a significant impact on individuals' access to educational opportunities in Rivers State. The study concluded that the development and adoption of a school mapping plan will ensure adequate distribution of resources to the different schools that are meant to benefit from such resources. Based on the findings of the study, the study, therefore, recommends among others, that the Rivers State government should invigorate the present state of existing educational facilities of public primary and secondary education in Nigeria to expand access to educational opportunities.

Keywords: Access, Education, Mapping, Opportunities, School, Strategies.

Introduction

Education is the bedrock of any nation; without it, no nation can strive efficiently, economically, or technologically (Famade & Oyekan, 2015). Consequently, access to a functional education remains the major tool for the production of citizenry that can revitalize the economy for global competitiveness. The essence of education, nonetheless, is to create opportunities for sustainable and viable economic growth in the future. However, a proper and quality educational opportunity facilitates quality learning all through the life of a learner.

Access to educational opportunities is a right of every citizen in Nigeria, as enshrined in the 1999 constitution of the Federal Republic of Nigeria. It provides, concerning the nation's educational objectives, that "the government shall, through its policy, ensure that equal and adequate educational opportunities are provided at all levels." The Constitution of the Federal Republic of Nigeria guarantees equality and equitable opportunities to all citizens (Okoli, 2017). The inability to access the required basic education builds a great barrier to the actualization of the developmental promises education holds. Access to education is at the heart of development strategies, which are associated with the progress and goal realization linked with education for all. This statement is in agreement with the various efforts made by countries around the world towards the achievement of universal basic education. It is an important aspect of the efforts made to reduce poverty, raise equity, and improve the developmental expectations of individuals and society as a whole. It is, however, disappointing to note that many children in our society cannot read or write.

The Opportunity to access basic education is as important as the quality of that education. This is because, the Education for All Global Monitoring Report (2015), reported the following observations: "(1) A total of 250 million children worldwide can neither read nor write. This represents one-third of all the children in the world; (2) 30 million of the 250 million who cannot read and write have attended school for at least four years; (3) there is a shortage of an estimated two million teachers globally about securing basic education for all—more than half of this number in sub-Saharan Africa; and (4) 6 million new teachers are needed by 2020 to reach the goal of education for all, according to UNESCO (2015).

The need for adequate planning before establishing schools, disposing of resources to schools, and deploying manpower resources to the established schools to give beneficiaries equal opportunity to access educational opportunities has led to the popularization of the concept known as "school mapping." According to Fadipe and Ojedele (2000), school mapping is the diagnostic stock-taking of the educational system, with the specific aim of determining what types and stocks of resources and facilities one would need in the future and how existing facilities can be put to optimal use given the scarcity of resources. In other words, school mapping is the application of thought processes and analytical techniques to see within a short-, medium-, or long-term plan. Additionally, school mapping is described by Madumere (2008) as "a dynamic process of identifying logically and methodically the communities and areas where educational institutions are to be put under a policy." This means that it is, in a sense, an evaluation of the educational system.

The reason for school mapping is to establish a school interconnection that will meet, most efficiently and equitably possible, the expected goals for education (Agbovu, & Adiele, 2019). Based on the foregoing definitions, school mapping in the context of Rivers State, Nigeria, can be seen as the result of a series of events aimed at establishing a logical and systematic identity in the communities and locations where school facilities are to be sited in a way that all qualified prospective learners will have easy access to educational opportunities. In other words, the entire process aims at achieving excellence in the allocation of educational facilities to produce well-equipped and highly productive learners.

Another issue that ought to be considered in the establishment of schools is the distance from residence, which the United Nations International Children's Emergency Fund puts at two kilometres. Unfortunately, the distance of residence from those new structures constitutes a breach, as most of the new structures are not within the range, particularly in highly urban centres. Not only are the new structures wrongly situated, but they are mostly built along the highways, creating the feeling of an unsafe environment for parents and guardians.

An easy explanation of these situations is that the government, in its wisdom and discretion, intends for its citizens to have the opportunity to access basic education without considering the portion of school-age children who may not have access to basic education in the process. Consequently, facilitating the achievement of Sustainable Development Goal 4 (*SDG IV),* which is to encourage inclusive, equal, and quality education and incite learning opportunities for all, cannot be achieved in an atmosphere of waste typified by the existence of idle classrooms and the probable deterioration that follows from disuse. It was based on the foregoing background that this study was motivated. The paper was structured into four sections, as follows: (1) introduction; (2) review of literature; (3) methodology; and (4) results and discussion. However, the rest of the introduction included the statement of the problem, the objectives of the study, research questions, and hypotheses.

Statement of the Problem

This study was motivated by the need for the provision of access to educational opportunities for all, particularly those members of society who have been traditionally neglected or disregarded by the educational system in Rivers State, due to the nonexistence of any known school mapping plans or strategies to address the disparities between the existing educational facilities and services provided by the state's Ministry of Education to the people.

These disparities are observed in the distribution and allocation of human and material resources to various schools in the state, without consideration of the enrollment rate of students at such schools to match the available facilities and resources. For instance, the Port Harcourt Local Government Area (urban area) has six senior secondary schools with 708 teachers, while Khana Local Government Area (rural area) has twenty-five senior secondary schools with 502 teachers for the 2020–2021 academic years (RSSSSB, 2020-2021), showing a significant mismatch in the distribution of teachers with the number of schools.

The gap that this study fills is the lack of studies addressing disparities in the distribution of resources and facilities to schools in Rivers State, in terms of the influence of school location on individuals' access to educational opportunity, and the need to align the supply and demand for education with individuals' access to educational opportunity.

Objectives of the Study

Specifically, the objectives of the study are to;

1. Diagnose the influence of existing educational facilities on individuals' access to educational opportunities.
2. Determine the influence of the location of schools on individuals' access to educational opportunities.
3. Examine the influence of aligning the supply and demand for education on individuals' access to educational opportunities.

Research Questions

1. What is the influence of existing educational facilities on individuals' access to educational opportunities?
2. What is the influence of the location of schools on individuals' access to educational opportunities?
3. What is the influence of aligning the supply and demand for education on individuals' access to educational opportunities?

Hypotheses

1. Existing educational facilities have no significant impact on individuals' access to educational opportunities in Rivers State.
2. Location of schools has no significant impact on individuals' access to educational opportunities in Rivers State.
3. Aligning the supply and demand for education have no significant impact on individuals' access to educational opportunity in Rivers State.

REVIEW OF LITERATURE

Concept of School Mapping

The word school mapping is often misconstrued to mean the use of a map in locating existing schools, and the use of suitable symbols to determine the differences. Meanwhile, school mapping covers more than insinuated. The process of locating and planning a suitable site for an educational facility is called school mapping. It is an act of planning ahead of an educational investment. A number of scholars have provided alternative definitions for the idea of school mapping. School mapping, according to Yusuf and Akinniranye (2011), is the procedure of determining the optimal neighbourhoods and areas for new schools to be built as well as the placement of extra educational resources. School mapping, according to Akpakwu (2012), is a set of methods and procedures used to pinpoint the location of future educational needs in a certain neighbourhood or geographic region.

According to Sabir (2013), school mapping is a dynamic process that involves rationally and methodically selecting the communities and locations that will house the educational facilities specified in a plan. School mapping, according to Tolutope (2011), is the process of determining a community's educational needs through research and survey activities. It is the method used by educational planners to plan the local-level request for school allocation and to make institutional-level decisions. It has to do with the school's location geographically. It deals with the school location, planning, distribution of sizes, and spacing of schools and school amenities in addition to just drawing maps.

School mapping is a vital planning approach to achieve the targeted objectives in the distribution of educational facilities across different geographical locations; the term "school mapping" seemingly implies that the exercise is confirmed to the location of schools and distribution of school facilities. From these definitions given by various authors, it can be comprehended that school mapping is an important planning technique that aids institutions to achieve a targeted objective of distributing educational facilities, as well as, the location of educational institutions across different geographical zones to ensure optimum utilization.

Objectives of school mapping

Oyewobi (2001), Oyebade (2009), and Akpakwu (2012) have summarized the objectives of school mapping as follows: (1) to ensure equity in the distribution of educational facilities to communities where they are needed and best utilised (2) to promote accessibility and equality of educational opportunities for everyone (3) to provide safety and convenience for students travelling to and from school, (4) to ensure the future possibility of expansion in terms of land size and increase in school enrolment, (5) to ensure that there is cost-effectiveness and efficiency by improving the ratio between cost and performance, and (6) to avoid over-localization or over-concentration of schools in certain areas while other areas are lacking.

Situational needs of school mapping

Some educational situations can call for school mapping, they are discussed as follows: Firstly, educationally backward areas call for school mapping. These are areas where enrolment and participation rate is low. The need for school mapping in such areas is to shoot up the enrolment rate and also to identify the needed human and material resources to make proper recommendations. The main goal of school mapping, according to Ifebuzor, Nkemakolam, and Akintoye (2015), is to develop a programme that will improve the expansion of educational facilities while taking into account regional inequalities and economic requirements of education, such as the availability of vocational and technical units of basic education.

Secondly, areas undergoing structural reforms call for school mapping. Areas facing the challenges of structural decay require school mapping to fix identified facilities. Fabunmi (2005) noted that serious decisions need to be taken on the use of warn-out school networks under the new dispensation of erecting new schools. The physical facilities should be made available at every stage of the implementation of educational reforms. Not minding the financial implications of setting up a new school on the educational reforms.

Thirdly, sparsely populated areas call for school mapping. School mapping is very important in sparsely populated areas. It is used for the determination of school catchment areas, to improve the rate of participation and adaptation of school programmes for school-age children, and fourthly, densely populated areas call for school mapping. School mapping is necessary for areas that are largely or thickly populated. The population will aid the improvement of the participation rate and also expand the educational system to cope with the needs of the catchment communities.

Challenges Facing Effective School Mapping Strategies

Firstly; the lack of qualified or trained personnel is one challenge to effective school mapping. For effective school mapping to be conducted or carried out effectively, a team of experts in educational administration and planning are needed. But in Nigeria, it has become a culture to see a team of unqualified personnel carrying out such a specialized assignment (Fabiyi & Sule, 2016). This can adversely hamper the achievement of the set goal of the entire exercise. Therefore, the government at all levels should ensure more training of manpower, particularly in the area of educational administration and planning.

Secondly, the lack of storage facilities for data is another challenge to effective school mapping. This is common in all developing nations. There are no adequate or durable material or recordkeeping facilities. In Nigeria, the government should urgently, provide the necessary data storage facilities and data retrieval backup to the Ministry of Education and all educational agencies, for effective data storage and retrieval (Fabiyi & Sule, 2016).

Thirdly, financial constraint is another challenge to effective school mapping. School mapping requires some quantum of financial resources to obtain adequate information. In the process, someone needs to move from one place to another to collect the necessary data. But in the case of such a condition where insufficient or no money is released for this purpose, it becomes a problem for the right thing to be done, thereby affecting the objective of the exercise (Fabiyi & Sule, 2016). It is therefore recommended that adequate financial resources should be made available by the government through the Ministry of Education, to achieve excellence in education institution mapping.

Fourthly, political factors are another challenge to effective school mapping. In as much as politics and education are inextricably connected, there is a need for politics to be divorced from education, particularly those areas of politics that has nothing to do with the growth and development of education (Fabiyi & Sule, 2016). Hence, school mapping should be done without any political pressure from any quota of the geographical formation.

Theoretical Framework

The Central Place Theory (CPT) explains the size, number, and distribution of settlements in a locality. German geographer Walter Christaller, who researched the settlement trends in southern Germany, first published the hypothesis in 1933. Christaller discovered that settlements of a given size were fairly equidistant on the flat landscape of southern Germany (Walter, 1933 cited in Shown, 2019). He discovered that it was possible to use geometric shapes to simulate the distribution of settlement locations by evaluating and specifying the functions of the settlement structure and the size of the hinterland.

The theory made the following assumptions (1) all areas should have an isotropic (all flat) surface, an evenly distributed population, and evenly distributed resources. (2) All areas should have a similar purchasing power of all consumers and consumers will patronize the nearest market, transportation costs equal in all directions and proportional to distance, and no excess profits (Perfect competition).

METHODOLOGY

The study adopted a survey research design in carrying out its investigations. The study covered selected Junior Secondary Schools in the three geo-political zones of Rivers State, Nigeria. The population for the study consisted of 266 junior secondary schools, with 3,737 teachers and 570 principals (the principal, the vice principal academic, & vice principal administration). The sample consisted of 6 junior secondary schools, with 120 teachers and principals, comprising of 17 teachers and 3 principals (principal, the vice principal academic, & vice principal administration) from each school; two schools were drawn from each geo-political zones, with consideration on the locations of the schools. A simple random sampling technique was adopted to select the schools and respondents used for the study.

A 20-item, 4-point Likert scale questionnaire titled "School Mapping and Access to Educational Opportunity Questionnaire (SMAEOQ)" designed by the researcher was used for the collection of data for the study. The instrument was rated as follows; Very High Extent (VHE) = 4 points; High Extent (HE) = 3 points, Low Extent (LE) = 2 points; and Very Low Extent (VLE) = 1 point, with a criterion, mean of 2.5. The instrument was validated by an expert in the Field of Measurement and Evaluation and an experienced secondary school teacher. The instrument was tested for reliability through a test-retest method, yielding a reliability coefficient of 0.89 obtained through Pearson Product Moment Correlation. Mean score and standard deviation were used to answer the research questions, while a one-sample t-test was used to test the hypotheses at a 0.05 level of significance.

RESULTS AND DISCUSSION

Research Question 1: What is the influence of existing educational facilities on individuals' access to educational opportunities?

Table 1: Mean score and standard deviation of the influence of existing educational facilities on individuals' access to educational opportunities

S/N	Items	Respondents (n=120)			
		Agg.	$\bar{x}$	S.D	Decision
1.	The distribution of existing school facilities to meet the demand for education in Rivers State, enhance access to educational opportunity.	284	2.37	1.19	LE
2.	The distribution of existing school facilities in terms of uniformity in the quality of infrastructure in Rivers State, enhance access to educational opportunity.	279	2.33	0.99	LE

3.	The distribution of existing school facilities in terms of the quantity of school infrastructure in Rivers State, enhance access to educational opportunity.	406	3.38	0.89	HE
4.	The distribution of teaching and learning materials to existing school facilities in Rivers State enhances access to educational opportunities.	204	1.70	0.59	VLE
5.	The distribution of human resources to existing school facilities in Rivers State enhances access to educational opportunities.	268	2.23	0.99	LE
	Grand Mean		**2.40**		

(Criterion Mean = 2.5, Mean: 1.0-1.99 = VLE, 2.0-2.49=LE, 2.5-3.49 =HE, 3.5-4.0 = VHE)

Table 1 shows the mean rating of the influence of existing educational facilities on individuals' access to educational opportunities. The result from findings showed that the majority of the respondents indicated a high extent to item 3 with a mean score within the range of 2.5-3.49. The respondents also indicated a low extent to items 1, 2, & 5 with a mean score within the range of 2.0-2.49, and lastly, the majority of the respondents indicated a very low extent to item 4 with a mean score within the range of 1.0-1.99. The grand mean of 2.40 implies that there is a low extent of the influence of existing educational facilities on individuals' access to educational opportunities.

Research Question 2: What is the influence of the location of schools on individuals' access to educational opportunities?

Table 2: Mean score and standard deviation of the influence of location of schools on individuals' access to educational opportunity

S/N	Items	Respondents (n=120)			
		Agg.	$\bar{x}$	S.D	Decision
6.	Location of schools based on distance from residential areas enhances access to educational opportunity	430	3.58	0.82	VHE
7.	Location of schools based on resources available in the locality enhances access to educational opportunity	405	3.38	0.78	HE
8.	Location of schools based on growth and potential growth in enrollment enhances access to educational opportunity	394	3.28	0.89	HE
9.	Location of schools based on the priority of urban-rural variation enhances access to educational opportunity	409	3.41	0.88	HE
10.	Location of schools based on the availability of basic social amenities enhances access to educational opportunity	437	3.64	0.71	HE
	Grand Mean		**3.46**		

(Criterion Mean = 2.5, Mean: 1.0-1.99 = VLE, 2.0-2.49=LE, 2.5-3.49 =HE, 3.5-4.0 = VHE)

Table 2 shows the mean rating of the influence of the location of schools on individuals' access to educational opportunities. The result from findings showed that the majority of the respondents indicated a very high extent to item 6 with a mean score within the range of 3.5-4.0, and the majority of the respondents indicated a high extent to items 7-10 with mean scores within the range of 2.5-3.49. The grand mean of 3.46 implies that there is a high extent of influence of the location of schools on individuals' access to educational opportunities.

Research Question 3: What is the influence of aligning the supply and demand for education on individuals' access to educational opportunities?

Table 3: Mean score and standard deviation on the influence of aligning the supply and demand for education on individuals' access to educational opportunity

S/N	Items	Respondents (n=120)			
		Agg.	$\bar{x}$	**S.D**	**Decision**
11.	Aligning the enrolment projection of students with existing school facilities enhances access to educational opportunities.	359	2.99	0.97	HE
12.	Aligning pupil-teacher ratios with existing school facilities enhances access to educational opportunities.	385	3.21	0.74	HE
13.	Aligning the total requirement for teachers with existing school facilities enhances access to educational opportunities.	396	3.30	0.68	HE
14.	Aligning the stock of professionally qualified teachers with existing school facilities enhances access to educational opportunities.	385	3.21	1.01	HE
15.	Aligning the inflow and outflow of teachers and students with existing school facilities enhances access to educational opportunities.	382	3.18	0.86	HE
	Grand Mean		**3.18**		

(Criterion Mean = 2.5, Mean: 1.0-1.99 = VLE, 2.0-2.49=LE, 2.5-3.49 =HE, 3.5-4.0 = VHE)

Table 3 shows the mean rating of the influence of aligning the supply and demand for education on individuals' access to educational opportunities. The result from findings showed that the majority of the respondents indicated a very high extent to items 11-15 with mean scores within the range of 3.5-4.0. The grand mean of 3.18 implies that there is a high extent of the influence of aligning the supply and demand for education on individuals' access to educational opportunities.

Hypothesis One: Existing educational facilities have no significant impact on individuals' access to educational opportunities in Rivers State.

Table 4: Summary of one-sample sample t-test on the impact of existing educational facilities on individuals' access to educational opportunities in Rivers State

One-Sample Test

	Test Value = 0.05						
	t_{cal}	t_{tab}	**df**	**Sig. (2-tailed)**	**Mean Difference**	**95% Confidence Interval of the Difference**	
						Lower	**Upper**
Existing educational facilities	54.44	1.96	119	0.00	12.55	12.09	13.01

Table 4 indicates that $t_{cal} = 54.44$, df = 119, $t_{tab} = 1.96$, p = 0.00. Therefore, since $t_{cal} > t_{tab}$ and $P<0.05$, existing educational facilities have a significant impact on individuals' access to educational opportunities in Rivers State. Hence, the null hypothesis one is rejected at 0.05 level of significance.

Hypothesis Two: Location of schools have no significant impact on individuals' access to individuals' educational opportunity in Rivers State.

Table 5: Summary of one-sample sample t-test on the impact of location of the school on individuals' access to educational opportunities in Rivers State

One-Sample Test

	Test Value = 0.05						
	t_{cal}	**t_{tab}**	**df**	**Sig. (2-tailed)**	**Mean Difference**	**95% Confidence Interval of the Difference**	
						Lower	**Upper**
Location of schools	93.77	1.96	119	0.00	17.24	16.88	17.61

Table 5 shows that $t_{cal} = 93.77$, df = 119, $t_{tab} = 1.96$, p = 0.00. Therefore, since $t_{cal} > t_{tab}$ and $P<0.05$, the location of schools have a significant impact on individuals' access to individuals' educational opportunity in Rivers State. Hence, null hypothesis two is rejected at 0.05 level of significance.

Hypothesis Three: Aligning the supply and demand for education has no significant impact on individuals' access to educational opportunities in Rivers State.

Table 6: Summary of one-sample sample t-test on the impact of aligning the supply and demand for education on individuals' access to educational opportunities in Rivers State.

One-Sample Test

	Test Value = 0.05						
	t_{cal}	**t_{tab}**	**df**	**Sig. (2-tailed)**	**Mean Difference**	**95% Confidence Interval of the Difference**	
						Lower	**Upper**
Aligning the supply and demand for education	66.86	1.96	119	0.00	15.84	15.37	16.31

Table 6 indicates that $t_{cal} = 66.68$, df = 119, $t_{tab} = 1.96$, p = 0.00. Therefore, since $t_{cal} > t_{tab}$ and $P<0.05$, then aligning the supply and demand for education have a significant impact on individuals' access to educational opportunities in Rivers State. Hence, the null hypothesis three is rejected at 0.05 level of significance.

Discussion of Findings

The study investigated the influence of school mapping on access to educational opportunities in Rivers State, Nigeria. However, the finding in table 1 showed that there is a low extent of the influence of existing educational facilities on individuals' access to educational opportunities. Furthermore, the finding of table 4 indicated that existing educational facilities have a significant impact on individuals' access to educational opportunities in Rivers State.

Also, the finding of table 2 indicated that there is a high extent of influence of the location of schools on individuals' access to educational opportunities. Furthermore, the finding of table 5 indicated that the location of schools has a significant impact on individuals' access to individuals' educational opportunities in Rivers State.

Finally, the finding of table 3 indicated that there is a high extent of influence of aligning the supply and demand for education on individuals' access to educational opportunities. Furthermore, the finding of table 6 indicated that aligning the supply and demand for education have a significant impact on individuals' access to educational opportunities in Rivers State.

There is a scarcity of literature on the subject studied, however, the implication of the study base on the outcome of this study is that the Rivers State Ministry of Education has not followed a school mapping plan in the provision of educational opportunities to Rivers people. These were consistent with the findings of Adeyemi (2009), who discovered that the demand for competent teachers and other resources in secondary schools in the majority of the federation's states was greater than the supply of those resources. Furthermore, equality, according to Obayan (2009), implies that all members of society should receive the same benefits and treatment. Rivers State is poor in this. However, the study's conclusion is that there is a great degree of influence from school location on people's access to educational possibilities, as well as a high degree of influence from matching supply and demand for education.

Conclusion and Recommendations

Based on the findings of the study, it was concluded that the development and adoption of a school mapping plan will ensure adequate distribution of resources to the different schools that are meant to benefit from such resources. Therefore, if only, the Rivers State government and the Ministry of Education can adhere to a viable school mapping plan, it would avoid waste in resource distribution and allocation in the educational sector and ensure equal access to educational opportunities for all. Thus, robust action is desperately needed in ensuring that the people of Rivers State have equal access to educational opportunities.

Established from the discoveries and discussion of the study, the study, therefore, recommended the following points;

1. The Rivers State government should invigorate the present state of existing educational facilities of public primary and secondary education in Nigeria to expand access to educational opportunities.
2. Urgent steps like equitable distribution of human and material resources irrespective of the locations of the school would increase access to educational opportunities.

There is a need to align the supply and demand for education with the quality and quantity available to the people of the state to ensure equal access to educational opportunities for all.

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ASSESSMENT OF EMPLOYEE TRAINING AND DEVELOPMENT COST AGAINST FIRM PROFITABILITY

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Abstract

The recognition of HRA is lagging as there are no accounting standards that guide the consideration dimensions of HR in financial statements*. The broad objective of this study is to evaluate the impact of human resource accounting practices on firm profitability. The research design adopted for this study is descriptive survey research design. Findings revealed that there was a significant contribution of employee development to firm profitability ($F_{[1, 474]} = 20.752$, $P<0.05$, $R^2=0.0453$). The result revealed that there was a significant contribution of employee training cost on Firm profitability ($F_{[1, 472]} = 51.238$, $P<0.05$, $R^2=0.0473$). It was concluded that the regression results showed that the projected coefficients of the regression have positive signs. The implication of these signs was that selected firm employee development and employee training cost are related to the profitability of the selected organization. The study recommended that organizations should improve on training and development of employees in order to boost performance.*

KEYWORDS: *Human Resource Accounting, Firm Profitability, employee training, employee development.*

1. Introduction

Human resource (HR) is a term which alludes to the management of people who make up the labor force of any corporate organization or group According to Syed (2019), HR involves the energies, abilities, gifts and information on individuals which are possibly applied for the purposes of creation and delivery of products and services. The achievement of any corporate entity is dependent upon the capacity of the HR to viably and productively streamline different assets such as land, hardware and cash thus HR are the best resources at the removal of organizations. This is the reason the assertion our most prominent resources are our kin is announced in many organizations' yearly reports (Enofe, Sunday and Ovie, 2019). Bassey and Tapang (2018) focuses on the way huam resource have been recognized as one of the principle wellsprings of upper hand by numerous associations in the present economy. Especially, the private area associations are broadly different and has zeroed in on HR as having exceptional key incentive for association advancement. Abdullahi and Kirfi (2017) keep up with that the evaluation of the worth of HR assists the administration with adapting up to the progressions in its quantum and quality so harmony can be accomplished in the middle of the necessary assets and the gave HR. Therefore, it becomes basic to set up measures to viably oversee individuals with their necessities and assumptions to upgrade efficiency. Hence, legitimate enthusiasm for Human resource accounting will empower directors take proper choices with respect to interest in HR. It will likewise give near data in regards to expenses and advantages related with interests in human resources.

