MANPOWER TRAINING AND UTILIZATION IN THE NIGERIA IMMIGRATION SERVICE, CALABAR COMMAND, 1999-2014.

BY

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PG/M.Sc/13/65393

A

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DEDICATION

This study is dedicated to my lovely family parents Mr and Mrs. E.E. Akpan and my brother Akpan Oto-obong Leonard for their love and supports.
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My heartfelt gratitude goes to the Almighty God for His love and kindness to me and the strength and ability he gave me during this research. I also wish to thank my lovely parents Mr. and Mrs. E.E. Akpan for their love, care, understanding, support both financially and morally they gave me during this research. I also thank my younger brother Akpan Oto-obong Leonard for his brotherly advice and encouragement during this work.

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ABSTRACT

This study evaluated manpower training and utilization in the Nigeria Immigration Service, Calabar Command between 1999-2014. The objectives of the study are: to evaluate if the manpower training in the Nigeria Immigration Service has enhanced the adequate protection of the Nigeria borders; if the trained staff of the Nigeria Immigration Service, Calabar Command were fully utilized and if the selection for training of staff in the Nigeria Immigration Service, Calabar is on merit. The study used both the quantitative and qualitative methods for data collection and descriptive qualitative and quantitative descriptive analysis for data analysis. Relying on the Organizational Learning Theory and ex-post-facto, the study discovered that manpower training has enhanced the utilization of staff in the Nigeria Immigration Service, Calabar Command; we also discovered that the criteria for selection of training in the Nigeria Immigration Service Calabar Command are on merit. It also found that the training which Nigeria Immigration Service Calabar Command acquired has helped them in the protection of Nigeria borders. Consequently, the study recommended that manpower training of any organization should be purely on merit, not to be politicized and the Federal Government in conjunction with the Minister of Interior should plan a well structured training program for the Nigeria Immigration Service, compensation policy should be introduced in the Nigeria Immigration to encourage proper utilization of staff in the organization, the federal government should adequately fund the training program of the Nigeria Immigration Service to make it attractive to the security personnel in the agency, the federal government should provide the staff of the Nigeria Immigration Service with the adequate equipment for better job performance, re-orientation program should be organized for the populace by the National Orientation Agency, which should focus on the need that security of Nigeria borders is everyone's business.

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CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Manpower Training is a purposeful development of the required skills, knowledge and attitudes in an employee. Bedeian (1987:45) defines manpower training as “the process of developing an individual’s skills, knowledge and abilities so as to improve present and future performance.” The specific advantages derivable from training are varied, but the common denominator is improvement of employee performance. Training becomes meaningful only if trained staff is effectively utilized where they can apply the knowledge and skills gathered during training in the work environment. Training is a costly exercise and the organization can only justify such expenditure by utilizing the trained staff maximally towards the attainment of organizational objectives which invariably culminate in improved productivity.

Manpower training and utilization is a tool employed by organization to equip their workforce to the accomplishment of set goals and objectives. The internal structure of any organization is made up of socio-technical arrangements which are deliberately designed to achieve the objectives of that organization by doing the right thing at the right time and in the right measure, (Olowu 1991:79). Manpower training and utilization focuses on the objective of equipping the personnel in the service from the point of their recruitment to that of retirement, so that manpower be kept constantly ready not only to provide improved conditions in Nigeria but also set the machinery for achieving accelerated growth and development within the country. Manpower training and
utilization is essential to the existence and survival of organization. Olowu (1991:79), supports the above school of thought as he points that manpower training and utilization enables civil servants (employees) to acquire the relevant professional skills and knowledge for effective performance. Drucker (1986:56) stated that:

A good organizational structure itself does not guarantee good performance but it is the manpower training and utilization that equips employees (civil servants) with the relevant professional skills and knowledge that brings out effective and efficient performance.

Dye (1988:73) supports Drucker as she opined that “when steps are to be taken to improve the quantity of employees and overall organizational performance, attention naturally turns to the process of training, education and utilization of employees”. According to Foot and Hook (1991:98), manpower training and utilization is a planned process to modify attitude, knowledge and skills or behavior through learning experience to achieve effective performance in an activity or range of activities. Its purpose in a work situation is to develop the activities of the individual and to satisfy the current and future needs of the organization. Manpower training and utilization, according to Walker (1992:34), is specifically about providing a range of learning experience in a work situation. An important part or aspect of human resource management which is often neglected today in public today is manpower training and utilization. This is because most organizations, the top management regard training as of marginal importance and therefore gives it only a token support. Many managers even think that manpower training is purely a staff function for which the line managers have no responsibility. Even managers or organization that institute training programme do so because that is the fashionable thing to do. This is a misconception because we live in a changing world, a
world where people and things do change rapidly and continually, new technologies and new work procedures emerge every day. People’s attitudes, beliefs, values, behaviors and taste change, the super environment is not static, in fact, there is knowledge explosion in the world which calls for additional and improved skills on the part of both the workers and management hence the part of both the workers and management need training and retraining of manpower to make them cope with the dynamic world work.

