Working Tools, Acceptance and the Performance of Security Outfits In Niger Delta Region of Nigeria

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Abstract

This study examines the effect of working tools, acceptance on the performance of security outfits in the Niger Delta region of Nigeria. Survey method which allows for the use of questionnaire was adapted to felicitate information from 1120 participants sampled from the region. Respondents were selected from private and public security organizations. Data gather were subjected to statistical analysis. To else interpretation, results were presented in percentage, charts and tables. Findings show that, the availability and the acceptance of working tools by security officials enhances their performance and the overall output of their organizations. Specifically, the study reveals that surveillance equipment and crime detective equipment enhance the operational effectiveness of public and private security organizations' in areas of criminal investigations and crime detection. The study recommended among others policy option that importantly encouraged the urgent equipping of security outfits in the Niger Delta region of Nigeria public-private partnership.

Keywords: *Working tools, acceptance, organizational performance, security outfits, Niger Delta.*

Introduction

In the past one and half decade, security remains a high profile challenge to government at all levels in Nigeria. Lawlessness, social disorder, armed robbery, kidnapping, terrorism, organized crimes, senseless vindictive assassination, criminal threat, ranked among the most pressing concerns of security issues in the country. This situation is creating many concerns in and outside the country. In response to the security challenges, government has at various times encouraged through enhanced salaries and trainings, the activities of the Nigeria police force, immigration service, civil defence, military, and custom. Government also encouraged the establishment of private security outfits as means of addressing the many security challenges in the country.

An effort of government in the past has little impact on the current security demands of the Nation. The inability of the police and other security organisations to check the rising spate of crime has been blamed on inadequate working tools, which largely characterized most government establishment and some private outfits in the country. Records also revealed that the fundamental problem with security agencies in Nigeria is not the existence but adequate utilisation of security equipment. These developments have negatively impacted on the operational performance and morale of officers in public and private security outfits. The lack of government aggressive attitude towards equipping security agencies in the country is not unconnected to inadequate empirical facts/data from seasoned research. The divide in opinion on the security situation in the country suggests that more facts and intelligent information are needed to curtail these upheavals and this can only be achieved through well-structured empirical research. It is therefore obvious that the available scanty and obsolete information is failing government in strategic security planning and policy formation. This study is designed to bridge the empirical gaps and generate concrete information on the state of security equipment, usage and the effectiveness of security outfits in the Niger Delta region of Nigeria.

Aims and objectives of the project/study

The general objective of the study is to investigate the relationship between working tools and the performance of security organisations in the Niger Delta region of Nigeria. Specifically, the study examined the effect of surveillance equipment on crime investigation. It assessed the relationship between crime detection equipment and performance of security organisations in detecting crime. The study critically reviewed the performance of security outfits with respect to the quality of service delivery in terms of high visibility geographic policing, emergency response, rapid response, and proactive problem-solving policing. It assessed the current

capacity and capability of communication gadgets within the context of gathering and sharing of intelligence with reference to operational performance and public satisfaction. It evaluated the effectiveness of security equipment in terms of quantity, quality, efficiency, and relevance to the prevailing security challenge in the country.

Literature review

Institutional performance

In the past, around 1950s, institutional performance was defined as the extent to which entities or establishments fulfilled their social or economic objectives (Georgopoutos & Tannenbaum, 1957). In the 1960s and 1970s institutional performance is the ability or an organisation to exploit it environment effectively using accessible and limited resources (Yuchtman & Seashore, 1967). In the 1980s, and 1990s, institutional performance is viewed as a complex whole which includes the ability of an organisation to accomplish its goals effectively and efficiently, that is with minimum resources (Lusthaus & Adrien, 1998). At the tum of the new millennium, institutional performance was seen as a set of financial and non-financial indicators which explicitly offers explanation about the degree of organisation's achievement of it predetermined objectives and results (Lebans & Euske, 2006). This suggests that continuous institutional performance is the only way organisations grow and progress (Gavrea, Ilies & Stegerean, 2011).