It is an axiom that data as to human resource has not been observable and introduced on the fiscal report of associations and it makes it hard to gauge or assess the genuine benefit of a firm. The developing pattern towards the estimation and announcing of human resource in corporate yearly reports is especially not observable in the monetary report of corporate associations. Corporate associations, by charging costs of enlistment, preparing, acquaintance and advancement of HR to the current time frame's benefit or deficit account, downplay benefits or exaggerate misfortunes, by not representing costs identified with HR, in any event, when they considerably disguise resource and total assets.

However, representing HR began numerous years back, the idea actually needs broad adequacy. Many creators and researchers have directed investigates on how people inside an association can be esteemed and revealed in the fiscal summaries of such association. Human resource accounting and revealing by corporate associations is still at the baby stage in Nigeria. These substantial speculations to prepare and retrain quality staff are not reflected yet to be determined sheet of these different associations. To be sure, they are charged against income for the period to lessen pay and likewise the worth of the business. The speculations by this organization in human resources improvement are ordinarily not reflected in their monetary records as resources yet discounted in the benefit or misfortune account. The significant difficulties experienced in the acknowledgment of HR as a resource lay to a great extent on its qualities, measurement in financial terms and the technique for announcing. The rest of the paper is structured into four sections. We will discuss the literature review in section 2 while methodology is being discussed in section 3. Section 4 presents and discusses the results. Finally, section 5 concludes and offers recommendations.

2. Statement of the Problem

Human resource accounting idea is exceptionally well known, it needs broad agreeableness and still numerous associations are endeavoring to comprehend it adroitly. The acknowledgment of Human resource accounting is slacking as there are no bookkeeping guidelines that guide the thought measurements of Human resource in budget reports. In any case, it is viewed as that Human resource is the scholarly resource of any firm as their workers' skills and capacities decide the accomplishment of an association (Bokeno, 2020). Some association's fiscal reports show the immense measure of cash spent on worker advancement like preparing, representative government assistance, clinical, and protection are not viewed as a venture rather those expenses are organization costs for a specific period which will influence the company's worth and benefit.

The premier issue is the way to evaluate the value and financial worth of representatives to the association and how to decide the expense issues. In this way, a grounded arrangement of Human resource accounting could represent administrative choices inside and financial backers' choices remotely (Fajana, 2016). Rao (2018) stated that planned financial backers can without much of a stretch settle on their interest in different firms dependent on examining the strength and usage of human resources. While registering workers' worth as far as experience, capability, and commitment to the association is a key constraint, it is additionally difficult to foresee how long the association can hold its representatives could make it trying to figure the incentive for over a year. Meshack. (2018) announced numerous specialists recommended different ways to deal with esteeming representatives. Brumment proposed the first expense strategy; Likert suggested the substitution cost technique; Flamholtz, Bullen and Hua fostered the current worth strategy however up until now, no strategy is acknowledged around the world. Till today the Human resource accounting idea is generally limited to scholastics however the down to earth execution in firms isn't noticed effectively.

1.2 Objectives of the study

The broad objective of this study is to evaluate the impact of human resource accounting practices on firm profitability. The specific objectives of this study are to:

i. determine the impact of employee development on the profitability of the manufacturing industry in Ogun State;

ii. examine the effect of employee training cost on the profitability of the manufacturing industry in Ogun State.

Research Hypotheses

Ho_1: Employee development does not have any significant impact on the profitability of the manufacturing industry in Ogun State.

Ho_2: Employee training cost does not have any significant impact on the profitability of the manufacturing industry in Ogun State.

2.0 Review of Literature

2.1 Human Resource Accounting (HRA)

The human resource accounting is the technique for perceiving, recording and detailing the venture made on HR in an association which are presently excluded from accounting rehearses (Bokeno, 2011). All in all, these are represented as extra costs of the organization. There are various definitions from various creators. The American Bookkeeping Affiliation characterized Human resource accounting as a course of perceiving, registering, and associating data about workers to empower better administration inside the association. In this way, it can likewise be characterized as the information or scholarly capital the representatives hold during their range of business and produce labor and products or thoughts in a cutthroat or non-serious climate of an association. Flamholtz (2017) characterized Human resource accounting as the most common way of working out the expense caused by an association on its representatives for enrollment, choice, employing and preparing. Along these lines, it manages processing the financial worth of the representatives in an association. Lau and Lau (2018) and Friedman and Lev (2019) characterized Human resource accounting as an orderly course of resource creation and estimating the resource worth of the labor force.

Abubakar (2019) saw human resource accounting as an estimation instrument to impart about the expense and worth of workers of an association. By closing every one of the accessible meanings of Human resource accounting, we characterize the idea as a computation strategy for cost and worth of representatives in the association's budget reports as a theoretical resource.

American Bookkeeping Affiliation (2017) characterizes Human resource accounting as the most common way of recognizing and estimating information about HR and conveying this data to invested individuals. Bhumika (2016), HR Bookkeeping is a bookkeeping of distinguishing, estimating, characterizing, summing up and revealing the information about HR to the financial backers for successful dynamic with respect to the HR of an association. American Bookkeeping Affiliation (2017) states that the motivation behind HRA is to work on the nature of monetary choices made both inside and remotely concerning an association. The fundamental destinations of Human resource accounting are to: further develop the executives by examining interest in HR; think about individuals as association's resource; measure the expense and worth of individuals to associations; draw in and held qualified staff/labor force; profile the association in monetary term; and explore the intellectual and conduct effect of HR data.

As indicated by Newman (2019), HRA alludes to the estimation of the capacities of all representatives of an organization, at each level administration, administrative and customary workers to deliver esteem from their insight and the abilities of their psyches. This definition considers the current development in the assistance business where the information and scholarly capacities of workers are the key for progress. All things considered, HRA is viewed as the abundance of the workers.

Firm productivity

The idea of absolute expense efficiency is the commitment of each business action on benefit age for the organization. Additionally, productivity likewise relies upon the dynamic use of each action and asset accessible on the lookout. Harvard and Upton (2017), characterized productivity as the advantage acquired from the appropriate usage of the put away cash. In this manner, productivity is anything but an elective word utilized for proficiency however it is viewed as an estimation device of effectiveness. Productivity is an important yardstick for measuring the efficiency, the extent of Productivity cannot be taken as a final proof of efficiency. Sometimes satisfactory Productivity can mark inefficiency and conversely, a proper degree of efficiency can be accompanied by an absence of profit. The net profit figure simply reveals a satisfactory balance between the values receive and value given. The change in operational efficiency is merely one of the factors on which Productivity of an enterprise largely depends. The profit from resources is an instrument to quantify the viability of an association by appropriate use of its resources. It likewise helps in making a decision about the better or helpless working of the administration and fosters some expense control endeavors for the administration. While an exceptional yield on resources implies the firm acquiring a higher worth of asses, it means the monetary proportion to gauge the level of benefit age. Riganto (2001) illustrates the higher the profit from resources is the better the firm productivity in view of the more the resource rate the better the profits on venture.

Theoretical Framework

The rational for the two theories is the assumption that a firm can be profitable in a highly competitive market as long as it can exploit advantageous resources also it focuses on employee engagement and creativity.

Resource-based View (RBV)

Resource Based View (RBV) was articulated into a coherent theory by James (2009). The theory states that the organizational resources and capabilities that are rare, valuable, no substitutable, and imperfectly imitable form the basis for a firms sustained competitive advantage. RBV suggests that the firm can secure a sustained competitive advantage through facilitating the development of competencies that are firm specific, produce complex social relationship; are embedded in a firm’s history and culture, and generate tacit organizational knowledge (Odhong, 2018).

This is because they focus on the status of the RBV as a theory, the tautology allegation and sustainable competitive advantage. In business reality, senior managers are often not interested whether or not the RBV constitutes a real theory or not. Instead, they require guidance for achieving competitive survival. As Ludwig and Pemberton (2011) have shown, any firm operating in today's dynamic external business environments needs to focus on competitive survival and their capabilities. As described earlier, perhaps the entire focus of the RBV on achievement of sustainable competitive advantage should be re-considered (Babajide, 2013). It is perhaps difficult (if not impossible) to find a resource which satisfies all of the Barney's criteria.

There is the assumption that a firm can be profitable in a highly competitive market as long as it can exploit advantageous resources, but this may not necessarily be the case. It ignores external factors concerning the industry as a whole; a firm should also consider Porter's industry structure analysis (Porter’s five forces). Dierickx and Cool argue that purchasable assets cannot be sources of sustained competitive advantage, just because they can be purchased. Either the price of the resource will increase to the point that it equals the future above-average return, or other competitors will purchase the resource as well and use it in a value-increasing strategy that diminishes rents to zero (Peteraf, 1993; Conner, 1991). This is another key focus of the study that employee engagement and creativity. This is because they focus on the status of the RBV as a theory, the tautology allegation and sustainable competitive advantage. In business reality, senior managers are often not interested whether or not the RBV constitutes a real theory or not.

Human Capital Theory

In the financial matters writing, human resources alludes to the useful abilities of individuals (Becker, 1964). Abilities, experience, and information have financial worth to associations since they empower it to be useful and versatile; in this manner individuals comprise the association's human resources. Like different resources, human resources has esteem in the commercial center, yet not at all like different resources the possible worth of human resources can be completely acknowledged uniquely with the collaboration of the individual. Hence, all expenses identified with inspiring useful practices from workers including those identified with persuading, observing, and holding. Kazt and Kahn (1978) characterized job practices as the common activity of an individual, properly interrelated with the dreary exercises of others to yield an anticipated result. Human resource the executives is the association's essential means for sending job data through the association, supporting wanted practices and assessing job exhibitions; it is viable, accordingly, when it imparts inside predictable assumptions and assesses exhibitions in manners that are compatible with the framework's social necessities (Frederickson, 1986). Framework prerequisites are ventured to rely upon relevant factors like business techniques and the idea of the business. Job hypothesis perceives that the conduct assumptions for all job accomplices can impact the conduct of hierarchical individuals. By suggestion, viable HRM assists workers with meeting the assumptions for job accomplices inside the association (for example chiefs, peers subordinates), at hierarchical limits (for example clients and customers), and then some (for example family and society). Hence the assumptions for these job accomplices should be joined into a comprehension of Human resource the executives in setting then, at that point establish human resources speculations made fully expecting future returns.

Empirical Review

Isaac, Civic chairman and James (2017) considered the impact of human resources bookkeeping data on the market worth of recorded oil and gas organizations in the Nigerian Stock Trade (NSE). Information were sourced from the organizations' yearly reports and records from 2005 to 2015. The discoveries uncovered that human resources cost has a positive and a generous importance to share cost. Thusly, the capitalization of corporate venture on its Human resource has the inclination of expanding the market worth of oil and gas organizations and furthermore equipped for making a great picture for cited oil and gas organizations in Nigeria.

Enofe, Mgbame, Otunya and Ovie (2019) inspected the connection between monetary execution and HR bookkeeping disclosures in fifty (50) cited firms in Nigeria and the distinctions in HR bookkeeping revelations announcing level between monetary area also, non-monetary area organizations, then again. Information gathered were dissected utilizing Various Relapse. The discoveries uncovered a positive connection between the monetary presentation of an organization and its degree of Human resource accounting Divulgence. It was additionally tracked down that monetary foundations were unveiling HR bookkeeping data more than non-monetary organizations; and the organization's benefit emphatically impacts organizations to report the HR bookkeeping data in their yearly report.

Ogenyi and Oladele (2015) examined the impact of the problems of human resource in Nigeria. The information gathered through overview instrument given to chosen bookkeeping experts and specialists were broke down utilizing Binomial Strategic Relapse. The chief components recognized as difficulties were classified into Resource Acknowledgment Rules (Bend), Exposure Prerequisites (DR) and Existing Social Request (ESO). The discoveries from the examination showed that resource acknowledgment measures and exposure necessities were profoundly liable for the non-bookkeeping hand, was genuinely huge at 5% however doesn't prevent representing HR in Nigeria.

Cherian and Farouq (2013) analyzed the advantages of HRA practices to the firm just as the hypothetical definitions for HRA and difficulties looked during execution of HRA estimation models to anticipate the association's exhibition. The investigation uncovered that since revelations on HR go about as a proof for abundance creation, it is opposed by a few business visionaries.

3. Methodology

The research design adopted for this study was descriptive survey research design. Descriptive survey research was chosen because the design involves one-time observation of independent and non-manipulated variables (Asika, 1990). Similar studies like Rajesh and Nishant (2014), Bruin and Yiannakis (2018) have adopted this design. The researcher elicited information from selected manufacturing industries in Ogun State in order to determine the impact of human resource accounting practices on firm profitability. Empirical review in previous chapters showed human resource accounting is related to firm profitability (Fapohunda, 2014).

This study considered manufacturing industries in Ogun State, which include Unilever Plc, and Reckitt Benckiser. The population of this study is staff of Unilever Plc and Reckitt Benckiser. The total population is 636. The sample size (234) for this study was arrived at using Krejcie & Morgan 1970 formula. The data gathering instrument employed for this study was an adapted and structured questionnaire.

4.0 Results and Discussion

Hypothesis One

Ho1: Employee development does not have any significant impact on the profitability of the manufacturing industry in Ogun State.

Table 1: Summary of Linear Regression Analysis on Contribution of Employee Development to Firm profitability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.338[a]	.453	.106	1.09444

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.642	1	20.752	55.767	.000[b]
	Residual	230. 812	474	5.675		
	Total	255.154	475			
a. Dependent Variable: Firm profitability						
b. Predictors: (Constant), Employee Development						

Predictors: (Constant), Employee Development

Dependent Variable: Firm profitability

The result in Table 1 revealed that there was a significant contribution of Employee Development to firm profitability ($F_{[1, 474]} = 20.752$, $P<0.05$, $R^2=0.0453$). Therefore, hypothesis one was rejected by the result of the study. This implies that Employee development have a significant impact on profitability of a firm.

Hypothesis Two

Ho2: Employee training cost has no significant effect on firm profitability in the manufacturing industry in Ogun State.

Table 2: Summary of Linear Regression Analysis on Contribution of Employee training cost to Firm profitability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.378[a]	.473	.108	1.09448

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.642	3	22.152	51.238	.000[b]
	Residual	230. 812	472	5.675		
	Total	255.154	475			
a. Dependent Variable: Firm profitability						
b. Predictors: (Constant), Employee training cost						

Predictors: (Constant), Employee training cost

Dependent Variable: Firm profitability

The result in Table 2 revealed that there was a significant contribution of Employee training cost on Firm profitability ($F_{[1, 472]} = 51.238$, $P<0.05$, $R^2=0.0473$). Therefore, hypothesis two was rejected by the result of the study. This implies that Employee training cost has a significant contribution on profitability of a firm by the respondents

Discussion of findings

Based on the result analysis, the regression results showed that the estimated coefficients of the regression parameter all have positive signs. The implication of these signs was that employee training cost and development cost are all positively related to the profit of the manufacturing industry for the period of study. This means an increase in training cost and development cost could lead to increase in profit of the company. This confirm to economic measure, and could be supported by the works of Enofe, Sunday, & Ovie (2013), they opined that their greatest assets are the employees.

5.0 Conclusion and Recommendations

Based on the empirical analysis, the regression results showed that the projected coefficients of the regression have positive signs. The implication of those signs was that selected firm employee development and employee training cost are associated with the profitability of the chosen organization. This suggests a rise in employee development and employee training cost will cause increase in profit of the firms. This notify economic criterion, and will be supported by the works of Enofe, Sunday, & Ovie (2019), they opined that their greatest assets are the staff, organization doesn't exist in a very vacuum, there are people (employees) who make work together towards achieving its goal. Organization exists for a specific goal. The goal can't be realized except people are trained and developed.

Based on the summary of findings, it was recommended that;

1. Organization should improve on training and development of their employee so as to boost their performance. Organisation must invest on their employee rather than spending on other unproductive organisational activities.

2. Employer or organization should endeavor to finance training of employee as expected. Companies should endeavor to invest in training their employees from time to time, due to the dynamic nature of an organisation and globalization new skills are needed so as to keep up with meeting organisational needs.

3. Researcher should consider using another indicator to measure the impact human resource accounting have on profitability of a firm which mean that another variable other than employee training cost and development cost should be considered by future researcher to test the impact human resource accounting will have on firms profitability

4. More studies should also be done to validate this work this implies that more researcher should be carried out to support the gaps filled by the study.

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THE IMPACT OF HUMAN RESOURCE PLANNING ON ORGANISATIONAL PERFORMANCE OF SELECTED DEPOSIT MONEY BANKS IN NIGERIA

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Abstract

There is a general indication that regardless of the importance of human resource in encouraging better organisational performance delivery, human resource planning is accorded a peripheral status and it is rarely used in strategic decision making. The major objective of this research is to examine the impact of human resource planning on organisational performance of selected deposit money banks in Osun State, Nigeria. The research design that was adopted for research is survey research design. Sample size for this study was 126 and it was arrived at using the Taro Yamane formula. The findings confirm that there is a statistically significant influence of human resource staffing on employee performance also it confirms that there is a statistically significant influence of strategic management on employee performance. Organizations must also plan to ensure that their human resource needs are satisfied. Human resource planning involves identifying staffing needs, forecasting available personnel, and determining what additions or replacements are required to maintain a corporate organization. It was recommended that there should be an articulate staffing determined by corporate goals.

Key words: Human Resource Staffing, Human Resource Planning, Employee Performance, Strategic Management

1. Introduction

Globally, there is currently a general realization that effective management of human resources can empower an organization to gain as well as maintain a competitive advantage. Consequently, many organizations have attributed their success to effective Human Resource Management (HRM). HRM may be understood to refer to strategies or policies, procedures as well as practices related to developing the organization's human resources. This is basically a unique way of managing employees and leads to achievement of organizational goals by using skilled and motivated staff.

With reference to Akhigbe (2016), effective HRM enables managers to make plans and hire skilled staff, at the same time it helps employees find meaningful work with avenues for career development. The key objective of HRM is to increase employee performance and improve organizational performance through investment in HR. This is achieved through several key functions of HRM including planning for the quantities and qualities of required employees, acquiring services of employees, developing them, motivating them and making sure that they continue to maintain high performance standards.

The human resource planning (HRP) thus becomes very essential component of human resource practice. Every constructive strategic action taken by an organization basically is tilted towards the realization of its primary purpose, when this happens, organizations must set in motion appropriate line of actions; to boost its overall performance. This implies that organizational performance attempts to paint a picture in which the organization is achieving its primary purpose, mission, and predetermined objectives optimally and maximally. Seemingly, organisational performance (OP) entails cyclical activities that are applied to established organizational predetermined objectives, monitoring progress towards attaining these objectives, and making adjustments to realize them more proficiently and successfully (Colquitt, 2019). It is for this reason that organisational performance is established upon the view that the organization constitutes an array of productive assets viz: human, financial material, and other resources to attain its shared purpose.

There is no misgiving about this, that the core of the performance of any organization mostly depends on the proficiencies of its workforce since effective OP is largely anchored on human elements. It is for this reason that the human element is fundamental in the composition and functionality of the organization as no organization can exist without them. In this sense, if organizations must perform optimally, it must attract, hire, and retain capable manpower with requisite skills, knowledge, experience, talents, and abilities (Bacon & Hoque, 2019).

Performance is one of the paramount objectives of every organization. Williamson (2018) asserts that organizational performance is how well an enterprise is doing in terms of profitability, return on investment, and relationship with the host community as well as its stakeholders. Organizational performance is an indicator of the prosperity and sustainability of the businesses as well as their owners argued that firms' performance has become a benchmark for successful business rankings especially in service-oriented enterprises. Nevertheless, organizational performance cannot be effectively achieved if the organization fails to recruit the right human resource that will carry out organizational objectives.

Helavalada and Julius (2017) added that human resource planning is the bedrock for every successful organization. Armstrong (2016) also asserted that since the organizational goals depend on the efficiency of the employees, their attraction to the workplace should be taken seriously. Clearly, proactive human resource planning is needed for the realization of the HR management objectives of the firm. Specifically, HRP entails defining the specified objectives of the organization, initiate and establish a sound strategy for realizing these objectives, and develop a comprehensive rolling plan to integrate its activities.

Similarly, Cole (2017) noted that the state of affairs surrounding human resource planning is largely dominated by the percentage of the demand of the goods and/or services of the organization; the availability of competent prospective manpower competing for the job (or the firm contending for such employees); and the period within which this occurred (or is likely to occur); which affects the logical approach to recruitment, retention, and continuous professional development for manpower including when essential decisions for dismissing staff are made. Gaura (2011) In congruence with the above, so as to ensure the accessibility of suitably qualified manpower in the precise numerical strength needed by organizations, including fast food companies, organizations must proactively forecast and shop for suitably qualified and talented staff, device means for their retention on the job, optimal deployment and utilization, as well as disengagement; if and when required. That is; "taking into account existing manpower with respect to immediate and future manpower needs, proactively forecast for prospective manpower in line with the realities of the external environment of business, follow up trends in education, and trends in skills acquisition and application per time".

An essential resource of every organization is having employees with the capability to achieve its intended purpose. This again is squarely hinged on the measure of output of the employees. It is for this reason that, Lunenburg (2017) submitted that organizations must be proactive in the utilization of HR to attain huge performance standards. In this sense, HRP helps to offset uncertainties and complexities and ensure accessibility of the right blend of HR while bearing in mind the time and the right place that they are required. Truly, operating, line, or hiring managers seem to play an essential part in the performance of the organization because they anticipate future demands of the HR requirements. This invariably helps to engender and manage the HR needs as required in taking strategic action(s) so as to prepare for the movement of individuals into, within and outside the firm. The rest of the paper is structured into four sections. Section 2 gives insight on the literature review while methodology is being discussed in section 3. Section 4 presents and discusses the results. Finally, section 5 concludes and offers recommendations.

Statement of the Problem

An increase in the performance of a firm is a competitive advantage over its rivals, and this can be realized through human resource planning. Human resource planning policies however have not been beneficially successful in attaining its predetermined objectives as organizations still experience low performance despite human resource planning practices (Ahmad & Schroeder 2016).

In the light of these realities, to enhance optimum performance of organizations; the uncertainties associated with HRP such as labour turnover, absenteeism, seasonal unemployment, market instabilities, and modifications in technology have to be well thought-out in the course of putting HR plans in motion. Aguinis (2019) These uncertainties pose major challenge to human resource planning in general in that it limits the managers' ability to forecast HR needs in particular as it hinders the organization's much needed strategic actions, with the resultant effect of ineffectiveness, unproductiveness, and unsuccessful goal attainment.

Objectives of the study

The major objective of this research is to examine the impact of human resource planning on organisational performance of selected deposit money banks in Nigeria.

Some specific objectives of the research are to:

i. examine the impact of human resource staffing on organizational performance of Selected deposit money banks in Nigeria
ii. determine the influence of strategic management on organizational performance of Selected deposit money banks in Nigeria

Research Hypotheses:

i. human resource staffing does not have significant influence on organisational performance of Selected deposit money banks in Nigeria
ii. strategic management does not have significant influence on organisational performance of Selected deposit money banks in Nigeria

2. Literature Review

Human resource planning is any business organization over the years attracted a lot of opinions, ideas and theories as to best modalities for its administration in a bid to achieve organizational objectives and also improve efficiency in production (Dessler, 2017). Management in business organization are now at the point in the procurement process where the types which have been designed must now be analyzed to determine the types of person who can best perform the assigned duties. Cole (2017), the study of job content to determine human requirement is formed as job analysis. Job analysis is defined as the process of studying and collection information relating to the operations and responsibilities of a specific job. It is the process of obtaining relevant information about jobs. Job analysis is partly of basic data in any human resource planning .it enables existing jobs in the organization. Job analysis involves the systematic examination of jobs in order to uncover the nature of tasks performed, the working conditions responsibilities and skills required.