Whatever nature, training programmes for staff should be aimed at providing the staff with the knowledge, skill and attitude required for doing his present job and holding responsibility in future in the organization. In the light of the above, one can safely assume that human resource is the backbone and flesh of any cooperate organization, society or a nation for that matter. Thus attention should be paid to human element in addition to physical assets. The reason as Nwachukwu, (2000:40), argued is that appreciable expansion of the physical assets of an organization cannot be attained without the corresponding effort at seeking optimum performance of the workforce in terms of efficiency, effectiveness and productivity.

Ubeku (1975:14) notes that employees who have not received adequate training before being assigned responsibilities lack the necessary confidence with which to carry out their jobs. He then suggests that an employee should be helped to grow into more responsibility by systematic training and utilization so that he will be confident enough to carry out the responsibility of the job. This, according to him, is because manpower training increases the employee’s belief that he knows what is expected of him regarding the job, the knowledge of which enables him to originate ideas as to how best to carry out
the tasks of the job. Conversely, those not trained tend to cling to methods they were shown the first time they took over the job and are frightened at doing the job in a different way because something might go wrong, and they cannot afford to take the risk.

Nigeria immigration Service has witnessed a lot of changes since it was extracted from Nigeria Police Force in 1958. The immigration Department as it was known then was entrusted with the core immigration duties under the leadership of Chief Federal Immigration Officer (CFIO). The department inherited the immigration ordinance of 1958 for its operation. At inception, the department had a narrow operational scope and maintained a low profile and simple approach in attaining the desired goals and objectives of the government. During this period, only the visa and business section were set up. On August 1st, 1963, immigration department came of age when it was formally established by an act of parliament (Cap 177 laws of the Federal Republic of Nigeria). The head of department then was the director of Immigration.

Thus the first set of immigration officers formed were former Nigeria Police officers. It became a department under control and supervision of the Federal Ministry of Internal Affairs, (www.immigration.gov.ng assessed 14th July, 2014). The 2003 Act amended the Nigeria Immigration Service in order to enhance its capacity to provide protection, monitoring and control of Aliens extension of visa etc. in the bid to meet up with the assigned role and duties, Nigeria Immigration Service is involved in the following: - Induction training (not less than four months), administrative training, arms training, computer based training, intelligence training, karate training. Thus, Nigeria Immigration Service for Manpower training needs equipment to harness the potentials in her human capital. Without the interaction between the trained personnel and security
equipment, the human capacity will amount to nothing. In the light of the foregoing
discussion, the study focuses on the training of Nigeria Immigration Service, Calabar
Command and their ability to utilize training. The training received through the
application of the appropriate equipment.

1.2 Statement of the Problem

There is a general consensus that border security is a social phenomenon that
continues to jeopardize the security and development of good governance all over the
world, especially Nigeria (Abolurin, 2011). This is why the Comptroller General of the
Nigeria Immigration Service, David Parradang states:

The porosity of Nigeria’s borders has always been a source
of speculations. But recent events of increasing wave of
insurgencies have further heightened anxiety about the
effectiveness of law enforcement across the country’s
borders. While smugglers carry on with their illicit business
almost unrestrained, suspected terrorists have continued to
move in and out of the country, it would appear, freely.
Their activities seem to be promoting the proliferation of
illegal arms and ammunition, as displayed in the various
attacks. Head, Special Investigations, Isioma Madike, in
this report looks at what has become a dangerous tr
about which the security agencies are sorely concerned,

He goes further to state that:

In recent times, enemies of Nigeria have been invading the
country through her loose borders. While smugglers of all
manner carry on with their illicit business almost
unrestrained, suspected terrorists have continued to move in
and out of the country, freely. Their activities, according to
security experts, have been promoting the proliferation of
small arms and light weapons that is increasingly becoming
a transnational organized crime in Nigeria. This has,
somewhat left the nation awash with criminals of all sorts:
suicide bombers, arms dealers, drugs pushers as well as

Due to the high rate of the porosity of Nigerian borders, the Nigeria government created on August 1st, 1963, Immigration Department when it was formally established by an Act of Parliament (Cap 171, Laws of the Federation Nigeria). The head of the department then was the Director of Immigration. Thus, the first set of Immigration officers were former Nigerian Police Force Officers. It became a department under the control and supervision of the Federal Ministry of Internal Affairs (FMIA) as a Civil Service outfit. The Nigeria Immigration Service has explicit objectives of achieving the following:

1. To have an information technology drawn security outfit that can continually address the operational challenges of modern immigration.

2. To give the service a new sense of direction that makes it relevant at all time world security and global trade.

3. To effectively and efficiently protect the territory and border of Nigeria.

The central focus of the above objectives as prescribed by the NIS act, 1958 and as amended in 2003 was to guarantee security and full protection of Nigerian territories.