Performance is a complex series of tasks that blends skills, knowledge, equipment (working tools) to produce an acceptable and valuable result, while to perform is to "produce valued results" (Elger, n.d). Performance can be collective or individually. Collective performance requires collaborative effort. This suggests that industrial performance goes beyond individual, it entails group of individuals within an entity engaging in a collective task to produce valued end or result. It is a series of well collaborative efforts geared at achieving set goals in an organisation (Campbell, 1990, 1999; Cascio, 2006). According to Vanscotter, Motowidlo and Cross (2000), organisational goals attainment is dependent on: highly performing workers or individuals. Kanfer (1990) posit that institutional performance is behavioural or actions of individuals that leads to acceptable outcome m the organisation. This suggests that what individual security officer does in work situation given the right working tools is highly significant in achieving optimal performance in the organisation. Thus, Campbell, et al., (1993) define institutional performance as what the organisation hires an employee/security official to do, and "do well". It implies that institutional performance is measurable, can be sealed, evaluated and subject to judgemental processes.

Working tools, acceptance of working tools and institutional performance

The correlates between working tools, employees, and institutional performance are high (Agba & Ushie, 2014). The levels of technology utilisation in any organisation significantly influence the quality and quantity of production of goods and services (Dauda & Akingbade, 2011). Organisational performance is determined by the systematic application of working tools or technology. Working tools here could be in form of equipment, machine, information and communication technology (ICT), software, surveillance camera, computers, vehicles etc. which enables task accomplishment in work or security organisations (Khalil, 2000). For instance, Dauda and Akingbade (2011) observe that employees of various categories have benefited from internet and multimedia working tools, which provide technical solution to their individual and organisational problems as well as increase their effectiveness and efficiency.

Working tools or office facilities are vital in maintaining comfortable, safe and supportive work encouragement, which in-turn stimulate and enhance workers' motivation and productivity (Parveen, Sohail, Naeem, Azhar & Khan, 2014). Similarly, Carnevale (1992) posit that better office equipment or working tools boost employees' and final productivity of the organisation. Keeling and Kallaus (1996) posit that selecting and using proper working tools importantly enhance employees' and institutional performance. The function and effectiveness of business organisations or outfit depends not only on the availability of working tools but on the skills and competencies of employees' (Akpomi & Ordu, 2009). This suggests that employee or organisational performance is not just a function of working tools or technology but a combination of it with workers' skills and competencies. According to Edwin (2008), Exposure to modern equipment or technology makes work much easier for the employees and knowledge much more accessible and avoidable. Osuala (2004) posit that offices equipment makes a hardworking staff more productive as well as the business organisation.

Repaid technological advancement continues to accelerate the frontier performance in formal organisations (Hampel & Martinsons, 2009; Imran, Maqbool & Shafique, 2004), competition and advanced technology enhances efficiency and rapid growth among employees. Advances in working tools increases human performance when ethically applied and used for the benefit of the organisation. According to Imran, Maqbooll and Shafique (2014), most organisations today purchase advanced working tools to improve employees' performance, increase efficiencies, and high level of effectiveness.

Availability and acceptance of improved working tools is pivotal to institutional performance. Availability of advanced working tools or technology alone is not a prediction for enhance job performance. That is, workers must accept available tools as a precaution for their performance (Hasan & Hadzar, 2010). This is because not all workers can adjust to modern working tools that require training (Gallivan, 2004). Change in working tools is an inevitable and inalienable part of organisational life. These changes are important

contributing fact to organisational dynamics. It also informed workflow amongst workers in public and private organisations across the world (Morgan, 2001; Bameth, 2005; Ramlah, Nor-Shahriza & Mohd Hasan 2007).

Accessibility and acceptability is vital in selecting working tools for employees. Acceptability here is a function of two major variables: "ease of use," and "perceived usefulness" (Davis, 1989). A workers who views a given working tool as difficult technology to use workplace, will not support such no matter how efficient it seems to be. This may also affect the worker's productivity if compelled to use unaccepted technology or working tool. Perceived usefulness is also a significant determinant of working tool utilisation at workplace. A worker who perceived that a given technology or working tool is vital to his/her productivity will more likely require and desire to utilize it. This suggests that security officers must accept a given working tool in terms of its usefulness and "easy to use" before such technology can boost their efficiency.