Human resources planning is the process that identifies current and future human resources need for an organization to achieve its goals. Human resources planning should serve as a link between human resource management and the overall plan of an organization. That is to make sure that organization has the number of people with the right skills needed to meet forecast needs. Bello (2017) further stated that HRP is not only to address employee supply-demand desires, but, it is as well a serious factor of an organization's incorporated strategy. As it includes getting together data that can be utilized to appraise the usefulness of the current programs and update planners when reviews in their forecasts and programmes are required. Philosophies of human resource planning are of primary standing 'as we move through the 21st century where a globalized workforce is the basis of competition'. Therefore, the triumph of a business or an organization is unswervingly connected to the performance of those who work for that business. Under triumph can be as a consequence of workplace failure since; hiring the incorrect people or failing to anticipate a rise and fall in hiring needs can be costly. It is therefore, important to put conscious efforts into human resource planning (Biles & Holmberg, 2016).

Wisk Geek (2016) described Human Resource Planning as classic Human resource administrative functions and the evaluation and identification of human resources requirement for meeting organizational goal. It also requires an assessment of the availability of the resources that will be needed. Human resource planning is one way to help a company develop strategic and predict company's needs in order to keep their competitive edge. Moyo (2016) did a study with the aim of finding out the contribution of human resources planning in public institutions performance. The major findings show that poor planning of HR has an impact on organization performance as the response from the respondents shows inadequate priority for HRP; there exist a lot of problems during process of human resource planning as insufficient top management support, insufficient funds, as well as shortage of expertise.

Human Resource Staffing

Human resources staffing is one of the most important functions of the human resources management that must be performed with a high degree of efficiency and effectiveness. Najadat (2016), Gamage (2016), Ekwoaba, Ikeije, and Ufoma (2017) stated that the staffing process enables organizations to obtain the best qualifications, as well as contributes to preventing the appointment of unqualified person who would cost the organization a lot in terms of salary, allowances and other costs resulting from losses committed due to wrong staffing decisions, which may cause the organization to lose its market share. The staffing process is the natural extension of the human resources planning process, through which the organization can achieve the fit between the individual and his job, on the one hand, and the values and culture of the organization, on the other hand, which creates a sense of satisfaction and makes employees more committed to the organization. Furthermore, Kristof- Brown, Zimmerman, and Johnson (2016) indicated that employees would leave their jobs if they feel that their job does not fit with their knowledge, skills, and abilities. The staffing process comprises three main stages: recruitment, selection and appointment, through which individuals are recruited and differentiated according to scientific criteria (Al-Salem & Al-Salih, 2016; Dessler, 2017).

Strategic Management

Strategic Management is all about identification and description of the strategies that managers can carry so as to achieve better performance and a competitive advantage for their organization. An organization is said to have competitive advantage if its profitability is higher than the average profitability for all companies in its industry. Strategic management can also be defined as a bundle of decisions and acts which a manager undertakes and which decides the result of the firm's performance. The manager must have a thorough knowledge and analysis of the general and competitive organizational environment so as to take right decisions. They should conduct a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats), i.e., they should make best possible utilization of strengths, minimize the organizational weaknesses, make use of arising opportunities from the business environment and shouldn't ignore the threats. Strategic management is nothing but planning for both predictable as well as unfeasible contingencies. It is applicable to both small as well as large organizations as even the smallest organization face competition and, by formulating and implementing appropriate strategies, they can attain sustainable competitive advantage.

Theoretical Framework

The purpose of using the resource based view theory is how it focuses on internal organizational resources such as competency and capabilities to identify organisational performance.

Resource-Based View (RBV) Theory

The resource-based view theory (RBV) was put forward by Wernerfelt in 1984 and formalized/popularized by Barney in 1991. It suggests that organizations are heterogeneous (having varying parts) in nature as a result they possess diverse (human and non-human) resources. The resource-based view of the firm stresses distinctive and unique resources especially one that exists within the organization. Resource-based view (RBV) regards the organization as a bundle (or complete package) of resources (in various forms of man, money, material, machine, and measure), and proposes that their elements considerably affect the organization's competitive advantage, and by inference, its increased performance (Barney, 1991; Wernerfelt, 1984). The most noticeable among these resources are those that are valuable, scarce, rare, and difficult for competitors to mimic; such as intellectual capabilities, organization wide specific knowledge, experiences, skills and aptitudes, abilities, and entrepreneurial and market orientation. (Barney, 1991). In essence, organizations are able to accumulate core managerial resources, such as knowledge and experiences, entrepreneurial and market orientation and other intangible assets, and these resources could enable the operating, line, or hiring manager realize greater operational capability to serve its intended purpose if applied prolifically (Wernerfelt, 1984).

3. Methodology

The research design that was adopted in this research is survey research design. This study selected deposit money banks in Osogbo, Osun State, Nigeria, as a case study. The target population for this study was comprised of all employees of Polaris Bank Plc and Keystone Bank Plc in Osogbo, Osun State, Nigeria. Including the contract staff, junior staff, middle staff and senior staff of the selected deposit banks. Both males and females were selected for this study. The total population is 184. The sampling technique that was used in this research work is Stratified Random Sampling. The sample size for this study was 126 and it was arrived at using Taro Yamane (1964) formula. Questionnaire was used in collecting data for this investigation. The data was analyzed with the use of both descriptive and inferential statistical methods. Descriptive statistics analysis was used to present demographic data and inferential statistical technique that was used to evaluate the effects and relationship between the variables.

4. Results and Discussion

Hypothesis One

Ho_1: Human resource staffing has no significant effect on employees' performance in selected deposit money banks in Osun State, Nigeria.

To test hypothesis one, linear regression analysis was used. The data for human resource staffing and employee performance were generated by adding scores of responses of all items for each of the variable. The results of the analysis are presented in Table 1.

Table 1: Linear Regression on contribution of Human Resource Staffing on Employee Performance

Coefficients[a]						
Model		Unstandardised Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(constant)	2.574	.105		24.441	.000
	Human resource staffing	.147	.030	.278	4.818	.000
Dependent variable: employee performance						
$R = .278$; $R^2 = 16.673$; $F(1/126) = 24.441$						

Source: Researcher's computation, 2022

Table 1 of coefficients presents the unstandardized and standardized coefficients of the model, the t statistic for each coefficient and the associated p-values. The predictor variable had significant positive relationship with Employee Performance. The findings confirm that there is a statistically significant influence of human resource staffing on Employee Performance.

Hypothesis Two

Ho_2: Strategic management has no significant effect on employees' performance in selected deposit money banks in Osun State, Nigeria.

In order to test hypothesis two, the researcher used linear regression analysis. The data for Strategic Management and employee performance were generated by adding scores of responses of all items for each of the variable. The results of the analysis are presented in Table 2

Table 2: Linear Regression on effect of strategic management on Employee Performance

Coefficients[a]						
Model		Unstandardised Coefficients		Standardized Coefficients	**T**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	2.169	.102		21.303	.000
	Strategic Management	.275	.033	.475	9.002	.000
Dependent variable: employee performance						
R = 0.475; R^2 = 21.794; F (1/126) = 21.303						

Source: Researcher's computation, 2022

Table 2 of coefficients presents the unstandardized and standardized coefficients of the model, the t statistic for each coefficient and the associated p-values. The predictor variable had significant positive relationship with Employee Performance. The findings confirm that there is a statistically significant influence of strategic Management on Employee Performance

5. Conclusion and Recommendations

Organizations typically plan their future needs for supplies, equipment, building capacity, and financing. Organizations must also plan to ensure that their human resource needs are satisfied. Human Resource Planning involves identifying staffing needs, forecasting available personnel, and determining what additions or replacements are required to maintain a staff of the desired quantity and quality to achieve the organization's goals. The Human resource planning function involves at least three different elements: job analysis, forecasting demand and supply, and legal restraints. HRP is an important function for the growth and success of any business. It is an integral part of the business and is directly related to the formulation and implementation of business strategy. HRP is about determining the future scope and nature of the work that needs to be done in the organization and putting plans in place to ensure that the organization meets these staff requirements. It involves not only looking inside in order to identify the jobs that need to be filled, the number of staff required, and their competencies; but also looking outside the organization to determine the availability of the required staff in the labour market.

The employment conditions of an organization should be flexible. There should be a staffing policy in the organization which must be based upon corporate goals and needs. Selected banks should improve on the current manpower planning strategy and continue to update its manpower development curriculum in line with the global best practices. To achieve better performance, employees' commitment and attitude to work, selected banks should ensure goals and targets should be defined and measurable as indicators of organizational performance. Yet, manpower planning and development curriculum should be based on organizational needs while officers selected for training and development should be based on merit and training and development needs. Internal employees should be given priority in recruitment exercise to avoid exhibition of negative attitude to work. The organization must put good transition programme (succession planning) in place to make recruitment flawless.

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TRANSFORMING THE CURRICULUM FOR NEW ERA LIBRARIANS IN TERTIARY INSTITUTIONS: A STUDY OF FEDERAL UNIVERSITY OF TECHNOLOGY MINNA, NIGERIA

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Abstract

This study investigated the transformation of curriculum for new era librarians in the Department of Library and Information Science, Federal University of Technology Minna, Nigeria. The motivation for the study is to ascertain whether library schools possess resources and receive employers' feedback of graduates. The overall objective is to transform (with little adjustment/update) the exiting program/ curriculum leading to new (LIS) program with 50:50 to 60:40 (ICT: library science components. Documentary research design was employed with the use of student handbook, a file containing employers' rating of Library and Information Technology (LIT) graduates, National Universities Commission (NUC) 2018 Benchmark Minimum Academic standards (BMAS), and approved academic brief (Bachelor of Technology Library and Information Science, 2021). Documentary analysis was carried out. Descriptive statistical tools (frequency counts and percentages) were used to analyze the data. Tables (tabulation) were used to contain data and information. Documents that does not contain data were supported by narration, thus both qualitative and quantitative data were used to analyze the results of the study. The major findings reveal high level of performance on the part of LIT graduates and that the existing and approved curriculum contain ICT components. The conclusion is that the approved curriculum will equip the 21st century librarians with required ICT skills and competences that would enable them to compete with their counterparts in other parts of the world and enable the graduates to work in organizations other than libraries and information centers. It was recommended that: modern ICT facilities and current textbooks *and references books be acquired.*

Key words*:* Curriculum transformation- Emerging trends- Library and Information Science Education –Nigeria- Undergraduate program

INTRODUCTION

Library can be perceived as the collection of books, non-book and literary materials kept for consultation. It can also be perceived as building containing collection of books and other learning resource organized and kept for use. Library is usually established with set objectives which according to Abubakar and Batagarawa (2021) are to: -

i. Identify, select and acquire information material relevant to the needs of its clientele
ii. Determine the information need of users through the studies of its immediate community and environmental scanning
iii. Properly organize materials using the existing information organization tools for easy access
iv. Preserve for future generation all information materials stored in it.

The Importance of library cannot be underrated as its roles are link to knowledge acquisition dissemination and use; provision of services to users and enhancement of human relationship as well as library cooperation and resource sharing among libraries thus saving libraries from the problem of information scarcity (Saka, Aliero and Ibrahim, 2022)

The need for relevant curriculum arises from the fact that it would at the end produce graduates that can withstand the complexities, and complete in the 21st century labor market (self-employment). This very important especially that in Nigeria employment into governmental into private organization has become more difficult to come-by. Hence tertiary institution in Nigeria now offer entrepreneurship as one of the General Studies (GST) courses and some tertiary institutions offer it as a degree course of study.

The B. Tech Library and Information Technology program began in 2001/2002 session in the then School of Science and Science Education (SSSE), Federal University of Technology, Minna, Nigeria. The objective of the program is to develop manpower in Library and Information Technology in order to meet the demands of managing modern information institutions in the digital age. In 2001, the Department of Library and Information Technology was established as an addition to the existing Departments in the School of Science and Science Education (SSSE). The Department had the National Universities Commissions Pre-Accreditation Resource Verification visit in 2002. Based on the visit by the NUC, the Department of Library and Information Technology emerged and started running her undergraduate program in full force.

The undergraduate program- Library and Information Technology had NUC interim accreditation in 2006 and in 2008 had full accreditation. For the Department to meet up with the trends of 21st century, in 2009 the Department was relocated from SSSE to School of Information and Communication Technology (SICT). To ensure hitch-free accreditation, the Department was reverted to School of Science and Technology Education (SSTE)in 2014 where it had another NUC full accreditation status. The National Universities Commission Benchmark Minimum Academic Standard (2018) stipulates that undergraduate curriculum in Nigerian Universities should have the minimum number of 160 credit units and a maximum of 180 credit units (with respect to core and electives courses, and Students Industrial Work Experience Scheme-SIWES) as part of graduation requirements (NUC, 2018). For prospective LIT professionals to fit into modern world, the Department was finally relocated to School of Information and Communication Technology (SICT) in the last quarter of year 2015.With the proposed undergraduate program, the NUC mandated that the name of the department and program be changed to library and information science under School of Science and Technology Education, (SSTE), then the NUC (2018) BMAS be used as working document for the new/ revise curriculum for 5 - year B.Tech Library and Information Science Program. The term curriculum is used to denote the out planned for specific period of time depending on program and course of study such as certificate, diploma, higher diploma, degree and higher degree respectively.

ORGANOGRAM /ORGANIZATIONAL STRUCTURE OF THE DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE, FEDERAL UNIVERSITY OF TECHNOLOGY MINNA, NIGERIA

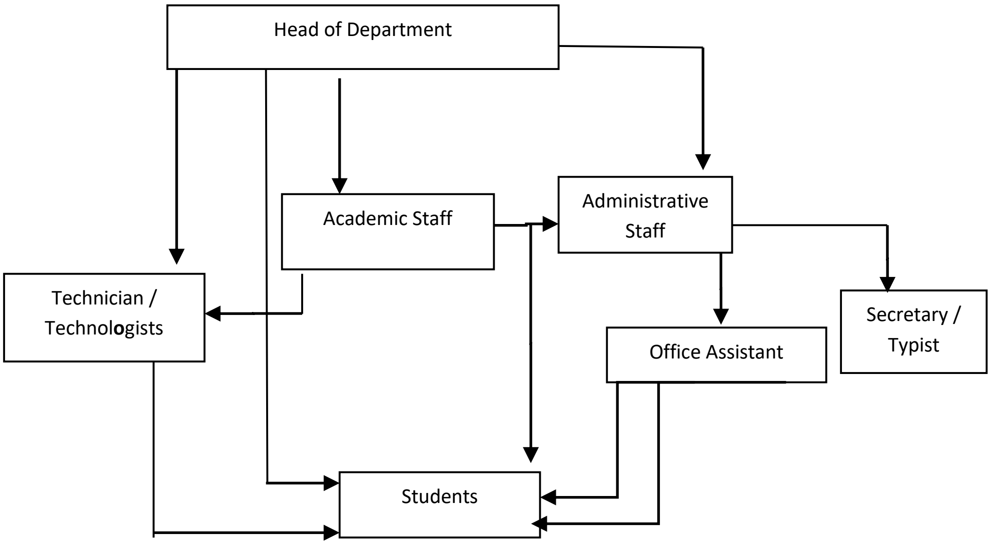

Figure 1. Organogram/Organizational Structure

Sources: Federal University Technology Minna (2019), NUC accreditation document 2019

The nature of organizational structure showed that the academic and administrative head of the department is at the apex and below him/her are the technologists, academic and administrative staff and down to students, office assistant and secretary/typist. In this contemporary age, prominence is accorded to practicals in the ICT laboratory.

1.1 STATEMENT OF THE PROBLEM

Library schools are charged with the responsibility of training the prospective LIS professionals the required skills and competencies to meet the need of 21st century librarianship and labor market. This can only be possible if the curriculum is design and review to contain the aspects of skills and competencies which are embedded in the ICT components. The curriculum of any discipline is subjected to timely and regular review whereby restructuring, modification, addition, deleting and changes are made, more so that Makoa and Mekhubu (2022) opined that there are additional new and important topics in the new curriculum. Thus Isah, Salman & Adekeye (2021) posits that LIS students and professionals are to be equipped with skills and competencies to enable them withstand the challenges of the 21st century labor market

LIS education in Nigeria started in 1959 with the establishment of first library school at the then university college, Ibadan, Nigeria and now known as department of Library, Archival and Information studies (LARIS) under faculty of education, university of Ibadan Nigeria. According to Abubakar and Maidabino (2022), "at present, there are 37 LIS schools in Nigerian Universities (i.e Federal, State and private" and that "some colleges are now offering LIS program at various levels". (Abubakar and Maidabino, 2022)

One begins to wonder whether undergraduate curriculum of any library school contains ingredients such as resources, employers' feedback on the graduates' performance and attitude. The study seeks to find out the employers' rating of graduates of the existing program as well as the components of the existing and approved undergraduate programs and the resources needed to support the running of the approved program.

1.2 AIM AND OBJECTIVES OF THE STUDY

The aim of this study is to determine the transformation of the existing and approved undergraduate program in LIT/ LIS and the curriculum requirements for producing prospective 21st century librarians in Federal

University of Technology, Minna, Nigeria. The specific objectives of the study are to: -

1. identify the employers' rating of Library and Information Technology graduates between 2007 and 2019;
2. assess the curriculum components of the existing and approved undergraduate program;
3. identify the types of resources available to support the implementation of the approved undergraduate Library and Information Science program.

The structure of this paper is in the following parts:

- Literature review
- Research methodology
- Result and discussion
- Conclusion and recommendations
- Acknowledgement

2. LITERATURE REVIEW

Ibraheem and Aduku (2018) conducted a study to assess the undergraduate degree programs in Library and Information Science schools in Northern States of Nigeria. Survey method was used and the population of the study consists of all library and information science schools recognized by National Universities Commission (NUC). Simple random sampling method was used to select university-based library schools. Questionnaire and documentary sources were the instruments used in data collection while descriptive statistics was used in data analysis and interpretation. Results showed the need for continue reviewing of the curriculum to be in line with the contemporary age, while emphasis is laid on the current information technology courses.

Okon, Asukwo and Mbu (2019) examined the restructuring and reviewing of LIS Schools curriculum in Nigeria with special emphasis on ICT components in relation to job market. The study employed descriptive survey using old and new generation library schools in south-south Nigeria. Both online and the printed copies of brochure were used to identity ICT courses offered. The study discovered that many library schools do not offer ICT courses; have ICT laboratories and thus the curriculum could not prepare graduates for job market. It further discovered inadequacies in funding, qualified educators in ICT competency.

In a study to assess the entrepreneurship opportunities and preferences among LIS graduates in university libraries in North Central geo-political Zone of Nigeria. Amidu, Mohammed and Ayodele (2019) conducted a study to determine "entrepreneurship opportunities and preferences among library and information science graduates in university libraries in North Central Nigeria". Survey research design was used with the population LIS graduates in selected university libraries in the geo-political zone. Closed-ended questionnaire was used to collect data. Descriptive statistics was used to analyze data. Results showed that lecturing top the list in the area and type of available and preferred entrepreneurial opportunities in university libraries. LIS graduates were satisfied with training received in library administration, cataloging and information as well as resource management.

On the issue of LIS curriculum, Isah, Salman and Adekeye (2021) investigated the perception of LIS educators on the integration of technology – driven curriculum in five library schools in Kwara State, Nigeria. Survey research design was adopted and the target population of 50 LIS educations in the five literary schools with the state. However, 35 LIS educators was selected due to ongoing strike at the time of this study. Questionnaire and interview schedule were the data collection instruments used for the study. The study reveals that Internet and website design, database management system, online information retrieval, library information and infopreneurship were the major areas of ICT information in the curriculum it was discovered that integration of technology-driven curriculum is suitable for professional development, while the available ICT facilities are: slides/power point presentation, printers, laptops, public address system/ mini-microphones and overhead/ LCD multimedia projected. The emerging trends include: cloud computing, big data analytics, artificial intelligence, and virtual reality. Challenges discovered are: underfunding, theory- oriented LIS curriculum, obsolete ICT equipment and facilities and ill-equipped ICT laboratory.

Tella, Uwaifo, Abduldayan, and Ukwoma (2022) investigated library education and training in Nigeria (1996-2022) with a view to developing a framework for skills needed by LIS graduates to be able to function and relevant in the fourth industrial revolution. Documentary analysis and of course qualitative approach was used. Findings reveal adequate curriculum contents in part but poor perception by students since they cannot apply the acquired skills in their place of work. For LIS graduates to be functional and relevant in terms of skills, they need: critical thinking, complex problem –solving, coordinating with others, people management, service orientation, judgment and decision – making, etc.

Mole and Dim (2022) wrote a position paper on the need for the training of library and information professionals for self-employment opportunities in Library and Information Science field. In Nigeria, federal government have established entrepreneurship centers, while some tertiary institutions offer full programme in entrepreneurship. The LIS curriculum in Nigerian library schools have restructure their curriculum to integrate entrepreneurship for self-reliance such that graduates will be graduating with mindset of being job creators. The rational for LIS professionals to be self-employed is due to unemployment rate and decline in Nigeria economy and scanty employment opportunities. Areas of self-employment for librarians include: information brokerage, information consultancy, indexing and abstracting, cataloging and classification of information resources among others. However, continues self-development and keeping up-to-date are the two complementary role expected from librarians.

3. RESEARCH METHODOLOGY

Documentary research design was used for the study and it involves document analysis which are official publications of the university and department thus, include: student handbook of 2018/2019 and 2021 session; a file containing employers' rating of graduates of the existing program (2007-2019),undergraduate revised academic brief (curriculum) of2019 and NUC completed application form for the establishment of the approved Library and Information Science undergraduate program and available teaching facilities for the approved undergraduate program.

Student handbook also contains list of existing academic and non-academic staff, their qualifications, course titles/structure and synopsis as well as core and electives courses, etc. File containing list of various organizations where LIT graduates are currently serving and employers' rating. The NUC completed form for the proposed program containing number of resources with 10 year projection; available relevant information resources and facilities in university library. The last document is a departmental document containing available teaching facilities in library school. All the above listed/enumerated documents were used for the study. Statistical methods used in the study was the simple tabulations; and use of frequency and percentages as the case of staff in library school.

4. RESULTS AND CONCLUSION

The results from the documentary analysis are presented in Tables 1, 2 and 3 reflecting the specific objectives of the study

TABLE 1: EMPLOYERS' RATING OF EXISTING LIBRARY AND INFORMATION TECHNOLOGY GRADUATES (2007-2019)

S/N	Organization (Employer)	Controlling/Regulatory Body	Nature of job	Rating of Graduates' performance
1.	Central Bank of Nigeria Headquarters Abuja	Central Bank of Nigeria (CBN) (Federal Ministry of Finance)	Library service	High
2.	National Examinations Council (NECO)	Federal Ministry of Education	Admin/ library service	High
3.	Prison, Immigration, Civil Defense,	Federal Ministry of Interior	Security service	High
4.	Military (Air force, Navy, Army)	Federal Ministry of Defense	Security service	High

5.	National Information Technology Development Agency (NITDA)	Federal Ministry for Communications and Digital Economy	ICT/ Library Service	High
6.	Universities, Polytechnics, Colleges of Education, Monotechnics	State/Federal Ministry of Education, NUC, NBTE & NCCE	Admin/Academic Services	High

Source: Employers' rating of LIT graduates (2007-2019)

KEY
NBTE: National Board for Technical Education

NCCE: National Commission for Colleges of Education

The existing LIT and approved LIS curriculum and program prepare students to work in libraries, information centers and virtually in all establishments with information centers being attached to them. Some of the graduate's work as librarians, administrators and security personnel and according to Musa (2021), the employees (institutions and companies) are expected to appraise the graduates. This is as a result of the rich curriculum covering library, ICT and administrative components and to Isah, Salman and Adekeye (2021), each library school is responsible for the inclusion of both quantitative and qualitative ICT components in the curriculum.