Before the introduction of the Nigeria Immigration Service, they were so many illegal borders in Nigeria which according to Moro, the comptroller general of the Nigerian Immigration Service, there are 4000 illegal borders in Nigeria. The dynamics of internal insecurity demands that the Nigeria Immigration Service whose primary concern is to adequately enhance the protection of Nigeria borders. This could be possible when
they are provided with the right training and security gadgets. Nakodia (2011:13) maintained that:

The quality and efficiency of staff are the functions of the level of training and utilization of staff. The staff system may become obsolete if they do not update themselves with new knowledge, skills and new work methods for the progress of the organization in which they work. The entire system may become rustic and obsolete also, if it lacks, the systematic means of continually developing and renewing the systems.

Busari (2003:12) while emphasizing on underutilization noted that the human recourse development effort of the Nigerian state has been of great waste, because those trained cannot put their skills into productive use. It will amount to a waste of scarce resources if human resources are accumulated only to be wasted, left unused or frustrated to emigrate. According to Ubeku (1975:23):

There are many organizations in this country that regard manpower training and utilization as expensive ventures and avoid them like the plague. What such organizations are interested in are the immediate returns. However, in some organization where the need is recognized and enormous wealth spent for manpower training and utilization, the training is usually either appropriate, haphazard or not directed to the organizational needs. And in some cases, the trained staff may be deployed where the skill acquired will be meaningless. In some organizations, management regards training and utilization as not too important to the growth of the organization. As a result, little or no attention or support is given to training programmes especially in Nigeria Public Service where lip service is paid to manpower training and utilization.

Ojo (1980), states that management institutes training programmes merely because it is the fashionable thing to do. He maintained that this bad posture has hampered the positive behavior and attitude of employees.
There exist a plethora of studies that discussed the various aspects of manpower training and utilization. Ozigbo (2008), made attempts to define manpower training, while Madumere (2012) emphasized the importance of training and the continuous training, as a means of upgrading and updating one’s skills, Ubeku (1985) and Ojo (1997), identified some factors that hinder manpower training and utilization in Nigeria. Aluko (2011), focused on the negative effects of lack of training and input of training in human resources development. Nyalor (1976), focuses on the performance and skills which manpower training boosts. Nyalor (1976) also talked on increased productivity and increased in employee satisfaction. Mutahaba (1986), recognized that training and the utilization of human resources in the public service should be for both junior and senior officers. Akpan (1982), pointed out that manpower training improves skills and efficiency. Drucker (2001), agreed that manpower training and utilization help organization to achieve organizational goals. Mekinde (1992), asserts that manpower training changes the technology and management method of any organization. Odiorne (2003), training programmes should be designed in such a way the employees will fit into their new job and new working environment. Stokes (1966), asserts that manpower training and utilization are both formal and informal activities that changes the skills, attitudes, and knowledge of employees. Dorman (1975) emphasized the basic stages in establishing training functions. Ezeani (2006) attached so much importance to manpower training. Despite the concerted efforts made by these scholars, none of their works and postulations empirically established how training in the Nigeria Immigration leads to effective utilization and thereby enhancing the performance of the Nigeria Immigration Service in discharging their duties creditably.
The gripping denouncement of this discourse was that the available literature could not empirically establish that training in the Nigeria Immigration Service has lead to adequate utilization of staff and there by increasing the productivity of staff of the Nigeria Immigration Service. It is based on this gaps noted in the existing literature that this study seeks to address these research questions that will aid his study.

1. Has the manpower training of Nigeria Immigration Service enhanced the adequate protection of Nigeria borders?
2. Were the trained staff of the Nigeria Immigration Service, Calabar Command effectively utilized?
3. Is the selection of staff for training in the Nigeria Immigration Service based on merit?

1.3 Objectives of the study

For the purpose of clarity, the objectives of this study are grouped into two categories namely the general and specific objectives.

**General Objectives:** The general objective is to evaluate manpower training and utilization in the Nigeria Immigration Service Calabar Command.

**Specific Objectives:** The specific objectives of this study are:

1. To determine if the manpower training of the Nigeria Immigration Service Calabar Command, enhanced the adequate protection of Nigeria borders.

2. To establish if the trained staff of Nigeria Immigration Service Calabar Command are fully utilized after training.
3. To evaluate the criteria or criterion that guide the selection of staff of Nigeria Immigration Service, Calabar Command whether it is merit or on favor.

1.4 Significance of the Study:

The importance of manpower training and utilization as an exercise cannot be overemphasized. This significance of this study is divided into two which are the practical and theoretical significance. The theoretical significance, in a developing country like Nigeria, there is a greater need for the exercise (manpower training and utilization) when we realize that this country is striving toward self relevance sustainable and efficient public service system. This study will serve as a framework for subsequent research on the importance of developing human capital through training and the need to provide the trained human capital with the appropriate physical capital for maximum utilization. This study will be of immense benefits to students of personnel management, behavioral sciences, management science, political science, public administration and human relations in the furtherance of research in manpower training and utilization in Nigeria and beyond.