Theoretical survey

This study utilized the six-component theory of performance: *Six components theory of performance.* The six components theory of performance has its origin from the works of Donald Elger a professor in the Department of engineering, university of Idaho, Moscow. Specifically, his work on theory of performance" provides an inside on what inform performance in formal organisations across the world. The theory was based on the assumption that humans or workers are "capable of extraordinary accomplishment" through inspiration and integrated collaborations. Elger observes that "performance" is a journey while "level of performance" is the location in the journey He posit that level of performance depends fundamentally on size components including - levels of skills, context, personal factors. fixed factors, level of knowledge and level of identity. The theory proposed three axioms for effective performance improvement in work organisations; these include: "immersion in enriching environment", "performer's mind-set", and engagement in reflective practice.

According to Elger, "level of identity' as components of performance reveals that, as individuals attains maturity in a discipline, they possessed shared identity of that professional community while promoting their own uniqueness It follows that as an organisation develops or matures, it creates her own business mission, uniqueness, and ways of doing things. Levels of skill here describes specific actions utilised by individuals or groups within the organisation to carryout multiple types of performance. The level of knowledge deals with facts, concepts, information, principles, or theories acquired by a person or individual through education and work experience. Context of performance deals with the situation the organisation performs. Personal factors detail with personal situation of an individual or the worker. Fixed factors is associated with individual's unique variables or attributes that cannot easily be altered.

Elger identified seven categories of performance. These include - quality increase, cost decrease, capacity increase, knowledge increase, skill increase, identity and motivation. He also argues that performance of individual, group, or organisation advances through levels; from level 1, 2, 3, etc. This suggests that organisational performances hardly skip levels, it is chronological, sequential, and orderly patterned. This suggests that the performance of security outfits in the Niger Delta region will increase gradually from one level to another without skipping a step. It shows that performance of security organisations is a journey and the level of performance is the location in the journey. The theory suggests further that, security officials working in the Niger Delta region are capable of extraordinary accomplishments if given the necessary supports. It highlights the importance of skills, knowledge and work experience in increasing the performance of security officials and indeed security organisations in the Niger Delta region.

Study area

The Niger Delta region is located in Southern part of Nigeria (see Fig. 1). It occupies an area of 112, 110 km^2, representing 12 per cent of the Nigeria's total surface land mass (see Table 1) (FRN, n.d). It is bordered to the South by the Atlantic Ocean and to the South by Republic of Cameroon. It sits on the Bight of Biafra side of the Gulf of Guinea (Hogan, 2013). The region lies between latitude 4 and 6 north of the Equator and 4 and 8 East of the Greenwich (Eyinla & Ukpo, 2006; Afinotan & Ojakorotu, 2009).