TABLE 2: COMPONENTS OF UNDERGRADUATE CURRICULUM

a. Existing Library and Information Technology Curriculum

Mode of Entry	UTME	200 Direct Entry	300 Direct Entry
University General Courses	13	13	13
School/Faculty Course ICT /Education	46	35	31
Department Course/ Elective Course	120	110	99
SIWES	2	2	2
Total	181	160	145

Source: - FUT Minna 2018/2019 undergraduate student handbook (LIT)

The existing LIT curriculum is in the ratio of 50:50 i.e. 50% Library Science and 50% ICT components

TABLE 2B APPROVED LIBRARY AND INFORMATION SCIENCE CURRICULUM

Mode of Entry	UTME	200 Direct Entry	300 Direct Entry
Department Core Courses	111	107	70
ICT Core Courses	39	34	23
General Studies/Education courses	13	11	9
Basic Science	12	2	-
Elective Course	10	7	5
SIWES	2	2	2
Total	187	163	109

Sources: FUT Minna 2018/2019 Undergraduate Student Handwork LIT

FUT Minna (2019) NUC Accreditation Self – Study Form Section B

b : Revised Academic Brief B.Tech Library and Information Science Curriculum February, 2021.

b. FUT Minna 2021 Undergraduate Student Handbook LIS Department

Holders of HND in library and information science are to be admitted to the B.Tech LIT program through 300 level and the total credit units for graduation is 109 which may be attributed to the fact that majority of departmental core and elective courses were offered at HND level. It is also possible that HND candidates admitted may be required to take Basic science and add more elective courses from related department/courses and/or unrestricted elective courses from other departments within the university to meet the minimum graduation requirement as stipulated in the NUC/BMAS 2018 edition.

UTME Candidates are holders of "O" Level certificates/qualifications (WAEC, SSCE, or equivalents) are subjected to entrance examination which is normally conducted by Joint Admission and Matriculation Board (JAMB) and are required to pursue 5-year undergraduate program. **Direct Entry** (DE) candidates to 200 Level are holders of "A" Level qualifications (National Diploma, Nigeria Certificate in Education and/or Interim Joint Matriculation Board (IJMB) qualifications are to pursue 3 or 4-year undergraduate program; while DE admission through 300 level, candidates are holders of Higher National Diploma (HND) qualification and are required to pursue 2 or 3-year undergraduate program in conventional and specialized universities respectively. Regardless of the mode of admission into undergraduate program, "O" level qualifications, ND, HND, NCE, IJMB, etc. the admission is through JAMB-being regulatory body. Whether the admission is through UTME or direct entry, the "O" level subjects credit requirement of English, Mathematics, Physics and any other two from Economics, Chemistry or Biology. The inclusion of "Physics" as mandatory "O" level requirement must be met; this is because the library school is located in University of Technology.

Towards meeting the challenges of information age, courses are broken to synopsis and within the synopsis ICT components have been injected and now have proposed 60:40 i.e. 60% of ICT components and 40% of Library Science components. This means more than the number of core, elective and department courses but the ratio concentrates on the synopsis. The quantity of synopsis of the ICT components is 60% while that of library science component is 40% respectively. The 60:40 ratio of ICT and library science components is looked at on the basis of the synopsis but not on the number of courses alone. Few education courses are included in the revised academic brief because the new program/department is domiciled in School of Science and Technology Education (SSTE).

TABLE B. RESOURCES TO SUPPORT THE APPROVED UNDERGRADUATE LIBRARY AND INFORMATION SCIENCE PROGRAM/CURRICULUM

Table 3a: Faculty Members

Faculty Members	Number	Percentage %
Professor	4	15
*Associate Professor	6	23
Senior Lecturer	1	4
* Lecturer I	2	8
*Lecturer II	5	19
Assistant Lecturer	5	19
Graduate Assistant	3	12
Total	26	100

* Include adjunct staff

Source: Revised Academic Brief (curriculum) B.Tech LIS February 2021.

NUC Application form for the establishment of new academic programs in Nigerian Universities, February, 2021.

Student handbook, LIS 2021

From Table 3, it in evident that the approved undergraduate program is fully equipped with teaching staff which cut across various ranks and has met both undergraduate and postgraduate program requirements as stipulated in the document for things needed for resource verification of undergraduate and postgraduate program respectively. Some of the academic staff specializes in pure Library Science while others specialize in Library and Information Technology, Computer science and teach in the existing Department of Library and Information Technology undergraduate and postgraduate program respectively.

Out of 26 academic staff for the approved program, four are adjunct lecturers from Departments of Computer Science, Cyber Security Science and Information and Media Technology respectively. From the four lecturers, one is an Associate Professor, one is Lecturer I and two are Lecturer II respectively. They are to teach ICT courses relevant to LIS undergraduate program.

With the quality and quantity of academic staff in the existing/approved undergraduate program/department, there is hope that the undergraduate program in the Department will successfully take-off in 2021/2022 respectively. This is because the academic staffing situation in library school has met the requirement for resource assessment more so that candidates have been admitted to the 2021/2022 session through JAMB CAP. As part of standards for the establishment of library schools and preparation for resource verification for the proposed undergraduate and postgraduate programs, a minimum of six academic staff with at least one Professor/Reader, two senior lecturers and three lecturers 1 and below are required. For postgraduate programs the requirements are: a minimum of six academic staff with at least one Professor and two senior lecturers while the rest should be Ph.D holders capable of teaching any PG degree.

* Part or four of the academic staff are adjunct staff from related departments (Computer Science, Cyber Security Science and Information and Media Technology) within the same university. They are to teach relevant ICT courses in the approved LIS department. Within the ranks of Associate Professor, Lecturer 1 and Lecturer II; four of the academic staff are adjunct from the above stated but related departments in School of ICT in the same university.

TABLE 3B: ADMINISTRATIVE AND TECHNICAL STAFF

Support Staff	Nature	Number
Principal Data Processing Officer I	Administrator	1
Executive Officer	Administrator	1
System Analyst II	System Administrator	2

Source: Revised Curriculum B.Tech LIT 2021.

In the area of non-teaching staff, there exist two technical staff and two administrative staff,

These are the support staff that carryout both administrative and technical functions in the department. The technologists assist in translating theory to practical training using ICT laboratory.

TABLE 3C: AVAILABLE RELEVANT INFORMATION RESOURCES IN UNIVERSITY LIBRARY

Resources	Collection Strength
Textbooks	4, 849
Journals	17,790
Computers	250
Database	AGORA, Hinari, ProQUEST, Science Direct, etc.

Source: Completed NUC document, February, 2021.

The university library uses Library of Congress (LC) classification scheme and Z-class allocated to librarianship. Textbooks, journals and databases were available and adequate while computers are housed in the e-library unit for students' use and practical purposes.

TABLE 3D. AVAILABILITY OF TEACHING FACILITIES IN THE EXISTING DEPARTMENT

Types of Teaching Facility	Quantity
Computer and Networking devices	28
LC	2 sets
DDC	2 sets
LC List of Subject Heading	2 sets
$AACR_2$	2 sets
SLSH	2 sets
Projector	2 sets
Book/journals	1, 354

Source: NUC document February, 2021

As at now, the Department possessed the above listed teaching facilities which are currently being put to use in teaching and consultation by undergraduate students. In the area of sources of funding the proposed program, in the first 10 years in terms of the current expenditure include: government allocation through NUC, University and donor agencies while for capital expenditure, the source of funding will be through government via NUC, University and TETFund /PTDF respectively (NUC, 2021).

DISCUSSION OF MAJOR FINDINGS

Research Objective one sought to investigate the employers rating of LIT products between 2007 and 2019. The study revealed quite a number of organizations that employed LIT graduates. No wonder librarianship is a multidisciplinary and interdisciplinary in nature and so its graduates can work in any department, organization or field of human endeavor. This finding disagrees with the findings by Okon, Asukwo and Mbu (2019) and Tella *et al* (2022). The former co-researchers discovered that LIS graduates reported that many library schools could not prepare graduates for job market coupled with inadequacies in funding, staffing as well as ICT competency. The latter co-researchers discovered adequate curriculum contents in part but graduates cannot apply the skills acquired in their place of work

The second research objective was achieved through document analysis of the curriculum components of library school both existing and the approved undergraduate program which have not only go beyond the NUC Benchmark but also meet the employers' market needs with more ICT components to address 21st century phenomenon. This finding conform that of Ibraheem & Aduku (2018) and Isah, Salman and Adekeye (2021) respectively. Ibraheem and Aduku (2018) reported the need for continuing review of curriculum in line with contemporary age, thus with emphasis on current information technology courses. Isah, Salman and Adekeye (2021) reported the major areas of ICT integration to include; Internet and website design, database management system, online information retrieval, library automation and infopreneurship.

The third research objective was achieved by identifying the types of resources available to support the implementation of the proposed undergraduate program/curriculum to run library information technology program. Teaching, administrative staff/technologist; information resources in the University library and the teaching facilities were all adequate. These resources have met the NUC requirements. This finding is not in conformity with the research reported by Ibraheem & Aduku (2018) reported the need for continuing review of curriculum in line with contemporary age thus, with emphasis on current information technology courses.

CONCLUSION AND RECOMMENDATIONS

From the results and discussion, the implication is that a well-structured academic department is a function of quality teaching, research and learning and that the graduates are likely to compete with counterparts in the rest parts of the world. Rich curriculum with reasonable ICT components/facilities means that in future the library school will produce graduates that would be in better position to apply ICT to library operations and services as well as related fields. With the adequate human, information and material resources, there is going to be innovations in librarianship. Library and Information Science is one option in undergraduate program and is concerned with the study of processes involved in the generation, production, distribution and use of information in libraries and information related institutions with emphasis on the application of technology in all library operations and services

Recommendations

Based on the major findings and discussion of results, the study recommended government, management of universities, polytechnics, monotechnics and colleges of education having library schools and library schools in particular, proprietors of library schools and stakeholders in the information profession in Nigeria should endeavor to;

1. Procure and supply modern ICT facilities, current textbooks and reference book;
   ICT facilities such as laptop computers, all-in-one computers, as well as internet facilities, current but relevant textbooks in the field of librarianship.
2. Adequate funding of LIS program
   The management of University based library school is expected to commit adequate funds to support under graduate LIS programme in the area of ICT laboratory, conduct of research, organization of conferences and workshop.
3. There should be timely review of LIS curriculum; the review should be once in five years.

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WAR AGAINST CHRISTIANITY IN NIGERIA: A RETROSPECTIVE AND EXISTENTIAL ANALYSIS

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Abstract

The current state of Christianity in Nigeria demands exigent responsiveness. Candidly, the emergence, spread and survival of Christianity in West Africa, and indeed Nigeria, could hardly be qualified as a mere landslide occurrence. This paper, therefore, evaluates the nature of resistance put up by the native people against the introduction of Christianity, a Western-sponsored religion at its early stage of introduction. It further submits that the nature of resistance to Christianity in contemporary times has not been in anyway pacified, rather it has intensified and metamorphosed from resistance to warfare. Applying the narrative and analytical methods of historical reconstruction, the paper advances that the early dwellers of the present-day Nigeria were not ignorant of cultural imperialism. Whichever way they conceived it, their challenge to this European enterprise portrayed them as nationalists of their time, as it were. Again, the existential outrage against Christianity in contemporary Nigeria spells an unchanging and continuous circle of resistance in the History of Christianity in Nigeria. From this stand-point, the paper concludes by suggesting the need for the inclusion of resistance variant narratives in the general body of Nigerian Christian historiography.

Keywords: Christian Historiography, Nigerian History, Religion, Resistance, Insurgency

Introduction

Christian historiography in Nigeria is as old as Nigerian historiography itself. With a vast and growing body of historical narrative on the history of Christianity over the decades, a handful of literature has emerged with studies focusing on different aspects such as the origin and development of Christianity, the contribution of mission churches to social, economic, educational, and political development, evolution of Christian denominations and organisations within the Nigerian landscape amongst several other themes.[43]

Nevertheless, an understanding of Christianity is imperative here to create a background. The act of accepting, believing, confessing and following the precepts of Jesus Christ is fundamentally

[43]See, for instance, Elizabeth Isichei, *A History of Christianity in Africa: From Antiquity to Present,* Grand Rapids, MI: Eerdmans, 1995; Bengt Sundkler and Christopher Steed, *A History of the Church in Africa,* Cambridge: Cambridge University Press, 2000; Ijagbemi, E. Adeleye, *Christian Missionary Activity in Colonial Nigeria: The Work of the Sudan Interior Mission among the Yoruba, 1908–1967*. Lagos: Nigeria Magazine, Federal Department of Culture, 1986; Erivwo, S.U., *A History of Christianity of Nigeria: The Urhobo, the Isoko, and the Itsekiri*. Ibadan: Daystar Press, 1979; Falola, Toyin, ed. *Christianity and Social Change in Africa: Essays in Honor of J.D.Y. Peel*. Durham, NC: Carolina Academic Press, 2005; Dike, Kenneth O. *Origins of the Niger Mission, 1841–1891*. Ibadan: Ibadan University Press,1962; Alayande E.A. *The Missionary Impact on Modern Nigeria, 1842–1914: A Political and Social Analysis*. New York: Humanities Press, 1967; Issacson, A. *Deeper Life: The Extraordinary Growth of the Deeper Life Bible Church*. London: Hodder and Stoughton, 1990; Akinyeye, Yomi, and Paul Osifodunrin. *In the Service of God and Humanity, St. Peter's Church (Faji) Lagos, 1853–2003*. Lagos: University of Lagos Press, 2003, among other several tonnes of literature.

referred to as Christianity. "Christianity emanated from Judaism which was rejected by the Jews themselves from whom Christ had his natural birth."[44] The religion has its tenets, values, customs and doctrines encapsulated in *The Holy Bible* also referred to by adherents and devotees of this now global religion as the Holy Book.[45] An extract from the Bible in the first book of its New Testament section reads: "*Go ye therefore and teach all nations, baptizing them in the name of the Father and of the Son and of the Holy Ghost"*.[46] It was the attempt to carry out this injunction of the Bible that pushed the few adherents and advocates of the religion (mainly Europeans then) to move out of their homelands as missionaries to different parts of the world, an effort that has yielded tangible outcomes in almost all regions of the corporeal earth including present-day Nigeria. The first attempt to introduce Christianity into Nigeria could be traced to the pre-colonial epoch.

Taking a stock of some literature on the history of Christianity in Nigeria, D. Dmitri Hurlbut's review appears quite relevant.[47] In his work is presented what he referred to as a *compilation of relatively comprehensive bibliography* of existing historical research on Christianity in Nigeria. According to him, certain aspects in the evolution of Christianity in Nigeria have been neglected in the rather vast body of literature. He proceeded by identifying three broad aspects that had suffered the neglect of historical investigation in narratives on Christianity in Nigeria.

> *First, historians [have not and] need to focus more research on the development of mainline mission churches following independence, because the historiography remains skewed in favor of independent churches… Second, historians should make an effort to explore the contributions of more recent additions to the Nigerian religious landscape beyond the Pentecostal and charismatic churches… Third, historians ought to do more work on women's religious orders.*[48]

While the above submission is quite welcoming, there still appears a missing but crucial gap in the body of literature on the history of Christianity in Nigeria. This theme is what the current researcher has termed resistance to Christianity.[49] This theme has not sufficiently featured in the body of historiographical narratives on Christianity in Nigeria. Although some scholars have demonstrated the nature of native resistance to Christianity but these efforts are mainly identifiable with the surveys on early attempts by European missionaries to Christianize Nigeria (as will be examined in an aspect of this paper).[50] Whereas, socio-religious

[44] A.R. Nojimu Yusuf and A.J. Osoba, *The Growth and the Development of Christianity in Lagos State*, 2010, p. 1. Adapted from: http://cefolassaocoed.net/index.php.

[45] 'The Holy Book' also called the Bible is divided into two segments viz: 'The Old Testament' and 'The New Testament', this bible is usually seen by adherents and advocates of this global religion as a sacred book containing divine instructions from God.

[46] See Matthew 28:19, King James Version, *The Holy Bible*: Reference Edition; Jet Move Publishers, Dallas, Texas, USA; 2008 p.1277.

[47] Dmitri. D Hurlbut, "The History of Christianity in Nigeria: A Bibliography of Secondary Literature", *Working Papers in African Studies,* African Studies Centre, Pardee School of Global Studies, Boston University, 2017, pp. 1-49. https://hdl.handle.net/2144/38768 (Accessed on November 9, 2020)

[48] Ibid., pp. 1-3. https://hdl.handle.net/2144/38768 (Accessed on November 9, 2020).

[49] Resistance to Christianity could also be taken as *War Against Christianity* as the title of the present work captures it. It points at a condition of antagonism, criticism and in Christian term *persecution* against Christianity.

[50] Scholars that demonstrated the nature of native resistance to Christianity in their works such as, Ade Ajayi, J.F. 1965, *Christian Mission in Nigeria, 1841-1891: The Making of a New Elite*, London: Longman Group Ltd.; Baeta, C.G., ed. *Christianity in Tropical Africa*. Oxford: Oxford University Press, 1968; Afigbo, A.E. "An Investigation of the Relationship between Christian Missions and Secular Authorities in South Eastern Nigeria from Colonial Times." *Oduma* 1, no. 1 (1973); also see, Babalola E.O, *Islam, Christianity and Africa Traditional Religion*; Ade Awofisayo Lithographic Printers; 1992; Oshitelu G.A, *Expansion of Christianity in*

and political trends in recent times have not depicted an end to the traditional nature of resistance to Christianity. Here lies a central objective of this work with intent to draw non-journalistic but scholarly attempt to investigate and include the patterns of change and continuity in the resistance or antagonistic narrative variant in Nigerian Christian historiography.

In essence, while the paper is neither an attempt to give attention to theological polemics, theoretical controversies or trace and describe the dispersion and movement of Christian missionaries from one clime of the world to another, it rather concentrates on analysing the trend and texture of resistance to Christianity in Nigeria before the dawn of colonialism and in contemporary times.

Early Engagements of Christianity in Nigeria

As demonstrated earlier and beyond speculations, several narratives have been handed down touching the origins and engagements of the Western-sponsored religious effort in Africa, West Africa and Nigeria in particular. While Eurocentric submissions with emetic underpinnings have argued that Christianity was introduced to Africa to stir socio-cultural development and lighten or enlighten Africans perceived to be religious dark and backward.[51] In the same way, African intellectual nationalists have developed well-fitting thoughts and conclusions that the establishment of Christianity and its early engagements with Africa was not an effort short of pursing their then colonial enterprise, deepening the already problematic economic cum socio-cultural relations and tying all to an enslaving and irreparable politico-economic union.[52]

Invariably, the history of Christianity in Nigeria illustrates the traditional nexus between religion and imperialism, and the expansion of metropolitan religion (Christianity) was endorsed at the expense of indigenous forms.[53] In the fifteenth century, religion in the present-day Nigeria was largely traditional; the incursion of Christianity to Nigeria was not earlier than the sixteenth century. It is instructive to note that the establishment of Christianity in Nigeria as a predominant religion in recent times has gone through several stages of religious missions. The earliest attempt to introduce Christianity in Nigeria could be traced to the sixteenth century Benin kingdom, and about 1477, the first European contacts were made with Benin.[54] Portugal was the first European country to encroach the present-day Nigeria, a Portuguese explorer named Affonso d' Aveiro visited Benin City for the first time in 1485- 1486.[55] The arrival of the Portuguese came with the intention to introduce Christianity to Benin and the prospect of spreading it to other areas in the present Nigeria. Unfortunately, this was utterly opposed by the then Oba of Benin, Oba Esigie (c.1504-c.1550 AD).The eventual consent of Oba Esigie to the introduction of Christianity in the kingdom was as a result of the endless persuasion of Affonso d'Aveiro which made the Oba to request the dispersion of missionaries to the Kingdom. In the early 16th century, "Esigie therefore sent *Ohen-Okun*, the Olokun priest at Ughoton, with

West Africa up to 1914; Visual Resource Publishers, Abeokuta, 2002.

51 See traces of emetic narratives in Bassey, Magnus O. *Missionary Rivalry and Educational Expansion in Nigeria, 1885–1945*. Lewiston, NY: E. Mellen Press, 1999; and Barnes, Andrew E. *Making Headway: The Introduction of Western Civilization in Colonial Northern Nigeria*. Rochester, NY: University of Rochester Press, 2009.

52 Afe E.A, *European Commercial Houses and the Establishment of Colonial Rule in Nigeria* in AMU: Akungba Journal of the Humanities; Faculty of Arts and Education, Adekunle Ajasin University, Akungba-Akoko, Nigeria. Vol.1, NO. 1; 2005; p.68.

53 Asiwaju A.I, *Western Yorubaland under European Rule 1889- 1945: A Comparative Analysis of French and British Colonialism*, Longman: London, p. 216.

54 Erivwo S.U, *History of Christianity in Nigeria:The Urhobo, The Isoko, and The Itsekiri*, Urhobo Historical Society, Nigeria, 1979, p.1.

55 For detailed information on Benin Empire in the earliest times, see Ryder, A.F.C. *Benin and the Europeans, 1485–1897*. New York: Humanities Press, 1969 and Egharevba, "The Empire of Benin" in Basil Davidson, ed., *The African Past-Chronicles from Antiquity to Modern Times*, Lowe & Brydone Publishers: London, p. 99.

him [Affonso d'Aveiro] as an Ambassador to the King of Portugal[in Lisbon] … Asking him to send priests who would teach him and his people the faith [Christianity]".[56] Consequently, the missionaries who were Roman Catholic Priests were sent to Benin Empire in present-day Nigeria to commence the great commission as noted earlier. These missionaries came with rich presents, such as copper stool, coral beads and a big umbrella, with an entreaty that *Esigie* should embrace the faith [Christianity]. At the same time, he [the King of Portugal] gave presents to the Ambassador and his wife.[57]

However, it is crucial to underscore at this point that at their arrival, the missionaries encountered several challenges that emanated from natural and human factors at their new base. These challenges hindered the effectiveness of their mission in Benin and Nigeria in the sixteenth century.

Resistance to Christianity before Colonialism in Present-Day Nigeria

This aspect, from a general perspective, examines the texture of resistance faced by the early Christian missionaries in their missionary attempts to present-day Nigeria and Benin particularly during the sixteenth and seventeenth centuries AD. Naturally, the tropical climate of the new region constituted a great deal of challenge against which the missionaries had to contend. Generally, the physical milieu played a fundamental role in Nigeria and Benin specifically. The sun was always scorching almost throughout the year. This was responsible for the sun stroke they frequently suffered. The climatic problem gave rise to the brevity of the service of most of the missionaries during this period. As such, their effort was a mirage. The climate was unhealthy for the white missionaries and malaria claimed many lives.[58] To a large extent, the reaction of the early missionaries to the climatic nature was as a result of lack of adequate preparations of the missionaries for the climate of their new base as they never had a foresight of the possible problems they could encounter in the course of their missionary assignments.

Further, the age-long existing traditional religion had great influence on the people. The Edo people, one of the Nigeria's famous ethnic groups during this period believed solidly in the traditional religion which has always been their source of peace and rescue in the kingdom. In addition, the Oba who consented to the introduction of the Christian religion never put a stop to the practice of the traditional religion within and outside the royal court. This situation made the people to continually give allegiance to the existing traditional religion at the expense of the new-found religion in the area which in the long run frustrated the prospects of evangelizing Nigeria as a whole.

The location of the region at the fringe of the forest zone made the area have two types of vegetation: the open grassland in the interior and the tropical forest at the border. The tropical forest at the border was utterly an obstacle to the influx of missionaries from Europe.[59] This was a physical barrier of a different type owing to heavy rainfall which had devastating effects of natural calamities such as epidemics of insects or fungal pest; this made them suffer malaria fever and sleeping sickness thereby making their outreach less effective. Be that as it may, there were few missionaries to carry out the evangelistic exercise due to barriers at the borders as well as the natural calamities which the missionaries encountered in the area that resulted in their inability to carry out their duties effectively. This contributed in no small measure to the outcomes of the mission work as those within the area were not healthy enough to continue the work and those outside could not come inside, this in turn resulted in the failure of the first attempt to Christianize Benin and Nigeria on a broader sense.

Again, the missionaries encountered difficulties in converting the aged to Christianity. The indigenous age-long religion; loyalty to ancestors; unflinching belief in traditions, customs and norms; the perception that white men are interlopers and outsiders as well as ethnic/tribal unity among others contributed to the negative response as they refused the

[56] Egharevba, "The Empire of Benin" in Basil Davidson, ed., *The African Past- Chronicles from Antiquity to Modern Times*, p. 100.