On the practical significance, The Nigeria Immigration Service Calabar Command stands to benefit from the findings of the study. It will provide an insight into some weak points associated with service delivery and overall performance in Nigeria Immigration Service which needs strengthening. The Nigeria Immigration Service, Calabar Command will be able to understand that, every training which they received is to better equip them for higher performance as regards adequate protection of Nigeria borders and not as jamboree. The findings of the study will help them to make use and
protect the security gadgets given to them for a better performance. In addition also, the findings of this study will go a long way in providing job satisfaction and serves as motivation towards the realization of individual aspirations; it will also be relevant to the Human Resource Development Department in every sector of the economy and governance in Nigeria in the formulation of policies relating to the training and utilization of personnel. On the part of the populace, the findings of this study shall sensitize them on the need to support the efforts on Nigeria Immigration Service in the various task of securing the Nigerian borders.
CHAPTER TWO
LITERATURE REVIEW

Literature review focuses on identifying contributions already made by other scholars on the topic under study. It offers an opportunity to identify gaps in the existing literature and through the identification of such limitations, new research problems worth investigating can be discovered. This section of the study will deal with the review of relevant literatures from books, journals, periodicals, and official documents. The purpose of this literature review is to discuss the meaning and concepts of training and utilization, the types of training and utilization and also the nature of training in which the Nigeria Immigration Service, Calabar Command offers to its staff to ensure the adequate protection of the Nigerian borders. The literature review of this study will also examine if the Nigeria Immigration Service, Calabar Command staff are productive couple with the nature of training they were given.

For the purpose of this study, the literature review like every other contemporary literature will be reviewed in the following headings:

- Conceptualization of the terms Manpower Training and Utilization
- Has the manpower training program of the Nigeria Immigration Service enhanced the adequate protection of the Nigeria borders?
- Were the trained staff of the Nigeria Immigration Service, Calabar Command fully utilized?
- Is the selection of staff for training in the Nigeria Immigration Service based on merit?
DEFINITIONS OF MANPOWER TRAINING AND UTILIZATION

Ubeku (1975:17), opines that the training and utilization of staff in the public sector focuses essentially on the officer to the neglect of any discernable systematic training programmes for clerks and other grades of workers, while in the case of skilled staff, the civil service seems to rely entirely on the trade certificate presented by the applicant with little or no effort made thereafter to ensure further development on the job of the skills which the new employee brought to the job.

In his own observation, on the Nigeria Public Service situation, Akpan (1982:133) did not just stress on the need for specialized training and utilization but also on pre and post-entry training methods and techniques of administration for newly recruited permanent members of staff and those already serving. He goes further to postulate that public administration cannot be a matter for everybody and anybody, thus emphasizing the need for training and utilization.

Hilget and Towle (1978:49):

Manpower training and utilization of staff as not only is capable of reducing organizational/employee conflict but also of motivating staff in their workplace. In their own words, “a well-conceived training and utilization programme can contribute to a lessening or reconciliation of conflict. Thus a challenge and an opportunity are presented to every manager to make each employee better able to serve the organization, while at the same time reducing greater satisfaction of individual needs and aspiration”. Thus, the authors’ observations that manpower training is also related to employee motivation agrees with French (1978) notion that “employees who know and understand their jobs and who feel that management values them to prepare them for future assignments are more likely to demonstrate higher morale and greater interest in the jobs”.

Furthermore, French (1978:49) describes the dynamics of motivating people through training programme in the following words:

In order to chance behavior in the direction of greater contribution to the attainment of organizational goals, the individual most perceive the new, expected behavior serving to fulfill needs, or at least as not leading to deprivation of fulfillment … supplying goals that fulfill needs and are within reasonable reach of employees is very important in providing motivation as it relates to training and utilization. In other words, the environment must be conducive to change in behavior.

The implication of manpower training and utilization for organizations that sponsor their employees on training and utilization programmes is perhaps more central for the public service, particularly in developing countries where government is the largest employer of labor and the problems of motivating the employees through training is daunting. The task of the public service as an organization seeking to improve the performance of its workforce through training is to guarantee an environment conducive for the trainee to return to or else beneficiaries of employee sponsored training programmes would not see training received as a motivator to greater job performance. The point is all more important given the fact that the need for an organization training its employees in the first place to equip them with knowledge that would enable them to contribute their quota to organizational growth and development. In the words of French “to be effective, training and utilization not be perceived as leading to the attainment of need – satisfying goals as well as the avoidance of ego-damaging events” his process – system model organization, French viewed the manpower training and utilization
functions of organization as a process which is a complex amalgamation of many sub-processes aimed at increasing the capacity of individuals to contribute to organizational goal attainment.