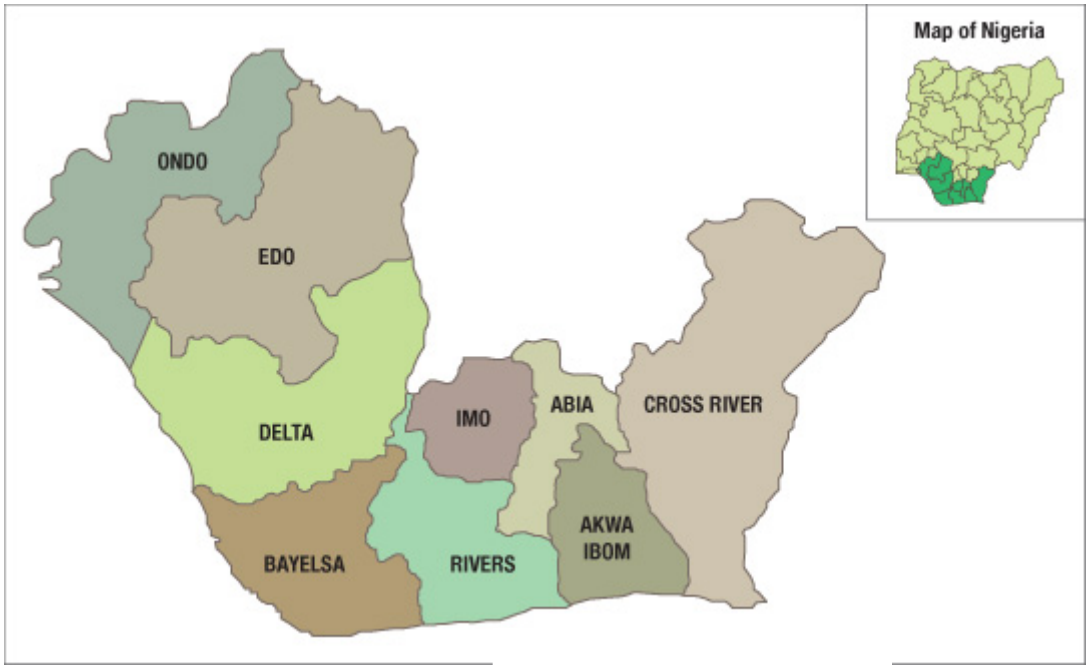


Fig. 1

Nine states of the Niger Delta:

Map of Nigeria showing states of the Niger Delta Region: 1. Abia, 2. Akwa Ibom, 3. Bayelsa, 4. Cross River, 5. Delta, 6. Edo, 7. Imo, 8. Ondo, 9. Rivers

Source: FRN (n.d). Niger Delta Regional Development Master Plan.

The Niger Delta region consists of nine states including Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers. The states of Cross River, Edo, Delta and Ondo have the large land areas respectively. The region has a population of 39,157,000 with the states of Rivers, Delta, Akwa Ibom, Imo and Ahia having the highest population respectively (See Table 1 for details). Each state is further divided into senatorial, federal and state constituencies, local government areas and council wards for ease of administration. The administration of each state is vested on the governor, the deputy governor and appointed executives The Senator represents each senatorial district at the national assembly, while the House of Representative member represents each federal constituency m the House of Representatives. The state constituencies are represented by house of assembly members. While local government council wards are represented by elected legislators (counsellors). The administration of the local government area is vested on the local government chairman and his executive cabinet.

Table 1: Demographic and land areas of the Niger Delta States

State	Land area	2015 Projected population	Capital
Abia	4,877	4,383,000	Umuahia
Akwa Ibom	6,806	4,537,000	Uyo
Bayelsa	11,007	2,320,000	Yenagoa
Cross River	21,930	3,712,000	Calabar
Delta	17,163	4,877,000	Asaba

Edo	19,698	4,096,000	Benin
Imo	5,165	4,535,000	Owerri
Ondo	15,086	4,105,000	Akure
Rivers	10,378	6,592,000	Port-Harcourt
Total	**112,110**	**39,157,000**	

Sources: FRN (nd.) Niger Delta Regional Development Master Plan; GTZ projections (2004) based on National Population Commission Data.

The Niger Delta region is the economic nerves of Nigeria. It accounts for over 90 per cent of the total foreign exchange income of Nigeria. Apart from crude oil, the region has the largest deposit of gas. It is a home to huge oil and gas multinational companies. These companies are the major employers of labour in the energy sector of Nigeria. Oil multinationals in the Niger Delta region include Agip, Exxon Mobil, Chevron-Texaco, Total, FinalElf, Shell Petroleum Development Company (SPDC), among others. While gas companies include Liquefied Natural Gas (LNG), Shell Gas, CLEAG a subsidiary of Elf, and Agip Gas.

The huge economic activities in the Niger Delta region are not without negative consequence. Oil exploitation is responsible for the environmental degradation of the region and its immediate environs. It is also responsible for unemployment especially among farmers whose lands have been polluted because of oil spillage. It accounts for air and water pollution in the region. The waves of militancy and high rate of insecurity in the region is also tied to oil exploitation activities. The emergence of notable militant groups such as Niger Delta People's Volunteer Force (NDPVF), Niger Delta Vigilante (NDV), and now the Niger Delta Avengers, is also tied to oi exploitation creeks of the Niger Delta Region (Okonata & Douglas, 2003; Obi & Rustad, 2011).