[57] Ibid.

[58] Oshitelu G.A, *Expansion of Christianity in West Africa up to 1914*; Visual Resource Publishers, Abeokuta, 2002, p.24.

[59] See Baeta, C.G., ed. *Christianity in Tropical Africa*. Oxford: Oxford University Press, 1968.

acceptance of Christianity. Consequently, the inability to convert old folks posed complex difficulties to converting the young folks as the influence of the old people was prodigious on the young people. As a result of this, the Christianization of Benin and Nigeria on the long run was undone. In addition, the posture of the old ones posed daunting threats in the European missionaries that some of them dreaded preaching to them.[60] All these made it practically impossible for the missionaries to make Christian priests out of Nigerians during this period. In complementing the above, Samuel U. Erivwo submitted that:

> *The difficulty of providing trained indigenous priests constituted a set back to the propagation of Christianity… As already indicated, the climate of the area was unfavourable to European missionaries; the place was not only too humid, it was also infested by mosquitoes, the carriers of malaria which was to be a formidable menace to missionary work in this area…*[61]

Language variation and custom differentiation also militated against the activities of these missionaries. The missionaries were in no doubt zealous to preach and teach the Christian creed and if possible, supplant the home-grown traditional religion with Christianity,[62] but it was quite unfortunate that the missionaries could neither understand nor speak Nigerian ethnic languages. In the same vein, the Benin dwellers could not understand or speak the language of the missionaries. This was an acute situation that retarded the potential progress of Christianity in Nigeria in the sixteenth century.

In an attempt to bridge the communication gap between the aborigines and the missionaries, the service of an interpreter became essentially needed. Interpreters during this period were very few, uneasy to come by and in most cases ineffective. The almost ineffectiveness of the interpreter is viewed from the perspective of distortion during dissemination of information to the audience and as such making the attempt grossly futile. More often than not, the activities of traditional herbalists, witch doctors, chief priests to traditional deities, the *Aworo*-idol worshippers and their supporters constituted a veritable deterrence to the activities of the missionaries in the sixteenth century Nigeria. They saw the coming of Christianity into their social setting as a threat to their loyalty to the various traditional gods, goddess and deities of the land. As a way of checking this religious menace, the traditional herbalists, witch doctors, and chief priests to traditional deities started afflicting the missionaries with varied illnesses such as blindness, dumbness, paralysis, epilepsy, mental disorder while others were visited with incurable diseases. On the other hand, the *Aworo*-idol worshippers laid ambush for some missionaries. According to A.I. Asiwaju:

> *Similar stones of molestation of early Christians by the traditionalist have been recorded. On several occasions, Christians, especially the women among them, were threatened by the Oro Cult. The Oro, who women were forbidden to see, was usually brought out when Christians held prayer meetings… and women Christian had to be shut up until the Oro people could be persuaded to allow them out.*[63]

Nevertheless, it must be said that probably some of the Christian missionaries that came to Nigeria during that period were not sincere, putting in perspective the widespread manifestation of Christ's power in contemporary Christendom. Considering this, they could likewise be rescued from the activities of the Nigerian traditional religious nationalists. The bottom line is that, some of them only saw the mission work as an opportunity to better their living conditions rather than approaching the mission work in its divinity as commanded in the Bible; "*Go ye therefore and teach all nations, baptizing them in the Name of the Father and of the Son and of the Holy Ghost: Teaching them*

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[60]Babalola E.O, *Islam, Christianity and Africa Traditional Religion*; Ade Awofisayo Lithographic Printers; 1992; pp. 2-4.

[61] Erivwo S.U, *History of Christianity in Nigeria:The Urhobo, The Isoko, and The Itsekiri*, p.1.

[62] For more details consult, Ade Ajayi, J.F. 1965, *Christian Mission in Nigeria, 1841-1891: The Making of a New Elite*, London: Longman Group Ltd.

[63]Asiwaju A.I, *Western Yorubaland under European Rule 1889- 1945: A Comparative Analysis of French and British Colonialism*,… p.223

to observe all things whatsoever I have commanded you: and, lo, I am with you always even unto the end of the world…".[64] This immensely countered the activities of these early missionaries and rendered their efforts less impacting.

Slavery and slave traffic combined to create another problem that constituted a clog in the wheel to the spread of Christianity in Benin and Nigeria at large. Slavery in Nigeria like other West African pre-colonial societies was a social institution and the involvement of Benin Empire in the European human trade and traffic was at that time at its height. The condemnation of such acts by the early missionaries as arbitral, inhumane and unchristian posed cultural and economic threat to the people. As such, they ignored the preaching and teachings of the missionaries. This was a considerable hindrance to the ready acceptance of Christianity in some parts of Nigeria. The failure of the first attempt to introduce Christianity to Nigeria was also as a result of the un-navigable nature of most of Nigerian Rivers. For instance, the Niger and Benue Rivers were characterised with large and jagged rocks on both sides and bends at the same points making accessibility to Nigeria through that route not only difficult but precarious.

While it is indeed true that the Portuguese came to Nigeria in the sixteenth century to spread the religious creed of Christianity, it must also be made apparent that the movement of the Portuguese to Nigeria in the sixteenth century was also spurred by economic motives. "… it was trade, first and foremost, that brought Englishmen to Nigeria; it was trade which sustained them when the difficulties of climate and diseases induced the missionary…"[65]

In short, the texture of resistance to Christianity during this period was influenced by multifaceted factors ranging from the climatic nomenclature, cultural differentiation, and religious chauvinism to the heavy contradictions between Christianity and the home-grown or age-long traditional religious practices. These all contributed to the abortive efforts of the early attempt to introduce Christianity to area now called Nigeria before colonial domination of the region. Nevertheless, it would be misleading to present the first effort to Christianize Nigeria ~~was~~ as a miserable failure. Regardless of the unsuccessful endeavour to introduce Christianity to Nigeria and Benin in particular in the sixteenth century, the attempt had a long term outcome. It gave room for subsequent incursion of Christianity to Nigeria. Therefore, it could be stressed that the first effort and failure of Christianity in Benin moulded the foundation of the eventual successful introduction and establishment of Christianity which is largely evident in the socio-religious fabrics of the various ethnic groups in contemporary Nigeria.

Some Manifestations of Resistance to Christianity in Contemporary Nigeria

Nigeria historical experiences seem to have grown a traditional circle of resistance to Christianity. As illustrated in the earlier discourse, the trend of resistance, antagonism or persecution to Christianity has not actually ended.[66] What at best could be perceived to have experienced change is the dimensions which resistance to Christianity is taking in contemporary times. Before the establishment of colonial administration in Nigeria, the force of resistance was perhaps basically represented by traditional customs and religions. However, these days the nature of resistance had grown beyond the cultural to include other diverse forms. These include intellectual antagonisms and political manipulations, social insurrections and religious fundamentalism amongst several others. With the aforementioned developments in the trend of resistance to Christianity (as will be illustrated in the present section) which the current paper has termed *existential resistance*, it would be sufficiently clear that what started in about five centuries ago, modestly referred to as resistance to Christianity has metamorphosed to nothing else but war against Christianity in contemporary times.

[64]See Matthew 28:19- 20, King James Version, *The Holy Bible*: Reference Edition; Jet Move Publishers, Dallas, Texas, USA; 2008, p.1277

[65]Afe E.A, *European Commercial Houses and the Establishment of Colonial Rule in Nigeria* in AMU: Akungba Journal of the Humanities…, 2005, p.68.

[66] Gideon Para-Mallam, *An Existential Threat to Christianity in Nigeria?*, https://www.lausanne.org/content/Iga/2019-07/ext... (Accessed on March 22, 2021).

Existential War against Christianity in Nigeria

At this point, it is vital to state that this aspect of the work is not an attempt to theorise existentialism as a philosophy, rather the term-*existential* is simply adopted in realistic context to illustrate the trend and texture of resistance to Christianity that practically exists with us in our current intellectual, socio-political and religious civilization. Starting with the intellectual, discourse on secularism appears more prominently directed at confronting the ideals and practice of Christianity. It is important to state, however, that the discourse on secularism within Nigeria have also presented varying domestic interpretation as it touches the religious culture of the people in general.

A Nigerian based thought on secularism as an idea holds that the state has nothing to do with religious matters.[67] This spells a situation where there is absolute separation between religious and state affairs. By this, the core of religious value and worship does not concern the moral culture of the society. Another thought which appears different holds that secularism has no correlation with spirituality or religion; rather it focuses on worldly or material affairs in the society.[68] However, these received disjointed views on secularism have side-lined the popular notion that religion has so much to offer to societal sanity, morality and public life in general.

Although, this somewhat polemic has been presented more in issues touching state-religion relations. An underlying trend in this intellectual engagement, perhaps not yet considered is to suppress the influence and activities of Christianity towards moral propriety, societal correctness and sanity. Socio-political resistance in contemporary times is manifested through social intolerance, insurgencies and discriminatory state policies. The establishment of a pilgrim board arose when the issue of pilgrimage became politicised from the time the regional government of the Northern region sponsored Isa Kaita's pilgrimage to Mecca in 1954. Consequent upon the possibility of religious strife in the Old western region where Muslims accounted for about half of the population and also as a preventive measure, Awolowo established a pilgrim welfare board for Muslims.[69]

Notwithstanding, government policies have taken a discriminatory approach against Christianity in such aspects like government taking over Christian established schools and introducing unchristian ethics such as the use of Islamic clothing (a current issue in Kwara state), ban on the use of electronic media for church programmes outside stipulated time frame in certain parts of the country, deprivation of the rights of Christians and questioning their native identity as citizens of such states under the ploy of claiming religious homogeneity.[70] These happenings among others portend attack on Christianity in Nigeria.

The case of the Fulani herdsmen currently plaguing the Nigerian state is one to mention. The "Fulani militants"[71] as the ICC refers to them is a hostile ethnic based group of individuals who attack Christian farming communities in different parts of the country, particularly the Middle Belt. It is however important to note that this touches resistance because the Fulani people are a basically Muslim population. When they attack these agricultural communities, they often set churches ablaze, assassinate Church pastors, and destroy Christian homes and businesses. The truth is it is rare in press reports to hear of a mosque being destroyed or Muslim cleric being murdered during these attacks, this therefore

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[67] For more details, Afigbo, A.E. "An Investigation of the Relationship between Christian Missions and Secular Authorities in South Eastern Nigeria from Colonial Times." *Oduma* 1, no. 1 (1973): 15–21, also see E.B Gbonigi, "Religion in a Secular State", in *The History of the Catholic Church in Nigeria,* J.O Makozi and G.J.A. Ojo (eds.), Lagos, Macmillan, 1982, pp. 24,25.

[68] See "Constitution does not Order Secularism", *New Nigeria*, April 18, 1987, p. 1.

[69]See O.B Nwolise, "Awolowo and Religion in Nigeria" in *Obafemi Awolowo: The End of an Era?*, O.O Oyelaran et al(eds), 1988, p 857-858.

[70]CAN Northern Zone, *Leadership in Nigeria: An Analysis*, Kaduna CAN Publicity, Northern Zone, 1988, p. 42.

[71] According to the ICC, they have adopted the use of the term militants because there are many Fulani who are peaceful, but there are also violent groups amongst their population who use it as a disguise to perpetrate...

indicates that the target of their attacks are the Christians.

Boko Haram which is numbered amidst the first three world's biggest terrorist organization has been operating in Nigeria since 2009. Boko Haram in its goal is dedicated to purging Nigeria of all Western influence, of which Christianity is considered a vital aspect. Therefore, the activities of the Boko Haram group appear pursuing the marginalization of Christianity. This thought could be substantiated by the domain and strength of the terrorist infrastructure and more the identity of its victims. For instance, about six years ago, Boko Haram was recorded to have wasted the lives of over 20,000 Nigerians and displaced close to 2.5 million people with substantial number of victims as Christians.[72] Fresh as the morning dew is the pathetic and unpardonable incidence of Leah Sharibu in the mind of Nigerians and the Nigerian Christian society.[73]Hence, Christian bodies and structures are not exempted from their attacks. Another case to mention was the execution of eleven Christians on video during Christmas Eve, December 24, 2019. In the video, the group said that these killings were in retaliation for the death of Abu Bakr al-Baghdadi, the leader of ISIS. Painfully, with the activities of these groups an estimated 50,000 to 70,000 Christians have been killed in Nigeria since 2010.[74] Invariably, the activities of this group has claimed the lives of more Nigerians in 2020 than the coronavirus, till recently, the estimated death rate from the pandemic in Nigeria is about 1,500 which is quite minimal to the annual average for Christian mortalities.[75] In short, it could be argued that existential resistance to Christianity is Nigeria's actual pandemic.

More recently, government proposed a bill that would encroach on the administrative independence of the church as it concerns leadership and finance. Making mention of the CAMA- Companies and Allied Matters Act 2020 comes handy here.[76] The introduction of this does not appear a pure state strategy to sanitize the nation but rather more of an attack against the church and Christianity. To this, the President of Christian Association of Nigeria (CAN) condemned the act vehemently. CAN emphasised that "the church cannot be controlled by the government because of its spiritual responsibilities and obligations…"[77] This policy is nothing but an attempt against Christianity, in the sense that it will relegate the influence of the Church and render it a public institution totally under state control.

Within the context of the above, mention can be made of the state order to close down all church activities during the 2020 Covid-19 pandemic challenge in Nigeria. This was quite understandable considering the global trends of the virus transmission and death rates akin to the pandemic. In the face of this, the government policy on the closure of religious activities was discriminatory because other religions were not restricted as much to engage in their activities.

[72]This data was culled from the Internal Displacement Monitoring Centre (IDMC): GRID Report, nd.

[73]Check Leah Sharibu's appeal video link on YouTube via: https://youtu.be/8hwT7yIZOB4...

[74]Crux Staff , Nigeria is becoming world's 'biggest killing ground of Christians', https://cruxnow.com/church-in-africa/2020/08/nigeria-is-becoming-worlds-biggest-killing-ground-of-christians/ (Accessed on March 22, 2021).

[75]Daily Summary of COVID-19…TVC Television Broadcast, 7th* October, 2020.

[76]The Companies and Allied Matter Act ("CAMA 2020" or "the Act") introduces new provisions to reflect modern commercial realities as well as reduce compliance costs and regulatory hurdles for businesses in Nigeria… The Act caused major apprehension amongst Christians because it empowers the Corporate Affairs Commission (CAC) to suspend church trustees and appoint interim managers either believers or non-believers… See details on CAMA Bill 2020 on https://www.uubo.org/media/1590/newsletter-commentary-on-the-companies-and-allied-matters-act-repeal-and-re-enactment-bill.pdf (Accessed on March 23, 2021)

[77] Bayo Wahab, "CAMA: CAN Rejects 'Ungodly' Law, Says its War against Christianity", *Punch Newspaper*, 20th August, 2020.

Conclusion

So far, the paper has made an evaluation of the situations that gave rise to the resistance against Christianity in sixteenth century Nigeria. It must be said, however, that natural, human and cultural factors were largely involved in the resistance, contributing to the colossal failure of the early attempt to inculcate Christianity into the 'Nigerian' socio-cultural circle at the time. Again, while the brave imperialistic strategy of the Europeans (Portuguese) to use Benin and its environs as a base from where the other entities comprising present-day Nigeria would be reached, the native people resisted the effort demonstrating a vast sense of cultural consciousness and awareness. However, the identifiable trend of resistance to Christianity during its early engagements with Nigeria is still noticeable in contemporary times, what mainly have changed is the nature with which the resistance is manifested.

Accordingly, it appears the trend of resistance had remained traditional; in the sense that earlier it was an opposition of the native people against the foreign missionaries and now it is still largely a domestic antagonism engaging pockets of external supports with the development of home-based forces against Christianity. In essence, the nature or texture of resistance in contemporary times has grown more complex strategies along intellectual, political, socio-religious and violent lines to war against Christianity in Nigeria. It is in the context of these existential realities against Christianity that this paper suggests the need for more resistance variant narrative in Nigerian Christian historiography.

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PEACE EDUCATION: A PANACEA FOR ACHIEVING SUSTAINABLE GLOBAL SECURITY

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Abstract

Perceptibly, peace has eluded most nations despite treaties and efforts of the United Nations. Similarly, procurement of arms and ammunition tends to have failed to secure territorial integrity. As a consequence, this paper attempts an examination of peace education as the panacea to achieving sustainable global security. Peace education is the process of instilling a culture of peace in individuals, and embedding the skills and knowledge of resolving conflict in a non-violence manner. The paper discussed the roles of peace in achieving sustainable global security, like deepening democratic values, eradicating poverty, and ensuring that good governance, equity, and justice are sustained in the process of leadership. As a way further, the paper suggests that government should deemphasize the acquisition of arms and ammunition but should invest more in education, redefining the curriculum of peace education and integrating it into academic programs.

Keywords: Education, Peace Education, Security, Sustainable Global Security.

Introduction

Globalization and technology have made the world a global village changing the way people relate and nations interact with each other, thus leading to heavy economic, social, and political maneuvers among nations. In the process, nations have formed alliances and military pacts for protection against external aggression and to ensure that peace prevails. Unfortunately, the use of military might has not yielded the desired peace the world needed. The existence of war, violence, and terrorism has not only become a big threat to global peace but the existence of man. Peace and the stability of nations have been the aspiration of leaders, and a catalyst for the development of the nation. It is against the backdrop that individuals, leaders, and nations abhor crisis, war, or violence, but unfortunately, crisis and disagreement are inevitable in any human organization.

It is pertinent to note that the world cannot witness peace as long as the majority of citizens lack the basic needs and infrastructures due to harsh economic conditions melted to the citizens due to poor leadership or the activities of tyrannical leaders who see leadership as a means of perpetuating themselves and feasting on the commonwealth of the nation. The syndrome of sit-tight leadership and encroachment on the territorial integrity of a strong nation to the weaker nations have led to a series of conflicts, violence, and war on an international scale.

Achieving peace among nations led to the establishment of the United Nation after two world wars. And further to curb violence, and war and maintain peace and security, Article 24 of the United Nation confer the responsibility of maintaining peace and security to the Security Council. The international leaders, in their resolve to promote peace and confront challenges inhibiting peace, had various declarations/programs some of these are the World Conference on Human Rights, the International Congress on Education for Human Rights and Democracy, and others. Despite these concerted efforts nations continued to rise against nations, destruction of lives and proprieties, and it appears that no solution except the destruction of human and infrastructure resources.

There are series of wars, violent agitation for freedom, kidnappings, terrorism, and full violent aggression of an independent nation against another. The entire human existence cannot degenerate into a Hobbesian state of nature where might is right and life is short, nasty, and brutish. Literature abounds with news of the activities of Boko Haram in the North-East of Nigeria, and the activities of IPOB in the South-East agitating for a separate and independent nation. The recent assault of Russia against Ukraine, which many commentators have referred to as irrational and absurd, is a pointer that Security Council and indeed United Nations cannot secure the desired peace that will enhance tranquility, and harmony among nations.

It is against this background that scholars and ambassadors of peace are agitating for a shift in the paradigm of searching for peace among Nations. Kester (2008), opined that any efforts that will sustain peace and security must stem from educating people on the universal value and behavior on which a culture of peace is established. This brings to the fore the concept of peace education as the panacea for sustaining international peace and security and by extension curbing global terrorism.

- Conceptual Framework
- Peace
- Peace Education
- The Theme of Peace Education
- Sustainable Global Security
- The Role of Peace Education in Achieving Sustainable Global Security
- Conclusion and Recommendation

Conceptual Clarification

Peace

Peace is one of these concepts that has eluded a generally accepted definition, each person is defined based on individual perceptions and religious connotations. According to Okoye and Njelita (2018), peace is a complex and multi-layered that has eluded a censuses definition among scholars because each defined it from their perspective. In support of the assertion, Galtung (2006) opined that peace is utopian and unreal and lacks an agreeable definition, therefore, the emphasis will be on elucidating various definitions by various authorities.

It is in this vein that the *Oxford Advanced Learner's Dictionary* (6th edition) defines peace as a situation where there is no war. By this definition, peace exists when there is no war or violence. Thus, war or violence is adjudged as a situation where there are conflicts and agitations resulting to fight in such a manner that the tranquility of the environment is interrupted. American Heritage dictionary defined violence as 'any behavior in which physical force is exerted to cause damage or injury.' In a similar vein, David Trimble in Ewelu (2020), asserted that peace is not the absence of war, lasting peace is rooted in justice. While Wikipedia online dictionary defined peace as a 'period of harmony between differential social groups' characterized by lack of violence or conflict behavior, and freedom from fear of violence

It is pertinent to note that Johan Gatung a Norwegian peace researcher further extrapolated peace to connote positive and negative peace. He further explained positive peace as the integration of human society while negative peace is the absence of structural violence. Structural violence is those repulsive policies, and social conditions that directly or indirectly are injurious to humans, cause pain and that can even lead to death. (Grewal, 2003). It also includes injustice, oppression, starvation, extreme poverty, discrimination, and all those encumbrances to the basic needs of people in society. (Galtung, 1964. Woodhouse 2020, & Hicks 1987). While the Irenees' peace workshop held in South Africa (2007), further explained peace as a situation whereby people are interacting non-violently and are managing their conflict positively. From the above definitions of peace, it means that peace does not only mean the absence of war but the removal of all encumbrances of peace like poverty, hunger, and injustice among others.

Peace Education

Peace education contains two key concepts of education and peace. Education is the process of training, teaching, and installing skills, knowledge, and behavioral pattern that will make the individual live a productive life and contribute positively to the development of society. It is knowledge-driven, which helps individuals in society to imbibe positive values that will lead to a change in behavior. 'Peace education promotes the knowledge, skills, and attitudes that help people live peacefully and when conflict arises, resolve conflicts peacefully and create a condition that will enhance peace. (Akinyoada, 2011: p 57). p57).

> *Peace education as defined by UNICEF but cited in Fountain, (1990) refers to the process of promoting the knowledge, skills, attitudes, and values needed to bring about behavior changes that will*

enable children, youth, and adults to prevent conflict and violence, both overt and structural; to resolve conflict peacefully; and to create the conditions conducive to peace, whether at an intrapersonal, interpersonal, intergroup, national or international level.

In the same vein, Gumult cited in Alachi and Michael (nd) defined peace education as a conscious attempt to educate the people on the dynamic of conflict management and promote peacemaking skills in homes, schools, communities, and the entire world through the agent of socialization. The essence of peace education is developing a peaceful society through changing a culture of violence to a culture of peace and it is lifelong learning. (Rank, 2012). While Lewal, (2005), opined that peace education stands for all processes involved in instilling the culture of peaceful coexistence in individuals or groups formally or informally. From the above definitions peace education is directed towards:

i). teaching the citizens the concept of peace, peaceful making skills, and inculcating the culture of peace and jettisoning the culture of violence that appears to be innate in man and society.

ii). implanting in the citizens the skills of resolving conflicts without resorting to arms conflict or violence

iii). inculcating in the citizens the spirit of harmony, equity, justice, and the benefits of peaceful coexistence among nations and life skills of resolving injustice.

iv). educating the citizens on the consequences of arms conflict and violence

The Theme of Peace Education

In the discussion of the theme of peace education, various historical events helped to shape peace education. These events helped in defining the aims and objectives of peace education. After the 1st World War of 1914-1918, there was a need for cooperation and understanding between leaders of nations to bring ideas to avert another war. This led to the formation of the League of Nations and the subsequent establishment of the International Institute of Intellectual Cooperation (predecessor United Nations Educational, Scientific and Cultural Organization. UNESCO) to incorporate those ideas into the educational system and in the process ensure peaceful coexistence.

Unfortunately, the averting of the Second World War (1939-45) was more catastrophic with the use of atomic weapons against Japan in Hiroshima and Nagasaki led to the establishment United Nations (UN), and Article 1(1) of the UN chapter state that the organizational core value is 'to maintain international peace and security and to achieve this, the UN should use collective measures to maintain peace or remove any threat to international peace and security. It is in line with achieving global peace that UNESCO was established in 1946 with the mandate of planning, developing, and implementing general changes in education according to the international politics of peace and security.

The cold war era between the NATO and WARSAW blocs helped in curtailing the arms race and stopped the threat of nuclear war and disarmament. With the cold war over NATO and their security patterns are still interested in arms control and disarmament to prevent conflict, increase security and protect people. (Ivancik, Necas, & Jurcak, 2014). This in no small measure helped in redirecting and redefining peace internationally among leaders and academics and the entire world.