Public organizations are social units that have been established for the explicit purpose of achieving certain goals under a constituted authority and leadership. But their aim of meeting the requirements of modern man in modern society, have been accompanied by a lot of numerable problems like poor training bordering on their performance and the utilization of available human resources Akpan (1973:34) an untrained staff is a liability to a dynamic organization as he not only applies the wrong still but also imparts the wrong knowledge to others coming after him and those he happens to be supervising. He also stated that:

An untrained man in the modern world may be a menace to his society. He is a quick; he knows only the laws of things he has no idea of (their) why. Hence if there is any trouble anywhere – breakdown in a machine or a mistake in a ledger – all can do is to fumble and punch up trouble anyhow, leading to a more serious breakdown or greater confusion. Really there is no place for the unattained worker, or even the intelligent amateur, in these days of specialized work.

According to Ubeku (1975:18), he stated that:

There are many organizations in this country that regard training and utilization as expensive ventures and avoid them like the plague. What such organizations are interested in are the immediate returns. Even in organizations where the need for employee training is recognized and a lot of time and money committed to staff training and utilization, the exercise is often inappropriate, haphazard or premised on a faulty diagnosis of organizational training needs. In either situation, where training happens to occur, deployment of staff so trained may be without regard to the skill the staff required,
leading to frustration of personnel so trained and also
general inefficiency in the system. Public Services in
Nigeria are so fond of this practice. The workforce is
generally under-tapped, under-utilized and therefore falls
short of its anticipated contributions to the realization of
organizational goals.

Manpower training is an old phenomenon, a sequence of experience and series of
expected in a more systematic way to certain materials, information and technique that
are unique to the organization (Ducker, 2001). It is also viewed from a broader spectrum,
as a systematic process which has to do with proper placement on the job, adequate
devolution of authority as well as effective supervision and guidance. The ultimate aim of
such efforts involves not just making an employee a mere good worker but an appropriate
worker with fully developed potentials.

Emphatically, a total training process programme helps the development and
growth of an employee and it is crucial to the successful implementation of the new
organizational policy. It must be especially recognized and made an integral part of the
manpower training. According to Nyalor (1976:68), is a process that develops and
improves skills related to performance. Effective training and utilization programmes,
according to Blum and Nyalor (1976:68), can result to increased productivity, reduced
labor turnover, and greater employee satisfaction. They should include all employees
from factory workers to executives and apply not only to inexperienced workers but also
to experienced workers new to the organization. They also added that a training
programme should also include those who are promoted to higher-level jobs and the
periodic retraining, of present employees by means of refresher courses.
According to Mutahaba (1986:98), there is recognition that training and utilization of human resources in developed countries should include all categories of public service personnel from the most senior to the most junior, but in a developing countries as Taylor (1975:69), demonstrates, training and utilization has tended to be an exclusive concern of junior and middle level public service personnel, while senior and top executives are generally been left out.

The principal intention of manpower training according to Akpan (1982:17), is to equip people with the knowledge required to qualify them for a particular position of employment, or to improve their skills and efficiency in the position they already hold while manpower utilization on the other hand is the existence of skilled and/or unskilled human that need training or retraining to perform task in a give organization. Any organization that has no plans for the training and utilization of its staff is less than dynamic for learning is a continuous process and acquired skills get obsolete when the environment changes.

Drucker (2001:67) sees Manpower training as the systematic process of attending behavior and attitudes of employees in a direction to achieve and organizational goal. He also maintained that:

Training has come to be universally accepted as a vital input to improve the output of administration both quantity and quality. Through systematic training, employees are helped to acquire and apply knowledge skills, ability, and attitudes relevant to effective performance on the job. This significance of training, as a catalyst, is that it is a means of bringing about and sustaining desirable changes in employees’ behaviors. Training is therefore, one of the management’s most vital means of achieving set objectives.
It is not an end in itself but essentially a vital part of the total framework of effective management.

Mekinde (1992:23) in his own view is of the opinion that manpower training is a “short term process of learning specific skills by junior and immediate staff while utilization is designed to acquaint employees with the changes in technology and management method. Manpower training and utilization helps to ensure that organization members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities and adapt to changing conditions despite the recognition of the importance of training by management experts and government as expressed in white papers on various reforms in Nigeria.