The in-flock of migrants from different countries into the region because of its huge economic activities comes with crimes such as robbery, kidnapping, and cyber-crimes. The continue militarisation of the region informed a number of reforms, including the establishment of the Niger Delta Development Commission (NDDC), Ministry of Niger Delta (MND), and the Local Content Policy (LCP). U occasioned the formation of different security task force, private security organisations among others. Despite government and private efforts to address the upheavals in the Niger Delta, the region is still witnessing a great number of crises Efforts of security organisations in the region remained fruitless. The concern of this study therefore is to unearth what is rendering security organisations in the region ineffective; with specific reference to the effect of working tools on the operational effectiveness of both private and public security outfits in the Niger Delta region.

Methodology

Survey design was used in this study. It was adopted because it allows systematic empirical investigation and easy inferences Preliminary survey of existing operational base and stakeholders meeting was organized to determine appropriate sample for the study. Open and closed ended questionnaires were afterward designed and served to purposively selected security organisations in the Niger Delta region. Two states were selected out of the region for the study; these are Akwa Ibom and Cross River State. The questionnaire contained major variables of the study including items that collects demographic information from respondents.

A total of 1120 respondents were selected for this study; 560 participants were selected from each of the states. Questionnaires were administered purposively to the sample to elicitate data and opinion across gender and age brackets. Information gathered was coded and analysed using SPSS and results were presented in tables and charts.

Findings

Demographic report of respondents

Majority of the respondents (65%) worked with public security outfits, while (35%) of the participants are employed in private security organisations (see Fig. 2). Over (90%) of the respondents were male (Fig 3). Significant proportion of the respondents (70%) are between ages 30 and 45 years (Fig. 4). The study showed that, majority of the respondents (50%) were O'level/senior secondary certificate holders. B.Sc or its equivalent were (27%), while OND or NCE holders only (3%) of the security agents were either M.Sc or Ph.D holders (see Fig. 5). Forty percent (48%) of the participants has spent 6-10 years in their security organisations. Thirty-nine percent (39%) spent 11 years and above in their organisations. The rest, that is 13%, worked between 1-5 years with their establishments (see Fig 6).