From the fore discussion, it is obvious that the themes of peace education are diverse, these are based on theoretical approaches, underlying philosophies, basic methodology, and goals (Burns & Aspeslagh 1996). Therefore, it is imperative to note that the Integrated Framework of Action on Education for Peace, Human Rights and Democracy 1995, (approved by UNESCO) provided an ample explanation for peace education in the following words:

The ultimate goal of education for peace, human rights, and democracy is the development in every individual of a sense of universal values and types of behavior on which a culture of peace is predicated. Education that will instill the ability of nonviolent conflict resolution, inner peace, and quality of tolerance, compassion, sharing, and loving. (*n*. p)

The Universal Declaration of Human Rights also affirms the core value of the theme of peace education wherein everyone has the right not only to education but 'education that will promote understanding, tolerance, and friendship among all nations, racial, or religious groups, and shall further the activities of the United Nation for the maintenance of peace (Article 26 of United Nation).

Another development that encourage cooperation and sustainable global peace in the establishment of the University of Peace, when 1980, the United Nation General Assembly adopted resolution 35/55 which led to the United Nation University of Peace (UPEACE) with its headquarter in San Jose, Costa Rica. It was a strategy adopted to address the cause of problems affecting human and global well-being and thereby contribute to the process of peacekeeping and peacebuilding. UPEACE is no doubt one of the leading international institutions that are contributing to education for peace, understanding, tolerance, and peaceful coexistence, and eradicating violence, and war among nations.

United Nations Institution for Training and Research (UNITR) is another United Nations organ that is saddled with the responsibility to ensure peace international through training, advancing environmental sustainability, green development, and promoting sustainable peace. It also covers promoting economic development and social inclusion (United Nations 2005). Also, the activities of the United Nations University with its headquarters in Japan with a mission to resolve the global pressing problems of human survival development and welfare that are of concern to the United Nations have contributed in no small measure to enhancing the survival of humanity and development. (unjobet.org/organizations/UNU).

Another core value of peace education is the 'assumption that violence is innate to the human condition' and to develop humans that will enable mankind to renounce violence and embrace peace, cooperation, tolerance, and friendship among nations. The hallmark of peace education is peacebuilding into the consciousness of man. To promote peace and work towards the prevention of violence by acquiring knowledge and skills towards resolving conflict peacefully. It is the exploring peaceful option of managing social discord and disagreement without resorting to violence.

Sustainable Global Security

The issue of global security is a common lexicon in global politics and has dominated public discussion, especially in the aftermath of the Russian invasion of Ukraine on the 24th of February 2022. Analysts have condemned some invasions as unjustifiable, and of the most gruesome and inhuman action in recent times. The invasion brings to the fore the use of arms and ammunition for the protection of territorial integrity.

The issue of securing one's country has led leaders to amass weapons of mass destruction that are capable of killing millions of people if not well managed. Countries spent billions in building military hardware that can help wedge external aggression and prevent internal conflict within the countries. Therefore, security is the ability of the individual nation to procure the necessary military software and hardware that will enable them to protect the citizens from external aggression and stop any riots or violent acts that can undermine their territorial integrity.

In like manner, the Oxford advance learner's dictionary defined security as the activities involved in protecting countries or individuals from attack or danger. While Lippmann cited in Singh (2014), defined security as the 'capability of a country to protect its core value'. The involvement in securing a nation is a deliberate policy by the state actors to protect its core values. The issue of protecting the nation's values makes the definition of security a bogus one depending on the context, value, and interest of the political actor or leader. Thus, security becomes a highly contested concept that is best defined as scholarly concepts used in a wide variety of personal and collective activities and conditions (Heurlin & Kristensen, n.d).

Thus, security can be classified into three cohorts namely the individual, state, or international level. Individuals are interested in the protection of individuals from threat, harm, or job security among others. While state or national security is interested in the protection of state actors and protecting the internal security of the state. Thus, global security at times called international security is a concept that involves state actors across international boundaries, their efforts in policing the international environment, and the protection of people. Online Wikipedia (2015) defined global security as measures taken by states and international organizations to ensure the mutual survival and safety of the people.

Global Security in the 21st century shifted from mere matters relating to defense and military aggression to matters dealing with economic, political, and environmental factors at both the national and international levels. This period witnessed more threats coming from ethnic groups, insurgence, militia groups, poverty, mismanagement of resources, terrorism, epidemics, destruction and diversification of nature, and other manmade problems that are a threat to the existence of man. The shift from traditional security, the period of world wars and the cold war era, to the era of globalization and upsurge of information technology has moved from military-centered security to a much broader view that now emphasizes individuals rather than the state in explaining security. (Akano, 2019).

These are the core values of 21st-century global security. The security that takes cognizance of the ecosystem, good governance, and the fundamental human rights of the citizens in sustaining global security. It is an epoch whereby the government at national and international levels must be interested in the eradication of poverty, economic mismanagement, terrorism, pandemics, and any process of destroying the entire ecosystem.

This brings to the fore the concept of sustainable world security, which implies a paradigm in the protection of the environment. It entails the provision of the needs of individuals, states, or nations without destroying the environment. It is redefining how to protect society without necessarily the acquisition of weapons of mass destruction. It is about thinking about national security by providing a balanced development of the economy, society, and the environment. It is about maintaining all forms of security, namely human, economic, and the environment without necessarily losing the core values of life without which life is meaningless.

It is pertinent to note that "absolute security for a country means absolute insecurity for all others" (Kissinger, 1974), thus the need to change the perception of securing nations. To achieve sustainable global security the governmental actors must not only protect the nations against the destruction of lives and properties but ensure that actions that will lead to the dilapidation of the environment are curtailed. Also, ensuring good and democratic governance that will ensure human liberty, justice, and more importantly the eradication of poverty and hunger. The existence of poverty is a threat to human security and efforts must be towards stamping out poverty.

The Roles of Peace Education in Achieving Sustainable Global Security

Education all over the world is adjudged as a veritable instrument for the development of the nation. Interestingly, the mere acquisition of education for development has not yielded the desired result of providing peace and eradicating war and conflicts in society. Instead, the procuring of military hardware and weapons of mass destruction had not only eroded the peace and tranquility the world desired but a recipient of anarchy since leaders must test their weapons and sell them to weaker nations.

Thus, the agitation for a paradigm shift in search of peace through instilling the culture of peace hitherto the acquiring of arms and ammunition. This is necessitated as a result of the deficiency of the old order of armament and procurement of military hardware to the new order of instilling peace culture and justice. In a similar vein, the Stockholm Initiative on Global Security and Governance recognized and stressed peace education as a way in solving the challenges of insecurity rather than armament. Its emphasis is on issues that emanate from failures in development, environmental degradation, excessive population growth, and failures to instill democratic values. (Ikwumelu, Oyibe & Eluu, n.d).

For peace to prevail there is the need for conscious efforts by world leaders to instill virtues of peace and tranquility in the populace as a universal value. And it appears that these fundamental values are in short demand among world leaders and thus emphasize peace education. The crux of peace education is to instill the culture of peace as the universal value in the relationship between nations. And more importantly, its strategies and development non-violent approach to the settlement of conflict as an alternative measure for the attainment of peace than amass weapons of mass destruction.

Akano (2019) opined that peace education has four major change agents namely knowledge, values, attitude, and skills. These are imperative to change the mindset of individuals in the pursuit of peace or otherwise. Peace education instills the right knowledge and skills that will help to promote a peaceful culture among nations. Does not only remove those threats that enhance political turmoil among nations but also builds the right attitude and better alternative ways of managing conflicts like dialogue, negotiation, mediation, and tolerance.

Peace education abhors war, therefore teaches humane qualities like human rights, and appreciates equality of all men irrespective of sex, creed, region, and color. It underscores the development of new order based on democracy, human rights, and justice. It stresses the importance of a safe ecosystem and the protection of the environment from harm as a result of man exploring the environment.

It is imperative to note that poverty, diseases, and hunger are other significant vices that impede world peace and need to be addressed if nations must be secured. This is aptly captured in the Brandt Report, which stresses that 'where hunger rules, peace cannot prevail'. It becomes incumbent on the leaders to first solve the problems of hunger if peace must be attained. Unfortunately, the gap between rich nations and poor nations is on the increase. The rich nations are adored by the poor nations, with the necessary infrastructure and facilities that help in the battlement of society and development.

While it appears that the majority of the populace in developing nations wallop in poverty and hunger which is the resultant effects of the regional crisis, war, terrorism, and deficiency in leadership. These anomalies are what the advocate of peace education tends to achieve by ensuring that recipients are trained to be world citizens that have respect for humanity, appreciate diversity and avoid selfishness and arrogance in power, thus training peace activists that transcend cultural and regional based.

Also, leaders should embed tolerance, justice, and fair play among actors in international politics and ensure that poverty and unemployment are reduced to the barest minimum which in turn accelerates economic development. Peace education becomes the panacea for sustainable security because it does not only de-emphasis the accumulation of weapons of mass destruction and the protection of the state but emphasis those factors that threaten peace and tranquility like hunger, poverty, unemployment, and bad leadership that destruct the environment, economic and health of the citizens.

Conclusion and Recommendations

Education is adjudged as a forerunner of national integration, and economic growth and a precursor for the development of man and society. But unfortunately, the mere acquisition of education and incursion of military hardware and ammunition for the protection of the integrity of the nation had not yielded the desired result. Thus, there is a need for a paradigm shift for an inclusive approach to resolve the challenges of global insecurity. This brings to the fore the issue of peace education as a panacea for sustainable global security. Thus, the study concludes that for the attainment of global security there is a need to eradicate poverty, unemployment, and hunger. Also, the need to imbed peace culture and strategies for resolving conflicts, the dipping of democracy, human rights, and the spirit of tolerance among state actors.

Considering the abysmal failure of international actors in sustaining peace globally through the procurement of arms and ammunition. It is incumbent on governmental actors to deemphasize the use of arms and ammunition in attempts at securing sustainable global peace. However, emphasis should not only deepen the democratic values but ensure that good governance, equity, and justice are sustained in the process of leadership.

Also, international and national governmental actors should place a premium on the development of education. Education remains pivotal in the liberation of the minds of individuals as well as instilling skills and knowledge that sustain peaceful coexistence and ways of reconciling conflict in a non-violent manner. Consequently, the peace education curriculum should be redefined and integrated into the academic programs.

Leaders should abhor violence no matter the provocation but should be interested in employing the entire citizens and in the process eradicating poverty and hunger. Poverty and hunger remain the prelude to global insecurity therefore, world leaders must collaborate to end poverty.

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BOKO HARAM INSURGENCY AND IMPACT OF FOREIGN AID ORGANIZATIONS ON SOCIO-ECONOMIC DEVELOPMENT OF NORTH EAST, NIGERIA.

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Abstract

The rise of Boko Haram in the North-Eastern part of Nigeria has greatly altered the way of life of the people. The inflow of foreign aid organizations in the region to provide humanitarian relief to the affected has yielded but little results. The paper explores in-depth the operations of the Boko Haram insurgency and the impact of the foreign aid organizations, and how these humanitarian efforts have affected the socio-economic development of the region. The methodology adopted by the paper is a mix of conceptual review, thematic analysis and theoretical exposition. The study adopted the Relative Deprivation Theory (RDT) which expresses the feelings of the affected as the affluence of the people in other regions are brought to bear. The framework is appropriate for the study as it unveils how certain people are systematically deprived. The paper relied on the works of other researchers, viewing and analysing their perspectives on the subject matter. It was discovered that developing nations, such as Nigeria, lack the appropriate policies that could allow her to effectively manage the resources of foreign aids. This is due to the prevalence of corruption and injustice that led to the deprivation of the people in the north-eastern region in the first instance. The paper concludes that foreign aid has had very little positive effect on the socio-economic effect of the country. By way of recommendation, the paper urges foreign aid organizations to conduct proper analysis before embarking on a particular course of action. It also strongly recommends that government make more efforts to rescue the remaining abducted pupils in the region.

Keywords: Boko Haram, Insurgency, Foreign aid, Government, Intervention, Nigeria

1. INTRODUCTION

Debates about Nigeria's present state are replete with insecurity, insurgency, militancy and terrorism among others, each of which has implications for regional and international relations. Issues relating to insurgency, militancy, kidnapping, and insecurity are often featured in the news. The war in North-Eastern Nigeria entered its twelfth year in 2020. Hundreds of civilians have been killed and millions have been displaced since the Boko Haram insurgency began in 2009 which has greatly affected the Lake Chad region, which includes Nigeria, Cameroon, Chad, and Niger."Boko Haram," as Maclean (2018) puts it," has proven remarkably adaptable in its tactics: the end of 2018 once again saw an uptick in attacks in Nigeria's Borno State." Armed assaults on people, security personnel, churches and mosques, farms, media outlets, schools, and international organizations like the United Nations have increased the nation's already existing problems, especially in the North East. To say that the Boko Haram is a great threat to the National security of Nigeria would be a gross understatement.

In line with this, Gilbert (2014) noted that since the insurgency started, nearly 12,000 people have died and 8000 have been injured. Food insecurity has further worsened as farmers have fled their farms in fear of being attacked especially in the northern region which is the country's main food-growing region." The effect of this has inadvertently affected the economy, as flow of resources got directly hindered. Due to the sect's unreasonable massacres and kidnappings of schoolchildren and college students, schools have had to be closed indefinitely, and parents have had to withdraw their children and wards from those schools that were still open, denying them access to education. The abduction was one of the most unreasonable acts of the sects. For instance, the most well-known instance of this kind of kidnapping occurred in 2014 when 276 schoolgirls from Chibok in Borno state were abducted. It sparked uproar around the world and harsh criticism of the administration of then-President Goodluck Jonathan (Habila, 2017 & Obasi & Obe, 2016). According to This Day (2017) "Fifty-seven of the girls escaped within hours of their kidnapping, 103 were released following negotiations between the government and insurgents, while four reportedly escaped." This calculation would leave about 112 of the school children unaccounted for.

As a result of the economic destabilization being caused by this insurgency, foreign aids organizations focused their attention on the northern region of Nigeria, in order to realign the drowning economy. As Fasanya and Onakoya (2012) found out that the growth of Nigeria's economy is influenced favourably by foreign aid. While insurgency of the Boko Haram is a major threat that has left many homeless and in raving poverty, other reasons are flagged why foreign aids is essential in Nigeria. For instance, according to Conchesta (2008), a nation like Nigeria is notorious for having several economic issues, including low levels of income, high levels of unemployment, very low industrial capacity utilization, and high levels of poverty, to name just a few. However, the tragic effect of the Boko Haram sect tops the line among the problems.

In many instances where people in the North-Eastern region of Nigeria have been rendered as internally displaced, foreign aids have played significant role in helping them get back on their feet, thereby igniting hope in them once again. By doing so, foreign aids is either directly or indirectly boosting the socio-economy of the region, and by extension, the country. However, as Rena (2013:224) observed, "foreign aids remain a major source of income for many low-income countries in Africa, it is important to consider its implications for these countries efforts to foster economic growth." The import of this concern reinforce emphasis on the reliant of aids instead of working to boost the economy by other and legitimate means. This therefore means that though foreign aid is helping to reduce the effect of Boko Haram in the North-Eastern region of Nigeria, it could be a problem by itself if not carefully and properly managed.

The paper is structured into several segments which include the abstract, introduction, methodology, conceptual discourse, theoretical framework, discussion, and references.

2. METHODOLOGY

The method adopted is a mix of conceptual review, thematic analysis and theoretical exposition. It employed in conducting this study largely relied on qualitative data that were generated from secondary sources such as journals, official websites, and published texts. Each of the data used to conduct this study is relevant to the study. In order to obtain the originality of the study, content analysis was adopted and used to sieve the numerous data gathered. This enabled the reliability and credibility of the study.

3. CONCEPTUAL DISCOURSE

Boko Haram

Several armed individuals have frequently and surprisingly used violence to inflict terror on innocent bystanders, thereby extremely eroding personal security (Large, 2005). Oviasogue (2013) outlined that although religious unrest in Northern Nigeria is not a recent phenomenon, the rise of the dreaded Boko Haram terror organisation and its sophisticated military strategy and operation are a long cry from the banal religious unrest in Northern Nigeria. According to Murtada (2013), Jama'atu Ahlis Suuna Lidda'awati Wal-Jihad was the official name of Boko Haram. Boko Haram is a name that translates to "Western education is forbidden". Based in the northeast of Nigeria, Boko Haram is a terrorist organization that practices Islamist jihad. Abolurin (2012:261) added that *Jama'atu Ahlis Suuna Lidda'awati Wal-Jihad, also known as Boko Haram, was founded in Maiduguri, the capital of Borno State, in 2002. The name translates to mean 'those committed to preaching the Prophets' teachings and Jihad'.* Trying to make sense from the string of words, Gilbert (2014) asserted that the words 'Boko' (Hausa) and 'Haram' (Arabic) both mean 'book' and are regarded to be of Western origin. Therefore, Boko Haram's meaning in Hausa is 'Western education is sin'. Idowu (2013:86) explained that "it could be argued that Boko Haram started as a fundamental Islamic sect that intends to supplant government structures that politicized, corrupted and bastardized proper implementation of Sharia in the north; and to install Islamic regime where Sharia law will be applied to the letters."

Eme and Ibietan (2012:17) explained that the insurgency group was "founded by Mohammed Yusuf in 2002, in the city of Maiduguri, and it aimed to establish a Sharia government in Borno State under former Governor Ali Modu Sheriff." Sunday Vanguard (2010) pointed out that the Boko Haram terrorist organization's main goal was to establish an Islamic Caliphate based on Sharia rule in the whole Northern area. Since its inception, according to Awofadeji (2009), the organization known as Afghanistan established the founder's village, Kanamma, as their operations base in the state of Yobe close to the Niger Republic border.

In addition, Achebe (2012) described Boko Haram as a product of economic deprivation and corruption in northern Nigeria. He pointed out that social injustices, corruption, and economic hardship all contribute to political instability. Mustapha (2012:3) went further and opined that "Boko Haram is the symptom of the failure of nation-building and democratic politics in Nigeria which has yielded to high rate of displacement of persons in Nigeria most especially in Northeast region." He added that" it is the misguided cry of a disgruntled youths crushed by the socio-economic system on the one hand and then repressed by the state on the other."

Nneka (2015) concluded that the massive murders and property damage have gone against what their moniker stands for—opposing everything related to western education. She added that since their intentions are mainly unknown and thousands of people have been killed and ruined, their rebellion has gotten worse.

Foreign Aids

Foreign aid is a voluntary notion that depends on the receiving nation from a donating nation, governments, commercial organizations, and individuals, who are supporting the recipients' economic development. Todaro and Smith (2009) clarified that promoting economic development and welfare is a major goal of most Official Development Assistance (ODA) to poor nations, which is typically assessed by its effect on economic growth. Wells (2000) further explained that this assistance may take the form of grants or loans, technical assistance, training, equipment, and supplies of food, health care, infrastructure, and transportation.

The term "foreign aid" is typically used to refer to the transfer of resources from wealthy nations to developing nations. Tadesse (2011) argued that all government grants and concessional loans, whether in cash or in kind, that are broadly intended to transfer resources from developed to less developed countries on the basis of development and income redistribution are included in the commonly recognized and used definition of foreign aid. Jane, John and Mosley (1991) also agreed that foreign aid is the transfer of actual resources from one nation to another that otherwise would not occur due to the operation of market forces or in the absence of particular official action to encourage such transfer on the part of the donor nation.

The United Nations (2009) meanwhile has defined economic aid as cash grants and long-term loans from governments and other international organizations for non-military objectives. In addition, Barret (1998) postulated that foreign assistance may take the form of food aid, which relates to programs on food aid and humanitarian food help. This kind of aid often take place in timed when the receiving countries are affected by insurgency, thereby displacing its citizens. In many instances of insurgency, many people mean of livelihood have been destroyed. Farmers often lament that their farms and crops were set ablaze. Herders complain of the killing and rustling of their livestock. Food aid, in instances like this, could be a life-saver.

Riddell (2007) further added technical assistance is an additional type of aid that developing countries typically receive. This includes the provision of knowledge, basic skills, know-how and advice. Another form of foreign aid is the Humanitarian Aid, which was defined by Kabete (2008:12) according to its purpose, which is, "to save lives, alleviate suffering and enable those suffering to maintain (or retain) their human dignity during and in the aftermath of natural disasters and man-made crisis." As pointed out by Roodman (2008), which surmise the essence of foreign aid, countries receive aid because they are doing poorly economically. Essentially, the countries at the receiving end of foreign aid do so simply because they couldn't navigate the roadmap leading to the lasting solution of the challenges confronting them.

4. THEORETICAL FRAMEWORK

The paper adopts the Relative Deprivation Theory (RDT) as its theoretical underpinning (Bayertz, 1999; Schaefer, 2008; Smith &Walker, 2012). According to Schaefer (2008:69), relative deprivation is "the conscious experience of a negative discrepancy between legitimate expectations and present actualities."

It is in the light of this framework that Walker and Smith (2012) argued that an individual or a group of individuals may feel deprived if there is a feeling that their rightful rights and advantages are being denied. Bayertz (1999) further noted that when the affected person(s) realize that their current situation is worse than expected in comparison to that of other groups or people around, it could cause them to feel unsatisfied. Stating that the people whom are constantly affected by the insurgency of the Boko Haram were moderately deprived would be a gross injustice to them. A faction of the country is obviously under constant siege of terrorism while another faction continues to enjoy economic and political affluence. The assertion of Walker and Smith is indeed crucial to this study.

The systematic deprivation being experienced by this region is a result of conflicts between the insurgency group and the government. This conflict has, however, been masked. Ogley (1999) defined conflict as incompatibility between two or more people's, groups', or other interests' objectives, goals, or interests. Pia and Diez (2007), describe conflict as a struggle or contest between people with opposing needs, ideas, beliefs, values or goals. Granville (2020) poured out his heart when he noted that Policymakers ought to have foreseen that the establishment of Boko Haram in Borno may draw people who feel left out as a result of widespread corruption in the government, which could culminate in a conflict. He further added that the continuation of Boko Haram insurgency activity, particularly in the north-eastern section of the country, could mark the end of the nation until the insurgents are militarily destroyed and rendered incapable.

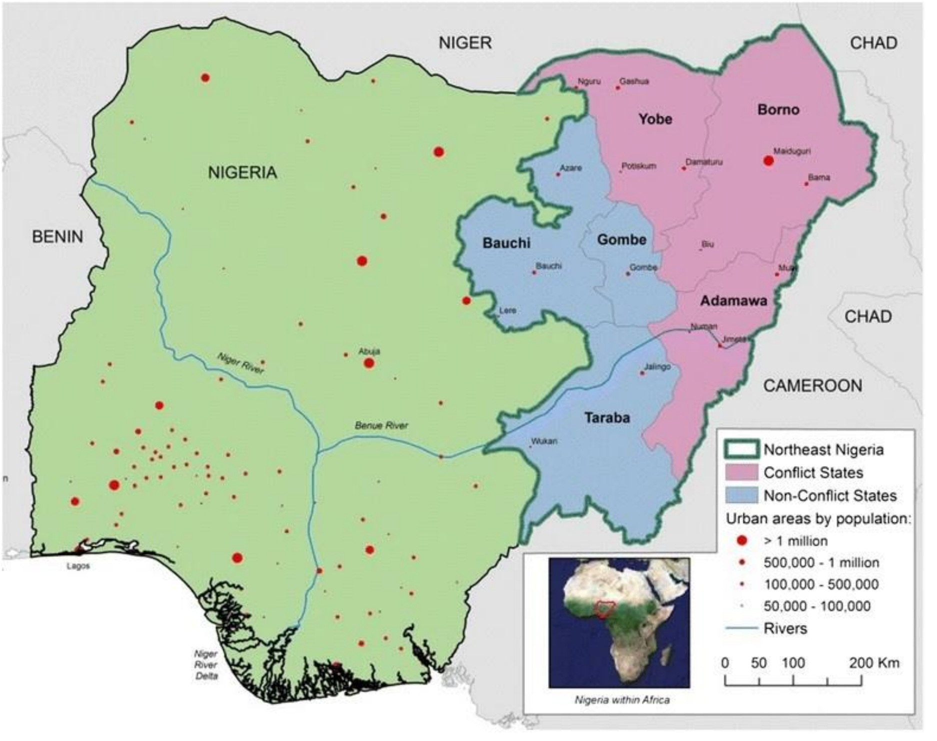
This framework is crucial for analysing the issue at hand and outlining potential workflows. The application of RDT as the theoretical framework in this study gave insight into how the Boko Haram organization perceived current government policies that were harmful to the poor and how they tried to use religion to add structure and understanding in an effort to explain the apparent deprivation and inequalities that exist in the North-Eastern region of Nigeria.