Manpower training can be seen as a process of a set of activities affirmed at assisting on individual to acquire knowledge, skill and attitude necessary for the effective performance of specific tasks or job within the content of work in modern business organizations, training is a continuous process which normally starts at the point of entry and progress throughout the workers carrier. Manpower training could be carried out in-plant involving some on the jobs learning experience or more formally structured programme of lectures and practical exposure. It could also be undertaken in locating which are completely outside normal work environment. Different techniques have been developed for implementing training programmes. In selecting the technique to be adopted in any training programme, the profile of the workers or managers for which it is designed and the type of needs it is to be addressed.
Essentially, the effectiveness of manpower training and utilization depends upon its meeting a need shared by a group of people in an organization. All manpower training should therefore, be justified on the basis of a prior need analysis. That is training programmes should be designed to meet identified training needs. New employees for instance are given induction training so as to enable them fit into their new and often strange environment, (Odiorne 2003:87). Old employees are also trained to get or acquire new skills or learn new techniques which are needed for their job. This training may be due to change in work method are discarded as a result of change in technology, for instance, the introduction of computers in an organization, retraining might be needed so as to displace employees could be retained to fit into new jobs. Staff preparing for higher responsibilities also needs to be trained. This is often called training for advancement, (Odiorne 2003:87).

Manpower training and utilization, according to Stokes (1966:70) rest on the fact that “a person learns through experience which may be actual hearing or reading about the experiences of those”. Training and utilization can also be viewed as formal and informal activities which bring about change in the skills, knowledge and attitude of employees for the fulfillment of their individual career and organizational goals.

Manpower training and utilization are at the heat of employee productivity, commitment, motivation and growth. Appropriate and maximum utilization of human resources in productive activities remain the essential factors that can reduce economic development, (Harbison1993:56). This is because utilization of human resources in areas in which they received appropriate background training leads to efficiency and improved productivity and implicitly, induces economic development. Maximum utilization of
human resources as observed by Harbison should not be seen in terms of paid employment only but also in terms of self employment. The ability to develop human resources for effective self-employment however depends on their background, education and training as well as existence of incentives like availability of financial resources and infrastructural facilities. This by adequate utilization, it means employment of human resources in positions where the people so employed have had adequate training and exposure. This will minimize time and effort wastages in learning and skill development on the job. One may, therefore ask, are human resources employed where they are capable of performing their jobs effectively and adequately. No straight forward answer can be given observations, however reveal that under certain job situations, square pegs are fitted in round holes. This is done in the belief that such persons could learn as well as develop skills on the job, or because of lack of trained personnel in the area or deliberate government policy or quota system. The quota system policy, although plausible to some extent, if implemented to extreme, can be a clog in the wheel of the development process. The resultant inefficiency of fitting square pegs in round holes is normally blamed on the educational system. The private sector organizations for example are also guilty of wrong utilization of available human resources. How can one explain the situation in which a History graduate is employed as a banker when people are trained as bankers or financiers are available? This does not however, mean that a History graduate cannot perform well as a banker. It will require more time for him to develop banking skills through experience. He will also lack analytical skills to predict the future.

Dorman (1975:46) emphasized the role of manpower training and utilization in management activity especially in the area of human resource management. According
to him, the training function is a management activity in which the personnel department provides the necessary specialist knowledge and usually carries out in addition to the administrative requirements so that the function operates effectively within the organization. He went further to state the basic stages in establishing training function with the view of improving on the manpower development which are.

- To find out the training needs of the particular organization at all levels.
- To formulate a training policy which will meet the needs of the organization.
- To evaluate the resources, both financial and material which could be required.
- To provide the necessary specialist training officers who will be responsible for implementing both the training policy and training plan.

Nitisemito (1996:65) defines manpower training as an activity which aims to improve and develop the attitudes, behavior skills, and knowledge of employees in accordance with the wishes of the company. Thus, training is meant training in the broad sense, not limited only to develop skills solely.

Training according to Oxford Advance Learner’s Dictionary, states that training is the process of preparing somebody or being prepared for job. In manpower development, training is therefore an indispensable element and at the same time, a vehicle for development and planning.

According to De Philips et al (1964), training is a process when under company auspices seeks a planned, coordinated and conscious manner to develop in the employees
those understanding skill and attitude, which will maximize individual’s present and future efficiency and effectiveness of the overall company operations.

Training can be seen as a process or a set of activities aimed at assisting an individual to acquire knowledge, skills and attitudes necessary for the effective performance of specific tasks or job. Within the context of work in modern business organizations, training is a continuous process which normally starts at the point of entry and progresses throughout the worker’s career. Training could be carried out in-plant involving some on-the-job learning experience or more formally structured programme of lectures and practical exposure. It could also be undertaken in locations which are completely outside workers normal work environment, (Armstrong: 1988).

Manpower utilization according to Egungwu (1992:80) is a gradual and systematized continuous job-related education, training and job assignments during working life, which in itself, is a process of ensuring improvement in the performance ability on the job.

Manpower utilization implies maximum use of competent staff, their employment at strategic places and the creation of enabling environment for the practice of acquired skills. It is pertinent to point out that all staff utilization activities are directed towards improving staff productivity and hence, achieving organizational objectives, (Fatiregun1992:20).