Fig 2: Security outfit

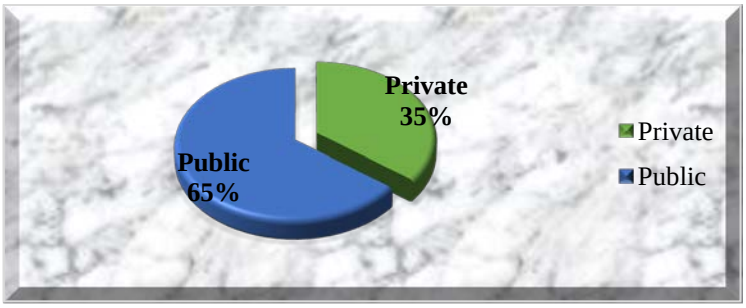


Fig 3: Gender

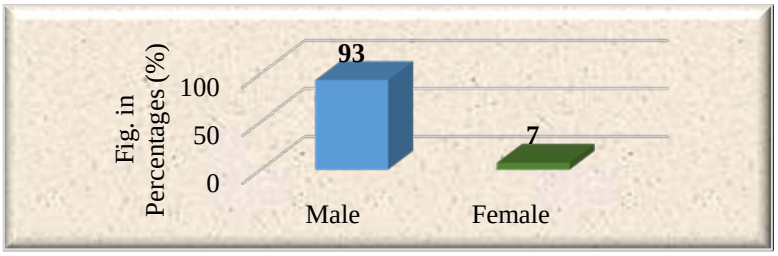


Fig 4: Age of respondents

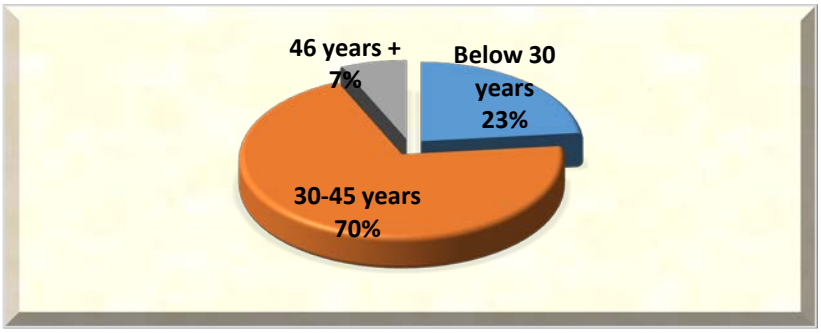


Fig 5: Highest educational qualification of respondents

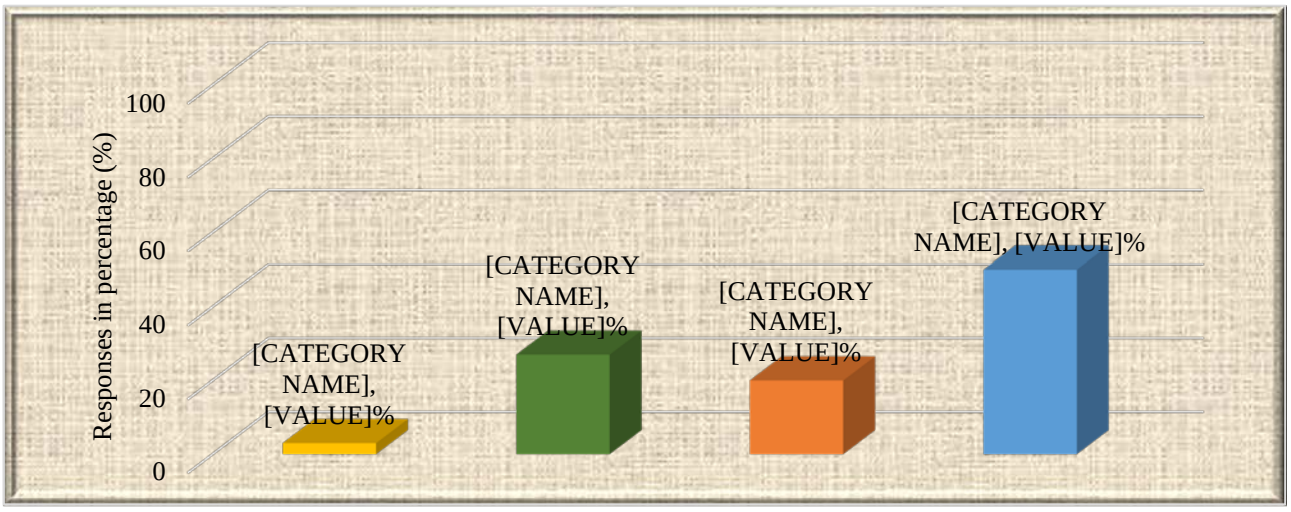
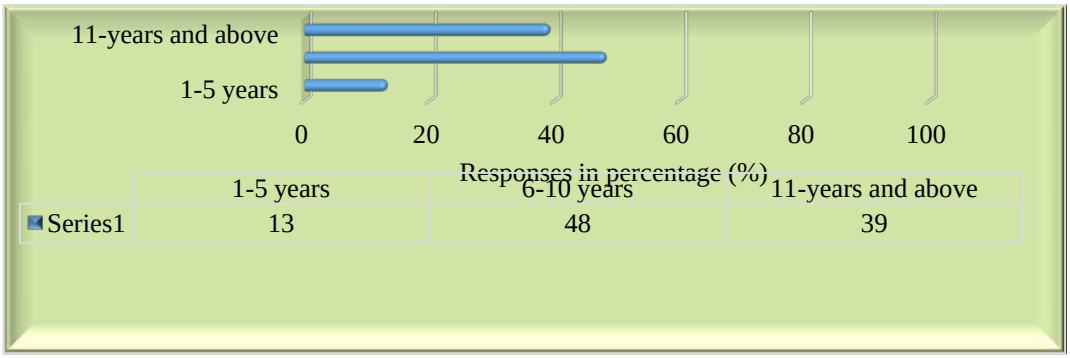