5. NORTH-EASTERN NIGERIA: A GEOGRAPHICAL VIEW

The geographical area referred to as the North-Eastern part of Nigeria constitutes the largest geo-political zone in Nigeria and since the state's inception in 1996, includes the current states of Adamawa, Bauchi, Borno, Gombe, Taraba, and Yobe. It covers 103,639 square miles in total, or 29.1% of the entire area of Nigeria (Barbour, 1971).The republics of Cameroon on the east, Niger and Chad on the north, North-Central Nigeria on the west, and South-Eastern Nigeria on the south serve as the area's boundaries. The zone is blessed with several mineral resources and fertile soil which enables the people to engage in farming activities.

According to Appleton and Belden (1936), the Plateau, Bauchi, Gombe, and Mambila are populated almost exclusively by ethnic groups who live in dispersed villages. However, the main part of the zone under study had on average density of 11-40 persons to square mile. However, Kwanashie (1981) maintained that the Hausas, Kanuris and Fulanis have long been the dominant groups. Throughout their history, the Hausa have retained a distinct political identity. One of the key factors in the growth of trade has also been their language.

Usman (1983) carried out a study where he noted that the Kanuris, who are frequently lumped in with the Hausas, are a fundamentally independent tribe with their own language. Ibrahim (2022) observed that they live primarily in Borno, with some of them also present in Yobe. He further added that perhaps one of the most significant components in the history of the area was the Fulani people. Economic activities are carried out systemically, due to the nature of climate of the zone. As a result, most of the people, being farmers, are engaged in annual farming system.



Source: conflictandhealth.biomedcentral.com

Ibrahim (2020) found out that the inhabitants of this area are renowned for their practice of animal husbandry. There are many different kinds and varieties of cattle there. Most of them are held by the nomadic or semi-nomadic Fulani ethnic group, and each Fulani clan's (ardo) goal is to maintain a herd that is best suited to the area that the clan controls. The zone’s economy adopted trading as one of its most important segments.

THE RISE OF BOKO HARAM IN NORTH-EASTERN NIGERIA

The crisis in North-Eastern Nigeria can be traced mostly to the insurgency of Boko Haram, a terrorist group responsible for the murder and displacement on local communities across Nigeria, Cameroon, Niger and Chad (UNHCHR, 2015).It is believed that Boko Haram flourished in this area because of the unstable socioeconomic conditions brought on by the region's delicate climate and central government neglect (Rizzo, 2015). According to Ahmad, Gwadabe, Hamid, Mohamed, and Salleh, (2017)the worst humanitarian disaster in Nigeria's history was brought on by the actions of this terrorist organization and the nation's counterinsurgency efforts. Boko Haram mostly seeks out disgruntled youths, unemployed high school and university graduates, and orphans, primarily from northern Nigeria but not exclusively (Onuoha, 2014).

Early on in the conflict, the majority of Western governments viewed Boko Haram largely as a Nigeria-specific issue. In the early 2000s, the group began appeared as an Islamic reform movement in the town of Maiduguri in the North-Eastern region of the country. Its adherents were followers of the charismatic Salafi preacher Muhammad Yusuf, who opposed corrupt secular government and Western-style education while still forging close ties with the city's elites. According to the International Crisis Group (2014), Boko Haram members and police officers engaged in several days of armed insurrection in Maiduguri, Nigeria, in 2009.Numerous hundreds of people died as a result of the Nigerian government's ruthless suppression of the uprising, including Yusuf, who was killed while being held by police.

Thurston (2017) noted that Nigerian officials assumed they had put an end to the movement after the government's crackdown.

Nevertheless, under the direction of Abubakar Shekau, Boko Haram re-emerged in 2010 and began carrying out intermittent attacks throughout the northeast (ICG, 2014).Its covert operations became increasingly sophisticated over time, but the Nigerian government took a while to realize how serious the situation was. Instead, then-President Goodluck Jonathan painted Boko Haram as a terrorist group with connections to global jihadist networks, setting the stage for a limited counter-terrorism response (McQuaid and Asfura-Heim, 2015). Following considerable internal debate, the governments of the UK and the US followed suit in designating Boko Haram as a foreign terrorist group. Although this classification had no immediate impact on the ground, it made it less likely that the intensifying crisis could find a diplomatic solution (Vanguard, 2013).

The Nigerian military stepped up its fight against Boko Haram in 2013. The insurgent's capacity was not diminished, however, and the region's civilian populace was severely alienated as a result of its indiscriminate tactics. The cycle of violence was only exacerbated by the declaration of the state of emergency on the states of Borno, Yobe, and Adamawa. Both the U.S. and European governments emphasized the necessity of enhancing civilian protection and addressing the underlying causes of violence in high-level declarations and talks (Carson, 2012). Regardless of these warnings, the then president Goodluck Jonathan ignored the severity of the Nigerian military's dysfunction and the escalating humanitarian situation in favour of pushing for more security aid.

In April 2014, Boko Haram’s abduction of 276 female pupils from a small town known as Chibok made international headlines, resulting in greater policy attention. The United States and other Western governments offered technical support and intelligence-sharing to aid in the search for the girls. In order to plan and coordinate swift responses to the crisis, the U.S. State Department established the Nigeria Planning and Operations Group, which brought together technical and regional expertise as well as a military liaison. However, according to Cole (2017), greater cooperation was hindered by worries that Nigerian security personnel were abusing human rights even as Boko Haram strengthened its authority over the north-eastern region.

The Nigerian military has been in constant battle with the insurgent, with occasional victories, as the insurgent often move from one place to another. The insurgents have had to revert to their earlier strategies, which include the use of guerrilla-style attacks and suicide bombing, as they were driven back into more isolated rural areas. The security forces in Nigeria, though, have had difficulty establishing a firm grip over rural areas and defending metropolitan centres against intermittent attacks. While the number of deaths linked to the organization has decreased, the number of attacks has fluctuated, and since 2014, the patterns of violence have generally remained the same (Matfess, 2019). As Akuva, Ingyoroko and Zumve (2013) put it, the U.S. Department of State defines terrorism as meticulously planned, politically driven violence committed against non-combatants by subnational organizations or covert agents, usually with the goal of persuading a target audience. From this perspective, the civilians are constantly at the receiving end of the violence instigated as a result.

For instance, on February 19, 2018, the Government Girls' Secondary and Technical College students from Dapchi and one boy who was allegedly a guest at the institution began their experience. Boko Haram invaded the sandy farming town, located 100km from the Yobe state capital, Damaturu. Their destination of choice was a secondary school where teenagers received education. As they started shooting, many of the pupils and teachers were able to scale the fence and escape. However, 113 of the students, all girls, were successfully abducted and taken into the deep bush, they are reportedly camp them (ICG, 2018). In the weeks that followed, 107 of the girls were returned by the insurgent group. The government asserts that negotiations and a ceasefire that provided the militants with safe passage to transfer the girls and return to their positions led to their release (Mohammed, 2018). The returnee claimed that five among them had died as a result of the traumatic experience and the long walk through the bush. One among them, however, reportedly the only Christian, was not freed. (Sahara Reporters, 2018). This has generated international grievances.

While some regions of the North-Eastern Nigeria particularly in Adamawa State, Yobe State, and Southern Borno have experienced improved security as a result, as well as the return of some displaced people, other regions are still plagued by ongoing insurgent operations and humanitarian crises.

FOREIGN AID: A SEEMING INTERVENTION

Several thoughts have been aired about the purpose of foreign aid, especially in developing countries such as Nigeria. According to Azam (1995) and Grossman (1992) "One school of thought claims that assistance is a technique used to support one side in a conflict, hence escalating political violence. Azam unveiled the fact that political violence can be reduced by giving rewards to opposition parties and dispersing funding across different regions (Azam 1995). In corroboration, Rohrer (2019) added that foreign aid can be crucial in dispersing these benefits to those who can reduce violence. Grossman (1992) argued that aid can lead to more political violence since the potential rewards are greater. According to Grossman's research, when rebels receive payoffs from the government, they grow unhappy and resort to violence to seize the help rather than accepting it.

Economic deprivation can generate violence in many forms. For instance, Piazza finds that economic frustrations of vulnerable communities in particular can fuel terrorism (Piazza 2011). In combating the traumatic aftermath of violence such as the ones inflicted upon citizens by the Boko Haram insurgent, foreign aid organizations have strategically deployed themselves in the North-Eastern part of the country. Their swift responses have enabled a lot of people return to their normal lives, thereby contributing to the socio-economic growth of Nigeria. As Lean and Tan (2011) have argued that Foreign aid and FDI increase capital formation in the recipient nation, which encourages economic growth.

According to Chenery and Strout (1966) empirical evidence from less developed nations shows that foreign aid significantly boosts economic growth in the recipient nation. Burnside and Dollar (1997) discovered that only when there is strong regulation at the right moment and in a setting with defined policy does a link between foreign aid and economic exist and progress. The import of this is that a country that would make foreign aids look appealing should be ready to implement the right policies. As Collier (2007:103) as well as Burnside and Dollar (1997:4) have noted, "aid has shown to be more effective in nations where governance and policies are already sound." Furthermore, Burnside and Dollar (2000) in their enquiry discovered that aid boosts growth in developing nations with sound fiscal, monetary, and trade policies but has little impact when such policies are weak.

Okon (2012) have tried to examine a long-term outlook on foreign aid and human development in Nigeria. The findings suggest that foreign aid generally tends to hinder human development in Nigeria and that there is a negative association between development aid and human development. Whitaker (2006) findings showed that the topic of whether foreign aid to less developed countries is actually effective is raised by the fact that substantial amounts of help have been provided by rich countries and international organizations but there has been a perceived lack of results.

According to Winters (2010), foreign aid might not be as beneficial as envisioned because many recipient nations struggle with corruption and a lack of transparency. Some other researchers have discovered an undesirable correlation between foreign aid, economic growth, and democracy similar to the natural resource curse. According to the "aid curse," foreign aid prevents countries from democratizing or boosting economic growth, which is the exact reverse of what foreign help is meant to do. According to academics like Djankov, the aid curse is worse than the curse of natural resources since it creates even more barriers to democracy and economic development (Djankov 2008:169). Knack's (2004:20) research proposes "that higher aid levels reduce the quality of governance and in turn hurt growth." Alesina and Weder (1999) discovered that more developing nations cringes towards foreign aid even though it has not been able to lessen corruption.

In essence, the intervention of foreign aid has done very little in combating the adverse effect of the Boko Haram insurgency in the North-Eastern region of Nigeria. The corruption and lack of transparency that is embedded in the veil of insurgency has made it difficult for foreign aid to achieve its goals. While the challenge of the Boko Haram is crucial to be addressed, foreign aid may not be the needed intervention, even though it has contributed, to a great extent, to the socio-economic development of the country.

CONCLUSION AND RECOMMENDATIONS

The North-Eastern region of Nigeria is a flourishing land with climate that enables the people to cultivate their own crops and rear their animals. The land, based on its soil composition, could thrive under certain circumstances and boost its socio-economic development. The people, though diverse, have a common interest, which is living in peace and harmony. The rise of the Boko Haram insurgent, however, eradicated this common interest with occasional violence, thereby leading to the declaration of state of emergency on some part of the region. Boko Haram has seized a good portion of the land and converted them to its operational centre, where it recruits, train, and deploy terrorists. The several abductions of school pupils by the insurgent group have aroused international aggravation, with many western countries collaborating with the Nigerian government for intervention.

While some of the kidnapped pupils have been rescued, a good number of them are still in captivity. The invasion of villages and burning of farmland and houses as well as rustling of animal have led thousands desolate, with a good number of them finding shelter at IDP camps. Addressing the aftermath of these attacks is one of the major reasons foreign aid organizations launched their programs at this North-Eastern region. Despite this seeming intervention, the problem still persists, which indicted that something isn't appropriately deployed. As a result, the socio-economic activities of the north-eastern region is still in bondage of the insurgent as many people are scared of being ambushed and murdered while carrying out their farming activities.

Devastation caused in the northern part of Nigeria and the loss of lives demand stronger strategic efforts not only by the government, but by all other stakeholders. Consequently, recommendations are desirable as proposed in this segment of the paper.

1. In combating Boko Haram and other insurgent groups, the government should partner with the local communities and form alliance with them, since it is some of these communities that the insurgents captured and turn to their training camp.
2. Foreign aid organization that seeks to provide humanitarian supports should first conduct in-depth research on the problem before deciding on the course of action to take.
3. The foreign aid organization could partner with the government to address the root cause of the insurgencies rather than focusing on the effect, which has yielded very little result. Addressing the root cause however, has the potential of completely eliminating the insurgency.
4. More effort should be deployed by the government in rescuing the remaining school pupils that have been abducted all over the region. In doing this, the government can partner with local stakeholders as well as international intelligence.

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INTER-GROUP RELATIONS ON THE AFRICAN CONTINENT: NIGERIA IN PERSPECTIVE

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Abstract

The paper examines intergroup relations in African states specific focus on Nigeria. The scramble for, and partition of Africa at the Berlin Conference of 1884/1885 where the future of Africa was discussed without any African presence provided a platform, for Europe to pursue the continent's economic goals. European interference in Africa has not helped intergroup relations in African states. Africa was disintegrated by the western policy of Colonialism and imperialism. The objective of this paper is to expound on the impacts and challenges of intergroup relations in Nigeria with more emphasis on the political perspective. The study employed group theory. The methodology adopted is content and conceptual analysis. The findings show that the colonial legacy, the emergence of the Nigerian State, and the heterogeneous nature of Nigeria were the major impediments to intergroup relations in Nigeria. In conclusion, intergroup relations are more negative effects on the unity and sustainability of Nigeria. One of the prime recommendations is representative government, without sentiment politics to ensure national government toward nation-building.

Keywords: Intergroup Relations, Africa, Nigeria, Colonial Legacy, and Heterogeneous Character

Introduction

Intergroup relation in African states is a phenomenon whose identity can be traceable to the history, culture, and social attachment of an individual to a group he or she belongs. The actual consequences of colonial rule on the dynamics of inter-group relations in Africa did not capture the imagination of scholars until recently. All along, it would seem that attention was duly focused on the political, social, and economic consequences of colonial rule and the significance of these for the emerging nation (Dawood & Joseph, 2016).

At the dawn of independence, African States hoped for political and socio-economic development. Unfortunately, this never materialized and many states were soon embroiled in conflicts. These conflicts took the form of internal wars (as in Angola, Mozambique, Liberia, Nigeria, Sierra Leone, Rwanda, Sudan, Somalia, and the Democratic Republic of Congo) or coups (as in Nigeria, Ghana, Lesotho, Sierra Leone, Liberia, Burkina Faso, Uganda, and Ethiopia), often with ethnic and at times religious undertones, and were fuelled by political intolerance (Osei-Hwedie, 2000). Osei-Hwedie (1998 cited in lruonagbe & George, 2007) has also stated that multiparty politics has heightened ethnic and regional divisions that were intensified and consolidated under colonialism.

The scramble and partition of Africa in the Berlin conference of 1884/1885 where lives of Africa were discussed without their presence, was suited to the way European can achieve their goal and desire. This does not help intergroup relations in African states. Africa the foundation of European development was disintegrated by policies of the west "Colonialism and imperialism". African conflicts often have domestic and regional causes, this· is due to problems associated with social, ethnic, cultural, and religious differences in the context of massive inequalities in the distribution of power, wealth, and other resources that make the challenge to the status quo inevitable. The result led to the social-economic retarded development of African states.

Africa continues to witness socioeconomic development decline and regression and the hope of development in the decade of independence has been replaced by a revolution of rising frustrations characterized by economic structural adjustments, rising poverty, and withdrawal of government involvement in the social service sector (Obasanjo, 1991 in lruonagbe & George, 2007).

Colonial rule in Nigeria had important implications for inter-group relations. It meant, among other things, that people had to take into account ideals, interests, and institutions arising not only from their indigenous experiences and sanctioned by their traditions and usages, but also those introduced and imposed by new rulers (Afigbo, 1987).

The problems that emerged from this posture were twofold. Firstly, for a fairly long time, the changes and continuities in inter-ethnic relations in which colonial rule eventuated in these societies remained largely misunderstood and unappreciated. Secondly, problems of nation-building as they relate to the National Question in these nations could not be appreciated, articulated, and addressed. All of these affected the growth and development of the African continent for quite some time; of which Nigeria as a state in question is battling with inter-group relations in enhancing nation-building (Dawood & Joseph, 2016).

However, scholars of culturally plural societies were soon to prove that, for an objective understanding of the contemporary structure and patterns of inter-group relations in heterogeneous societies such as Nigeria, an appraisal of the place of colonial rule in the trajectory of this process is necessarily important. Therefore, although an essentially economic and political phenomenon, colonial rule left behind its trail a plethora of developments that had serious implications for the evolution of intergroup relations in Nigeria (Dawood & Joseph, 2016).

Historically, Nigerian ethnic groups had achieved a high level of integration before the colonial conquest. Long-distance trade, migratory movements, and socio-economic inter-group relations had helped made ethnic and cultural integration an integral part of the evolution of modern Nigeria (Muhammad, 2013). This indicated despite all odds intergroup relations have a positive impact on the unity of Nigeria, even in the face of challenges. It is against this background that this paper attempts a discourse on intergroup relations in Africa state: A study of Nigeria, impacts, and challenges in the 21st century. The focus of this intergroup relation will be political and economic, Nigeria in perspective, to expound the impacts on unity and nation-building of the state. For the credibility and objectivity of this paper, it proposes five sections. The first section is a general introduction, ` covering the background of intergroup relations in Africa, research questions, and objectives of the study. Section two of the paper focuses on the conceptual framework of the analysis, and the theoretical framework of the analysis. Section three entails intergroup relations in Africa, the Historical configuration of Nigeria, and The role of intergroup relations in Nigeria. Section four covers the impacts and challenges of intergroup relations in Nigeria. Section five as the last selection provides a conclusion and recommendations on the intergroup relations in Nigeria.

Research Questions

1. What was the state of intergroup relations in Nigeria before and at independence?
2. What are the impacts and challenges of intergroup relations in Nigeria?

Research Objective

The broad objective of this paper is to expound on the impacts and challenges of intergroup relations in Nigeria with more emphasis on the political perspective.

The specific objectives are to:

1. examine the state of intergroup relations in Nigeria before and at the Independence
2. ascertain the impacts and challenges of intergroup relations in Nigeria.

Conceptual Clarification

Intergroup Relations

Sherif and Sherif (1969) asserted intergroup relations as "states of friendship or hospitality, cooperation or competition, dominance or subordination, and alliance or enmity, between two or more groups and their respective members. Furthermore, they view intergroup relations as a social unit consisting of several individuals who stand in role and status relationships with one another and who possess a set of values or norms of their own to regulate their behavior toward each other in matters affecting them. Afigbo (1980) in his analysis of the Igbo and their neighbors offers another important theoretical formulation of intergroup relations. According to Afigbo: Intergroup relations presuppose contact and interaction between groups each of which has an identity, to make some inputs into the relationship, in short, each of which has some scope and area of autonomous action (Afigbo, 1980 cited in Egbefo, 2015).

This raises several fundamental conceptual issues regarding the phenomenon of intergroup relations that should be clarified. The first is that intergroup relations entail contact and interactions between groups. This ordinarily implies that it is the logical consequence of contact between people, in which case, it deals with human beings and is, therefore, a social phenomenon (Egbefo, 2015).

Emphasizing this point Lohor (1998:2) observes that, intergroup relations "refer to the interactions which take place between members of different groups and societies who come in contact with one another. It pertains to the symbolical or face-to-face interaction between different societies" The significance of this is that wherever and in whichever form it manifests (whether as inter-ethnic, inter-racial, inter-religious, inter-class, inter-generational, cross-gender, international or supra-national relations) intergroup relations reflects human actions which are also part of the process of existence channeled towards economic, political and social development.

Egbefo (2015) asserted that sometimes these relationships took the form of war and enslavement, they also expressed themselves through diplomacy, treaties, the visits of wandering scholars, the borrowing of techniques, and above all, trade. Consequently, even though each ethnic group has its unique identity and occupies a distinct contiguous territory, there was and has always been considerable contact between groups that antedates contact with Europe. Furthermore one can infer that intergroup relations can emerge both in the form of immediate interactions of the representatives of various groups as in the case of the Nigerian peoples and in their own extremely mediated impersonal forms. For this study, intergroup relations can be viewed from the perspectives of interaction or connection among groups that have their unique differences either through ethnicity, religion, social and economic class, race, and gender classification.

21st century

The jet economy century is in the making, where globalization takes every phase of life's Endeavours. The 21st century is the century of advanced technology that sets an unequal gap between the countries of the north and some stagnant countries of the south, developed countries, and developing countries. It is the century where every country aims to be cemented with global politics and communication which makes the whole world become a small village in respective of their ideology. The necessity for intergroup relations both at the international, national, and local levels has become an important phenomenon toward world economic order and nation-building. Nigeria as a country in discourse must raise to overcome the challenges of disintegration amid intergroup relations.

Theoretical Orientation

Group Theory

This is one of the major theories on intergroup relations. This theory was originally formulated by Bentley in 1908, with its application in 1952. The other great exponents of this theory are; Latham (1952), Truman (1964), and Varma (1975). The group theory is predicated on the assumption that a group is seen as a mass of activities and not as a mere collection of individuals and also as a patterned process rather than a static form. This group has an interest of its own, its policy-oriented and directional activities. The real core of the group approach is found in the analysis of the interaction process of the very large number of groups that make up a social system (Johari, 2013). The recognition of a group varies from one group to another basically on membership, objective, or forms of organization. The group theory gives room to adjust to overall group struggle and tolerate other groups they may be having conflict with. This is because society is made up of groups and the government is formed by them to serve as an intermediary in the struggle of interest among groups as the source of rule and regulation for their conduct.

The limitation of group theory is the major emphasis on the interest of each group at the expense of others without considering the damages the interest may be causing to others.

However, the government is coming in as a mediating institution among the various groups to balance the theory out of the heated interest of each group.

This theory is relevant to Intergroup Relations in Africa State: A Study of Nigeria. Nigeria in perspective is a heterogeneous state full of different ethnic groups and three major Tribes which are Hausa-Fulani, Yoruba, and Igbo society. Each of these groups has its political interest either to capture power or to be in the arena of power for the best interest of their members. This goes a long way in protecting the fear of minorities. The overall interest of each group are problems to one another, which manifested as a challenge to intergroup relations in Nigeria, arising from the inherited colonial government, emergence of Nigeria state, and heterogeneous nature of Nigeria state which often be interpreted as a class struggle problem, bad leadership, ethnicity and fundamentalist religious problem which are political. Democratic institutions with good governance can be mediating bodies to this problem for the unity of the state. However conflict is unavoidable in any given society or state, but the government is always there to put rules and restrictions in place in form of law to check irregularities in a state.

Intergroup Relations in Africa

Africa is not politically united, but similarities in Africa's political experience are significant (Abernethy, 1997). Africa as a continent has no clear emergence whether it was the creation of the Berlin conference or before the Berlin conference of 1884/1885. Before this time the countries that formed Africa were independent units with different cultures, traditions, and values which were reflected in their pre-colonial experience. Dissatisfaction, and inter-tribal and community wars were the prevailing issue among various component units that form the continent today. It was an experience of the state of nature, a war of every man against another. Colonialism brought about the emergence of a new African state. A continent that was designed to achieve the goal of non-Africa (Abernethy, 1977). The scramble and partition of Africa in the Berlin conference of 1884/1885 was a critical political analysis, which suited the way European can achieve their goal and desire. This was a contradiction to the positive development of intergroup relations in African states. Africa the foundation of European development was downplayed by the policies of the west "Colonialism and imperialism". That deepening rooted in African conflicts often has domestic and regional causes (Obasanjo, 1991).