Nwachukwu (1998:21), stated that manpower training is an organizational efforts aimed at helping employees to acquire basic skills required for the execution of functions for which they were hired or employed for. He also further explained that workers
utilization are those activities undertaken to expose an employee to perform additional duties and assume positions of importance in the areas they were trained.

Bhaskar (2007:10) asked rather a more rhetorical question “to train or not to train” is no longer a question that an overwhelming majority of companies need to answer. Action in affirmative needs to begin almost simultaneously with the inception of the organization. He added that effective training enables employees to learn to their jobs better and perform more proficiently. With the increase in advanced technology, continuous training of personnel has become essential to the success of the organization. Companies and organizations increasingly need to provide opportunities for the continuous development of employees not only in their present job, but also to develop their capabilities for jobs which they be entrusted in the future. He thus, defined manpower training as the systematic process of personnel for the purpose of improving individual and organizational performances. It is fundamentally important for the continued growth and development of both individual and the organization. Manpower training to him provides the direction and guidance for perpetual learning process. Security and confidence are additional attributes that well trained employees acquire.

Tannehill (1970:36) defines manpower training as the overall process whereby an individual behavior is modified to conform to a predefined and specified pattern.

Odiorne (1970:46) supporting Tannehill’s definitions, maintained that training should lead to a changed behavior”. If it does not, it then means that the trainees have the intelligent quotient (IQ) to understand, or that he has a boss who conflicts with training
behavior possessed or that he has peers or subordinates who determine that such proposed behavior would not work or may be consultable for the environment.

Onah (2003:102) defines manpower training as organized and coordinated developments of knowledge skills and attitudes needed by an individual to master a given situation or perform a certain task within an organizational setting.

James (1978:81) defines manpower training as the means which encompasses those acts, events and episodes in which people engaged to improve their performance in specific job related task in an organization.

The above was emphasized by Boydell (1978:20) when he stated “when there is need for something, it is an indication that something is lacking, missing or not present. Such need might be taken care of by training. However training in the public service can be referred to as the teaching / learning of activities carried out for the purpose of helping members of Nigeria Public Service acquire and apply the knowledge, skills, abilities and attitudes needed in order to be able to discharge his obligations. Hence training is one of the governments’ intervention strategies to ensure that any employee is brought into the desirable level of performances.

The Public review commission (1974:8) which is popularly called Udorji in its report on Public Service administration in the Federal Republic of Nigeria laid much emphasis on the importance of training. The commission in its reports stated that training is a continuous process from recruitment ( induction and orientation) to retirement.

Manpower training and utilization of organizational members is very crucial because a trained and fully utilized member of staff is more likely to be highly motivated,
competent and consequently more productive (Okotom 2003:21). The importance of manpower training and utilization became more evident as workers face challenge of learning new skills which will enable them maintain their proficiency level or prepare them for future promotion.

Armstrong (1984:23) sees manpower training and utilization as the modification of behavior through experience. Based on this, it then shows that employers in organization that have in their curriculum, the concept of training have paved way for the success and survival of their organizations and the subsequent enjoyment of optimum performance on the part of the employees or workers.

Manpower training and utilization come under the purview of the personnel functions in most organizations especially public organizations. The importance of manpower training and utilization in any organization is clear, if we recognize the fact that the structure that sustains it depends on the individuals that operate the structure. Manpower training and utilization can occur simultaneously or complementarily but the two do not necessarily have direct relation to each other. They should in fact be separated in concept. Manpower training on the job and same form of in-service training are examples of training being designed or intended to develop knowledge or expertise, greater confidence, and a higher degree of performance, (Ubaku 1992:47).

Manpower Training and utilization develop ability and will among the public servants or staff of Nigeria Immigration Service enhance productivity and take away the natural hatred for work as beloved by the scientific management theories. Nigeria Immigration Service staff, Calabar command need training and proper utilization as it is a
process that develop and improve skills related to performance and productivity, otherwise, the Nigeria Immigration Service will experience among the staff, exhibition of lack of interest in one’s job, negative attitude to work, tiredness, excessive absenteeism rate, excessive complaints, high rejects or low quality output, high violence of subordination and productivity (Nwachukwu, 1988:36). The type of manpower training and utilization needed by the Nigeria Immigration Service should be effective, because effective training could result in increased productivity, reduced labour turnover, and employee satisfaction. The staff to be trained should include all employees both experienced and inexperienced staff. The reason is that administrative activities are no longer simple. They have become so complex and specialized that mere common sense is not enough to carry them out. Besides, the nature of administrative activities is constantly changing,

(Bhagwan & Bhuslan 2006:12) also out the objectives of manpower training and utilization in Nigeria Public Service, which include providing a civil servant whose precision and clarity in the transactions of business can be taken for granted to help in attaining the civil servant to the task he is called upon to perform in a changing world. In order words, help him to adjust his attitude and method to the changing needs of new times and saving the public servant from becoming a mere robot – like mechanically perfect civil servant. He is made aware of his work and the service that he is required to render to his communities. Productivity is most often the interpretation of the objectives of every manpower training and utilization but Nigeria Public Service has seemed over the years, as if it does not respond to training or that training has not been effective on their productivities.
Manpower Utilization relates to the strategies, tools, and methodologies that an organization relies on to determine its total workload at a given moment. This type of competence and security determines who reports to whom and efficiency in the way personnel perform tasks and make decisions. The practice helps senior leadership establish occupational rules to combat sluggishness and misunderstanding, two operating ills that often reduce productivity and profitability, (Marquis 2000:456).