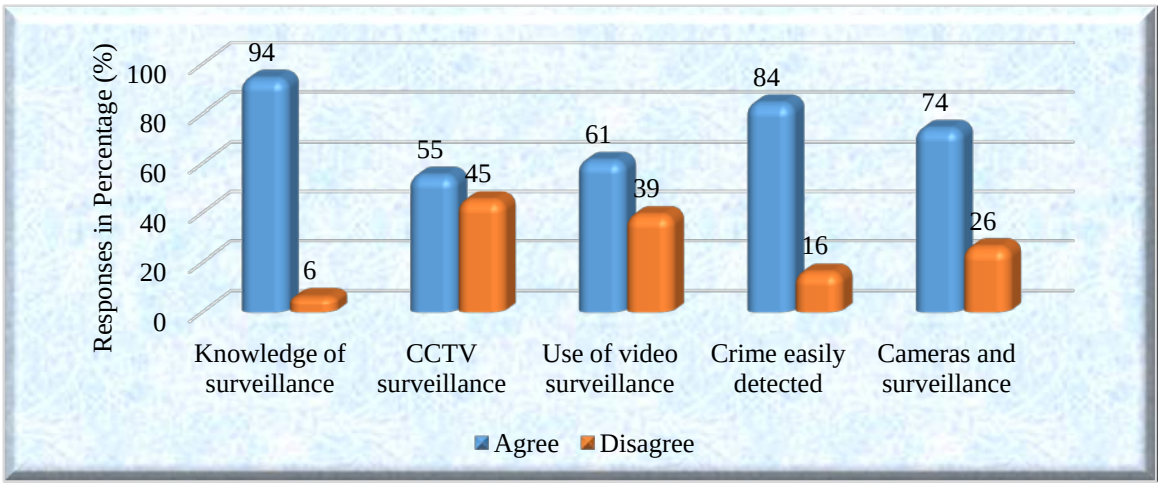
Fig. 6: Years of working experience



Surveillance equipment and criminal investigation

Result showed that over (85%) of the respondents had knowledge of CCTV surveillance equipment. Fifty percent (50%) of participants has CCTV surveillance at workplace and 59% used CCTV equipment especially video for their daily operations. Eighty percent (80%) of the respondents agreed that CCTV ease crime detection and over seventy percent (70% +) agreed that CCTV enables effective surveillance (see Fig. 7).

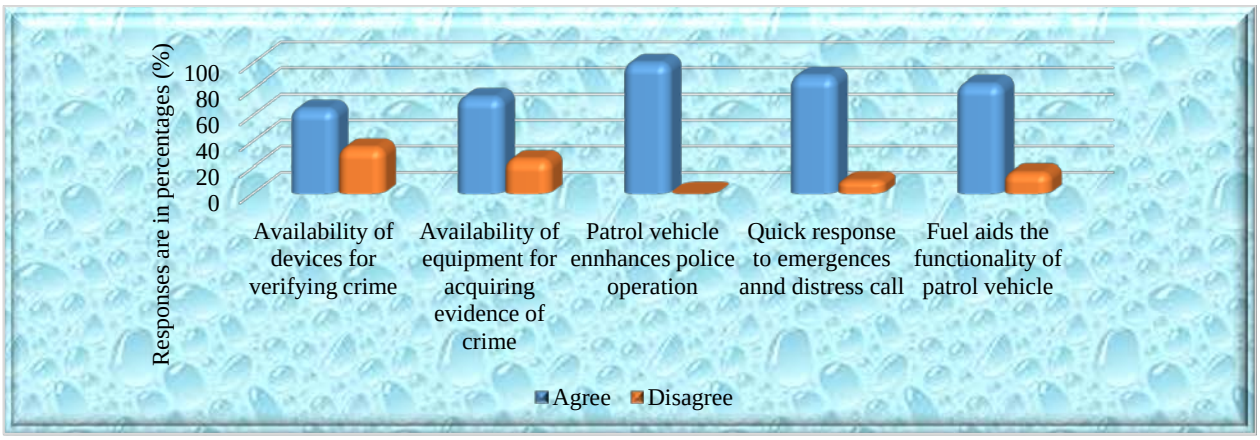
Fig. 7: Surveillance equipment and criminal investigation