The colonial political strategy destroyed Africa's originality in context. These political tactics cause disintegration in the African continent, part of the African continent belongs to other continents, such as Egypt and Morocco been included in the Middle East region. Tunisia and Turkey have historically tied with Saudi Arabia, others are Senegal, Mauritania, and the Central Africa Republic which have links with Arabs. This misleading structure of the African continent was a tactical strategy of disintegrating Africa's unity politically by the strong European power, reflecting that Africa does not have clear continental boundaries. This is just for the repression of African states by the forces of colonialism and imperialism with the extension of the neo-colonialism agenda in the phases of globalization.

Pan Africa movement and conferences started in London, Latin America, and moved to Africa. It is more of a political, social, and economic movement to defend Africa's political interests but race and culture also come into it as hindrances.

The struggle and political perception of the identity of purpose become political in the 1950s-1960s. The Casablanca group comprised white Morocco and black Ghana and the Monrovia group comprised Nigeria (Anglophone) and Senegal (Francophone).

The political integration of Africa become so solid in the 1960s when many African countries gained their independence. The struggle for the independence of other African units that have not gained their freedom and fight against racial discrimination become the mandate of independent African countries in respective of their color, race, ego, and pre-colonial legacy, Africa liberation become a priority. This mark positive intergroup relation in African State.

The struggle for oneness paved way for the formation of the Organization of Africa Unity (OAU) which later metamorphosis into the Africa Union (AU) in 2001. And the formation of the Economic Community of West Africa State (ECOWAS) in 1975 in Lagos the then-capital city of Nigeria. However, the challenges that confront the African continent were political such as the inherited colonial legacy, the emergency of African states, the precolonial nature of African politics that differentiate one state from another, the heterogeneous nature of African states, and the fear of domination of the smaller state by the large state. All these were the problems confronting Africa's intergroup relations from a political point of view.

Historical Configuration of Nigeria

Nigeria is a creation of the British colonial master and so a child of circumstance and master-minded by the British arc-colonialist, Lord Fredrick Lugard.

It is important to note that before the arrival and amalgamation of the various ethnolinguistic groups that eventually make up the country called Nigeria, these various multi-Ethno linguistic groups existed as autonomous and independent political entities (kingdoms, empires, city-states, etc.) only relating and interacting on the bases of trade, commerce, and wars of expansionism (Ofili, 2016). The pre-colonial lifestyle of Yoruba and Hausa/Fulani operate a centralized system of administration but the Hausa/Fulani is authoritarian through sharia law dictation of the holy Quran while the Yoruba oba (king) can be regulated by the council of kingmakers known as Oyomesi. The Igbo society was completely decentralized and regulated by the Council of Ofo and Ozo title holders. There are other multi-ethnic groups such as Tiv, Nupe, Esan, Benin, Irobho, Isekeri, Ijaw, and many others, but the dominant groups are Hausa-Fulani, Igbo, and Yoruba. Ironically, each of these dominant groups has its history, traditions, customs, values, and languages distinct from each other. There were numerous other ethnic groups with distinct cultures who were known as minorities. This arrangement provided a "playing ground" for fear of domination for the regions. This suspicion, distrust, and fear of domination were exhibited when political leaders of the North and South met for the first time in 1947 in the Federal Legislative Council and the motion for independence moved by Chief Anthony Enahoro in 1951 (lruonagbe & George, 2007).

However, the advanced technology in the capitalist system of production in Europe aided European spreading move to spheres of influence 'and jurisdiction in the other parts of the world and most especially Africa. It must be emphasized that it is this capitalist drive for spheres of influence to actualize their quest for the extended market, cheap labor, and cheap raw materials that culminated in the eventual annexation, colonization, and amalgamation into Nigeria of the various multi-ethnolinguistic groups. This amalgamation was done with military fiat and impunity without consultation and the consent of the amalgamated independent political entities. This is nothing other than a rape of the self-will and identity of the people. Such a fusion and union amounts to nothing other than a mere aggregation. No wonder the late Chief Obafemi Awolowo sarcastically but ingenuously described Nigeria as a mere geographical expression'. This implies that Nigeria has a body but no soul or spirit.

Amalgamation then was just but a mere fusion and union of the landmass. (Body) of the hitherto independent political entities without a commensurate fusion and union of the will and conscience (soul and spirit) of the people. It is therefore a marriage of inconvenience. The obvious fact is that such an arrangement can not bear the test of time. No wonder the multi-faceted challenges (terrorism, ethnic militias, religious conflicts, ethnic conflicts, etc.) confront and threaten to pull down the nation (Ofili, 2016). The introduction of western education was delayed in the North, giving rise to an educational gap between the North and the South. With the increasing demand by the educated elite for independence from British rule, ethnicity began to rear its head as it led to the struggle for dominance political and economically between the major ethnic groups in the country, most especially the Hausa/ Fulani, Igbo, and Yoruba.

According to Adebisi (1992), the seeds of ethnic violence were sown by the British colonial policies in Nigeria with the adoption of divide-and-rule tactics, which later robbed Nigerians of the common front for nation-building. The consequent effect of this is that the indirect rule system paved way for the emergence of regional leaders and political parties whose manifestos were designed along ethnically determined interests (lruonagbe & George, 2007). The colonial masters introduced 'the principle of divide and rule in the administration of pre-independence Nigeria thereby deepening the ethnic division.

In Nigeria. The colonial masters also left independence a country that was ethnically and religiously divided. It was this situation characterized by suspicion and distrust that eventually resulted in Nigeria's civil war experience regarded as the bloodiest political crisis. In Nigeria, this was more of an "ethnic cleansing" a terrible euphemism for genocide as it claimed over 30,000 lives of Igbos living in the Northern region (lruonagbe & George, 2007).

People may not forget so easily the fallouts of the annulment of the June 12, 1993, Presidential election which Chief M.K.O. Abiola was said to have won. Following the annulment and eventual incarceration, ethnic sentiments were provoked as political tension mounted. The annulment generated much resentment among the Yoruba ethnic group who saw it as a deliberate attempt to deny them the opportunity to rule the country, especially when the election was acclaimed to be the freest ever in the history of Nigeria. The consequent effect of this was disorder, chaos, and violence in the Western part of the country and some other parts of the country (lruonagbe & George, 2007).

Various constitutional conferences had been and are still being organized in the country aimed at forging a union or nation of people with body, soul, and spirit, but all appear to prove abortive. It is in this light was the convocation of what is popularly referred to as the sovereign national conference. This conference aimed to see intergroup relations toward enhancing nation-building and one Nigeria.

It is of interest to note that the call for a sovereign national conference has been interpreted in some quarters to mean a call for the disintegration of the country into its supposedly federating entities and so disfavored. This position, however, has achieved nothing other than engendering suspicion, hatred, and conflict between the various ethnic groups in the country and most especially the three dominant ethnic groups in the country. Nigeria in the colonial period and at independence had been involved in a series of national conferences such as 1951, 1954, 1957/1958 Lagos national conference, and the 2014 national conference, all failed to live up to expectations. This is because primordial relevance was biased and fixed on the discussions than the national interest of the country.

According to Adejumobi (2002) in Nigeria, primordial identities of ethnic, communal, and religious formations have taken the center stage in social and political interactions. Which harms Nigeria nation building. The Nigerians hold a sense of belonging to Cultural identity than national identity, which was a foundational problem of politics at independence. Ethnic socio-political organizations like the Afenifere, Ohaneze, and Arewa are perhaps the most palpable on the political turf. These groups have penetrating networks and profound influence on the Nation's Political parties with cultural values and religious inclinations which is more challenging to intergroup relations in the polity. Akinyemi (2003) assertation agreed with this statement.

The corollaries of these groups especially at the youth level are the ethnic militias, such as the Oodua People's Congress (OPC), Egbesu Boys of Africa (EBA), Movement for the Actualization of the Sovereign State of Biafra (MASSOB), Niger Delta Volunteer Force, Ijaw youths, Arewa People's Congress (APC) and other religious militia groups in Northern Nigeria. These groups claim to represent a specific ethnic or communal interest and adopt various tactics including violence in the conduct of their activities. These emphasize the problem of intergroup relations which is rooted in ethnicity, religious ideology, and national insecurity. Ethnicity, religious fundamentalism, and national security threats as factors have been enthroned into Nigeria's quest for intergroup relations (Egbefo, 2015). Ofili (2016), asserted that the nature of the intergroup relations in the country can best be understood within the context of the ongoing material production/generation, distribution, and appropriation. That is, the struggle over such material resources as land, oil, gold, and labor is the source of intergroup conflict, not personal characteristics like a prejudiced personality. The need for a peaceful and harmonious co-existence between the groups in the country cannot be over-emphasized for nation-building.

Role of Intergroup Relations in Nigeria

Ideally when there is interconnection or relationship between different groups, political class, ethnicity or fundamental religious groups is always toward attaining a specific goal or objective. Intergroup Relations in Nigeria are toward nation-building and one Nigeria. However, the intergroup relations in Nigeria were confronted with the challenges of nation-building. This problem is rooted in colonialism, the principle of amalgamation of the northern and southern protectorate of Luggard in 1914, the principle of divide and rule, and regionalism of the country to the north, west, and east in 1939. The consequent effect of this is that the indirect rule system paved way for the emergence of regional leaders and political parties whose manifestos were designed along with the ethnically determined interest.

In the West, the Action Group (AG) was headed by Chief Obafemi Awolowo, the National Council of Nigeria and Cameroon (NCNC) in the East was headed by Dr. Nnamdi Azikwe while in the North, we had the Northern People's Congress (NPC) headed by Sir Ahmadu Bello, the Sardauna of Sokoto. According to Arazeem (2005), the Richards Constitution of 1946 provided for the division of the country into regions, each built around one of the major ethnic groups. This culminated in a pattern of political rivalry between the regions. Before independence, the political leaders representing various tribes were not able to solve the problem rather they focused on the struggle for independence without identifying their difference. It is a speed-over effect to independence which is a challenge to Nigeria's nation-building to date.

The Impacts of Intergroup Relations in Nigeria

The inter-group relations in Nigeria must be understood in line with keeping the nation together since independence despite all odds of differences. The intergroup relations of different ethnic groups living within the same community or settlement are always products of cooperation and development rather than antagonism. There was a good record of inter-group relations between the Kunav of Vandeikya in the southeast of Benue state and his neighbor the Bette of Obudu local government north senatorial district of Cross River state. These people are predominantly farmers, they married among themselves and traded together before the colonial invasion (Daniel & ogar, 2021). The relationship continues during the colonial and post-independence periods. Even when there is a prevalent crisis among them, there is always a means of settling it from 1995-2009 but the trade relations continue (Daniel & ogar, 2021). A common phenomenon of Nigerian history is that certain groups have adopted or adapted the political institutions and/or title systems of others. Also, we have instances in which certain groups went outside their groups to take titles or to conduct investiture ceremonies (Okpevra, 2014). This romancing idea improved the positive relationship among inter-group relations in Nigeria. Thus, those normally referred to as the western Igbo have adopted Benin-style political institutions and title systems. The Urhobo and Isoko claim that certain aspects of their sociopolitical institutions were of Benin origin, some of their *Ivie* used to go to Benin for investiture. The northern Igbo of the Nsukka area took Igala titles and went there for investiture (Okpevra, 2014). The impact of intergroup relations has maintained unity in Nigeria despite the diversity. Since no tribe or ethnicity can stand in isolation. The historiography of Northern Nigerian cities in contemporary times has revealed the contributions and continued impacts of migrant communities (settlers as the case may be) to their developments of the host community. No group can be treated in isolation from the other. The fact is that neither possible nor realistic for any community to ignore the imperative of its neighbors. The socioeconomic development of any given society depends solely on the existence and relationship with others, whether friendly or hostile (Shehu, 2019).

The transformation of Agege was the intrusion of a large number of Hausa traders as a result of the construction of a railway line and its extension to Kano in 1911 and a station at Agege by the beginning of the twentieth century. Agege rapidly rose to prominence in terms of commercial prosperity. The railway station accelerated the trading activities at the Agege market which consequently made it a commercial hub that brought together people of diverse backgrounds. The railway line did not only attract the Hausa traders into Agege in particular and Lagos in general, but it also expanded the volume of Kola nuts and cattle trade between the Northern and Coastal regions (Muhammad, 2013). This indicated that there is a cordial intergroup relation between the indigenes and Hausa settlers at Lagos in Agege, Orile-Agege, Ogba, and Sango-Ota which led to the development of the area.

The theme of inter-group relations is a cardinal aspect of Nigerian history. Ajayi refuted demonstrates that Nigeria was not a mere geographical expression or a creation of the British (Ade Ajayi, 1980) He demonstrated that Nigerian history did not begin in 1914 or 1960, or with the British conquest or with the coming of the Portuguese. Rather, Nigerian history is the history of Nigerian people from the earliest times to the present (Ade Ajayi, 1991). This history cemented their relationship together in terms of economic relations from time immorally. The history of Nigerian peoples was linked at many points and over several periods in myths of origin, exchange of people, trade, crafts, religious and other ideas linked not into one but into a network of interlocking relationships (Aderibigbe,1965 cited in Okpevra,2014). Much of these characterized the socio-political dimensions of pre-colonial inter-group relations. No doubt, the history and study of a people is an ongoing process. People review their past in the light of contemporary experience and they ask which of the relics of the past, have any significance for the present and the future? They modify the past to make it meaningful for the present and functional in preparing for a better and more positive future (Okpevra, 2014). Intergroup relations make a positive impact on peaceful coexisting.

Olaniyi (2003, cited in Muhammad, 2013) cited the case of Yoruba Ayagi quarters in Kano which after a century of settlement had been assimilated into Hausa culture. Usman (1981) gives a similar assimilation process in respect of diverse groups that migrated into Kastina and became absorbed into household patrilineages through marriage and cohabitation. Equally significant is the case of the Oshodi family of Lagos who claims Nupe origin. In Lagos, many Hausa and Igbo have contested and won a political position at the ward level as a counselor, local government level as a chairman, and at the constituency level as members of the House of Representatives.

It is equally important to examine the interaction of resources and opportunities to understand the dynamics of Yoruba commerce in northern Nigeria. Four factors facilitate Yoruba migration into northern Nigeria: First, according to Islamic tradition, the Yoruba were regarded as brothers and sisters of the Hausa people because the majority of Yoruba migrants were Muslims. These suggest why some Yoruba have been assimilated into Hausa culture or enjoy the accommodation. Second, economically, they were hard working in terms of their technical skills, productivity, and quality of work delivery. Third, the Yoruba shared a myth of origin with the Kanuri. Oral tradition in Borno has it that the "Yoruba and Kanuri were cousins. In normal circumstances migrant communities construct identities that distinguished them from the host community. The identity could be expressed in terms of settlement patterns; social, religious, political, and economic institutions (Rasheed, 2015).

According to Shehu (2019), The Igbo and Yoruba in Sokoto communities have enjoyed long-lasting relations among themselves. They lived peacefully without course for alarm. The Igbo are more traders unlike their counterpart Yoruba who specialized in technician and service industries. There was no available record of the conflict that arose from them in the city. They provide enabling environment that transformed a peace-loving society amid the host. However both Igbo and Yoruba lived in the same residence thereby forming a forum of community development in most areas they live.

The Challenges of Intergroup Relations in Nigeria

The challenges of intergroup relations can be understood from the predicaments of ethnicity emblem, religious fundamentalism, and national crisis in 21st-century Nigeria (Dawood, 2015). Furthermore, Dawood (2015:75) asserted that some scholars have identified ethnicity, religious fanaticism, poor leadership, political instability, mismanagement of resources, sabotage, espionage, armed robbery, mutiny and coup d'état, poverty, youth unemployment, and so on as the main causes of the internal security crisis in Nigeria which is challenging to intergroup relations. The problems of intergroup relations in Nigeria can be viewed from a political perspective which are:

1. Colonial legacy

However, the modernization in the capitalist system of production in Europe aided European spreading move to spheres of influence 'and jurisdiction in the developing countries of the world and most especially Africa. It must be emphasized that the curiosity for European domination was a result of the 15 to 16 centuries of the industrial revolution in Europe. This promoted the Britain colonial master capitalist influence to actualize their quest for the extended market, cheap labor, and cheap raw materials culminating in the eventual annexation, colonization, and amalgamation into Nigeria of various multi-ethnolinguistic groups.

This amalgamation was done with force and impunity without consultation and the consent of the amalgamated independent political entities. This is nothing other than the suppression and subjugation of Nigeria's colony to promote the self-will of the colonizers. Such a fusion and union amounts to nothing other than a mere aggregation and expression. This intergroup problem is rooted in colonialism, the principle of amalgamation of the northern and southern protectorate of Luggard in 1914, the principle of divide and rule, and regionalism of the country to the north, west, and east in 1939. The consequent effect of this is that the indirect rule system paved way for the emergence of regional leaders and political parties whose manifestos were designed along with the ethnically determined interest.

The scramble and partition of Africa amongst colonial powers altered the existing ethnic and religious organizations and led to the introduction of new social, economic, and political structures to serve some specific colonial interests (Osaghea, 1995). Toward the end of colonial rule in Nigeria, while struggling for independence, the various ethnic and regional political classes mobilized separately to agitate for independence. Political consciousness amongst these people for the interest of their region arises (Osaghae, 1995; Desoysa,2002 cited in Nsemba,2020).

These independent political units have their peculiarities which were not cemented together. The amalgamation was to serve the political will of the colonizer. The intergroup relation in Nigeria was politically motivated by the British planners during the colonial epoch for the development of their country. The amalgamation paves way for ethnicity consciousness rather than unity because the foundation lacks a genuine blueprint.

2. Emergence of the Nigerian State

The emergence of the Nigerian state was a situation of struggle for independence by the educated elites without giving attention to their peculiarities, value, custom, and tradition at independence. The increasing demand by the educated elite for independence from British rule gained the highest tempo of which fundamental issues such as identity differences, culture, and ethnicity were not addressed between the period of colonialism and independence. In the post-independence ethnicity began to rear its head as it led to the struggle for dominance politically between the major ethnic groups in the country, most especially the Hausa/ Fulani, Igbo, and Yoruba.

This suspicion, distrust, and fear of domination were manifested right from independence till date in Nigerian politics. The reflection of these started when political leaders of the North and South met for the first time in 1947 in the Federal Legislative Council and the motion for independence was moved by Chief Anthony Enahoro in 1951 (lruonagbe & George, 2007). This attitude sowed a seed of hatred than unity among different groups in Nigeria. The character of Nigeria State has produced primordial attachment politics which favor the large population groups over minority groups, this is a gap that is yet to be bridged in Nigeria politics.

3. Heterogeneous nature of the state

The large population of more than 250 ethnic groups with different political ideologies, different religious backgrounds, and the discovery of oil in the 1970s adds more problems to intergroup relations in Nigeria. The composition of the state gives room for variables that promote disintegration than integration. Politically, there was divided loyalty of Nigerians between the center and the regions. Political leaders were more responsive to their political unit than the state.

The implication of ethnicity, religious extremism, and internal security threats/crisis on 21st-century intergroup relations in Nigeria could be concluded that post-colonial Nigerian emerged at independence as a nation-state of a variety of nations loosely knitted together under the general name Nigeria, without any effective roots in the political psyche of the citizens (Edohen, 2001).

The argument over time that ethnicity should not be an issue that is, it should be a strategy for political leaders to develop their region (Azikwe, 1990). The rising questions from these are; if the federal system restructure the system to promote regional resource control? What will be the faith of the component units that appear to be civil servant states depending on allocation from the federal? These are pending questions to be solved.

4. Religion

The disintegration of intergroup relations in Nigeria today in this 21st century is religious ideology and fundamentalism in our political setting. Religious faiths have formed political classes within the intra-party and inter-parties systems. Religious faith is more pronounced in this Nigeria's fourth republic, where politicians use religion to fight for their political interests. The sharing of political positions is not only on the regional base but also on the religious base in this present political dispensation, even toward the 2023 general election both at the national level and state levels. Amadu Bello (1956 cited in Dawood, 2015) said religion which has become a cohesive factor in many societies has proved extremely divisive in Nigeria. In their search for the religious sect, Nigerians have fallen back on prejudice, bigotry, extremism, and parochial antagonism that only promote chaos, anarchy, and disunity. It is sympathetic to note that, Christian-Muslim relationships in Nigeria have never had good time durability. They have always lived in suspicion and fear of one another, in the colonial period, post-colonial period, and the 21st century because religion has taken political, economic, and social dimensions (Dawood, 2015).

Ethnicity and religion are the most ferocious variables of intergroup relations in Nigeria. Nigeria is a country with more than 250 ethnic groups, speaking over 500 languages with Igbo spoken dominantly in the southeast, Yoruba in the southwest, and Hausa and Fulani languages dominating northern Nigeria, respectively. Christianity and Islam are two major religions evenly divided between the north-south territories of Nigeria (Soyemi, 2016). To Osaghae and Suberu, Nigeria is deeply divided along the fault lines of ethnicity and religion (Suberu & Osaghea, 2005).

In the political arena, ethnic and religious groups are mobilized by political elites as powerful instruments to achieve certain goals, which could be for their interests, cronies, or ethnic and/or religious groups (Osaghea, 1995). Osaghae puts it aptly that in Nigeria ethnic identities or differences are mobilized in the events of the competition, conflict, and cooperation (Osaghea, 1995). The same situation applies in the case of religious mobilization. Often, scarcity of resources and the closing in of competitive social, economic, and political spaces, group marginality and grievances based on ethnic and religious identities, greed and competition for resources, as well as inherent primordial sentiments or hatred, mutually and exclusively reinforces negative mobilization of ethnic and religious identities in Nigeria (Desoysa, 2002; Mccauley, 2014).

Fundamentally, ethnic and religious mobilizations were early in the politics of Nigeria. What today constitutes Nigeria previously consisted of diverse ethnic groups and settlements organized in the forms of caliphates, kingdoms, chiefdoms, nations, and communities with varying political and religious arrangements (Nsembe, 2020).

The religious tactics are promoting politics of inclusiveness and at the same time disintegrating the national outlook of party development, a case of the internal crisis within the All Progressive Congress (APC) on the issue of same faith over the presidential candidate and the run mates " Tinubu-Shitimma slot which is still standing litmus test of time. Religion issues cannot be over-emphasized as one of the prime challenges to intergroup relations in Nigeria's fourth republic.

Conclusion

The paper was able to identify the impacts and challenges of intergroup relations in Nigeria from a political perspective. The study emphasizes that intergroup relations cemented Nigeria from independence to date. The study also reflected the impediment of intergroup relations toward the unity of Nigeria from a political angle. The role of intergroup relations is to enhance Nigeria and Nation building which has not been possible over time. However, all the variables challenging the solidification of intergroup relations toward nation-building must be properly addressed. Secession is not an option for a better Nigeria amid advanced technology and globalization toward nation-building.

Recommendations

From the foregoing, it is obvious that Nigeria as a country has had a checkered history of intergroup relations shaped by the existence of colonialism. Therefore, to strengthen the shattered political relationship between and among the constituent ethnolinguistic groups (Hausa/Fulani, Yoruba, Igbo, and the other minority ethnic groups) in the country, there must be a restructuring and redirecting of a political system in the country to have a national outlook with selfless political leaders. The system that gives way to exploitation and marginalization of the resources of a weak ethnic group by a more dominant and powerful ethnic group does not encourage harmonious intergroup relations in the country and so, should be reconsidered. This calls for effective resource allocation. Nigerians should do away with ideological differences and ethnicity to embrace humanitarian development for the country on a platter of one Nigeria.

Secondly, the principle of true 'federalism should be upheld and sincerely practiced as against the so-called federal system presently being practiced. The principle of federal character and indigenization is not helping the nation-building mechanism. True federalism will ensure a peaceful and cordial relationship between the constituent ethnic groups that make up the country Nigeria. There must be a responsible and representative government, without sentiment politics to ensure national government toward nation-building.

Finally, secession should not be seen as an option. Nation-building should be the goal that all Nigerians should be working toward in respect of ethnic differences and religious fundamentals. Where service to humanity must be well emphasized by politicians and religion should be a personal issue to individual citizens which must not be politicized. The media should change their orientation on matters concerning national issues. Sensitive matters that can captivate ethnic consciousness should be addressed softly with diplomacy. Issues or events that can promote the unity of Nigeria Should be embraced by the media and all Nigerians. All Nigerian political parties should have a national outlook indeed and in practice, be free from sentiment politics to uphold our nation-building with the spirit of one Nigeria.

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