Crime detection equipment and security outfit performance

Findings on crime detection equipment showed that 60% of the respondents agreed that in their organisations there is availability of the device for verifying crime and this ease crime detection. Over seventy percent (70%) and above agree that there is availability of security equipment for acquiring evidence of crime and this enhance their detective operations. A significant proportion of respondents (over 90%) have patrol vehicles that enhances their response to emergencies and distress calls. However, only 80% agreed that their patrol vehicles are regularly fuelled during their detective operations (see Fig. 8).

Fig 8: Crime detection



Discussion of findings

Surveillance equipment and criminal investigation

The outcome of this study is quite revealing; it showed that knowledge of, and the use of CCTV surveillance equipment significantly enhance criminal investigations in public and private security outfits in the Niger Delta region of Nigeria. It enables security personnel to detect crime and carryout effective surveillance operations. This finding corroborate with the ideas of Agba and Ushie (2014), who posit that working tools and workers are vital ingredient to institutional performance.

Similarly, Dauda and Akingbade (2011) observe that the level of technology or working tools utilised in an organisation importantly determine the quality and quantity of its output. This is not surprising, security outfits in the Niger Delta region that are equipped with a good number of working tools, performs better than those with inadequate equipment. Khalil (2000) posit tat organisational outfits is determined by the systematic application of equipment or resources. Working tools enables task accomplishment in organisations including security establishments.

However, availability of working tools, example; CCTV, without acceptability by workers may not lead to effective performance at individual and organisational levels. According to Hassan and Hadzar (2010), availability and acceptance of improved working equipment is quintessential to improved institutional performance. This is because not all workers, in this instance, security personnel can adjust to modern security equipment or tools.

Consequently, Gallivance (2004) argue that, training is essential to create acceptability and efficient use of equipment among staff. Apart from training as a contributory factor to institution performance, Brewer and Selden (2000) observe that leadership and supervision, human capital, and organisational culture are predictive factors to effective performance. It suggests that, equipment/working tools without good leadership, supervision, human capital and organisational culture will not stimulate institutional performance.

Crime detection equipment and security outfit performance

The study showed that there is a significant correlate between crime detection equipment and the performance of security outfits in the Niger Delta region. It revealed that the availability and usage of crime detection equipment enhances the operational effectiveness of security organisation. This finding is in line with the views of Parveen, Sohail, Naeem, Azhar and Khan (2014) who posits that office equipment creates comfort and supports productivity of workers and that of the organisation. Similarly, Carnevale argue that working tool boost employees' and final output of security organisations.

In the same vein, Keeling and Kallous observe that selecting and using proper equipment stimulate and enhance institutional performance whether private or public. Akpomi and Ordu (2009) observe that, although effectiveness of organisations depends on equipment, the competencies and skills of employees are tonic to effective institutional performance. It showed that, workers' and organisational output is not just a function of working tools but a combination of skills and competence as well. Osuala (2004) and Edwin (2008) argue that technological advancement in area of office equipment makes work much easier at the work-floor and the organisation at large. It makes hardworking staff more productive as well as boost the performances of many organisations.

Conclusion and recommendations

The correlates between working tools, acceptance, and the performance of private and public security organizations in the Niger Delta region of Nigeria was established in this study. This outcome was revealing as it shows that the availability and acceptance of

working tools by security officials enhances their performance and the overall output of their organizations. Specifically, it reveals that surveillance equipment and crime detective equipment enhances the operational effectiveness of public and private security organizations in areas of criminal investigations and crime detection. This suggests that the security challenges in the Niger Delta region and indeed Nigeria is not unconnected to want of security equipment in the country. It further suggests that organizations that are not lack working tools are more likely to suffer from low productivity. The study recommended policy option that importantly encouraged the equipping of security outfits in the Niger Delta region and the country at large through public-private partnership. Employers of labour should train and create awareness for workers before new equipment are introduced in their organizations as this will enhance more acceptability among employees.

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