Nwankwo (1988:67) sees manpower training when a skilled competence has to be acquired which is exercised in relation to specific end or function or in accordance with the commons of some specific mode of thought or practice. He argued that it works essentially in the realm of skills something has to be done or manipulated.

Rex (1972:110) sees manpower training as the acquisition of development of those knowledge, skills, techniques, attitudes, and experience which enable an individual to make his most effective contribution to the combined efforts of the team of which he is a member. In the sense, one can assert that training is any instructional exercise provided to an individual for acquisition of job-related skills, attitudes, and knowledge.

Penny (1979:78), sees training as the process of acquiring knowledge of a subject or a course of action designed to enable the individual realize his potential for growth in the organizational. He asserted that training prepares an individual for a particular job and the application of knowledge and skills to present work.

Akpan (1982:42), sees manpower training as attempts to equip a person (an employee) with the knowledge required to qualify him for a particular portion of employment or to improve his skills and efficiency and in the position he already holds.
without contradiction, one can safely say that training is concerned with development for the future. By implication, no organization can afford to be static, for they must ready for change and so do people who comprise them.

Robert and Jackson (1979:79), opine that manpower training is a learning process whereby people acquire skills, concepts, or knowledge to and the achievement of goals. In other words, they are of the opinion that training if properly organized should make an officer become more efficient and effective in his dealing with the public when he is paid to serve. In their views, they explain why organization which sees training as developmental process of human resource embarks on building and retraining highly skilled group of offices who can apply the best knowledge of scientific, technical and administrative skills efficiently with the organization.

Evans (1981:37) sees manpower training as the importing of specific practical skills to employees which will be relevant to the employees’ present or immediate job. He went further and classified training as job centered and future centered; job centered if the organization concentrates on developing skill and knowledge; just enough for their present job. It is future centered, he said if it pays attention to the acquisition of skills and knowledge needed to cope with the dynamic environment of technology and change itself.

Reid and Barrington (1994) defined manpower training as a planned process to modify attitudes, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities. Manpower training tends to be
a short process on a specific topic, with specific learning outcomes. It facilitates learning by focusing on implementation and performance.

Senyucel (2009) has this to say about manpower training “that manpower training is a very effective way of increasing employees’ knowledge and skills. Firstly, during, training, the trainer manages to get employees in safe environment where everybody feels safe to interact and learn. Secondly, during training the chances of having interruption are low unlike during work, where almost every minute there is something else to do. Thirdly, it is easier to deliver training to employees during the training event rather than teaching or showing certain skills to different individuals in different times. Lastly, there is the element of social interaction. It is argued that learning in groups increases individual. Lastly there is the element of social interaction. It is argued that learning in groups increases individual learning. The most important thing is that Human Resource (HR) manages need to provide training solution that are SMART which means:

- Specific / Significant
- Measurable / Meaningful
- Attainable / Achievable
- Realistic / Relevant
- Time Framed / Timely

Dessler (2011:76) sees manpower training as a means of giving new or current employees the skill they need to perform their jobs. In any case, training is a hallmark of good management, and a task that managers ignore to their peril.
Ezeani (2006:98), attaches extreme importance to manpower training. This is why he says that “for an organization to ensure optimum performance on the side of employees, they must be provided with opportunities for constant training”, and that no organization has a choice of whether to develop employees or not, the only choice is that of method. In other words manpower training and utilization is inerly an organization responsibility to an employee as training is the sine-qua-non for increased productivity. He also noted that adequate training increase skill which improves the quality and the productivity of the workers.

Maduabum (1992:80) sees training as systematic efforts towards the improvement of the staff and enhancing productivity. In actualizing an effective training, he suggests a step-by-step approach, which he called systems approach to training. He compartmentalized the steps thus:

- Identification of training needs
- Designing of training programmes.
- Implementation of training programme and
- Evaluation of training

Noted that manpower training needs of a staff member should carefully identified and programme, which will take care of the need will be designed and implemented in with the identified need and finally evaluate to make sure that the need is met. If the need is not met, the system contains with the process until the needed success is achieved. He also maintained that training programme performed this way ensures staff productivity.
Onah (2003:58) opines that manpower training and utilization come under the
purview of personnel functions in most organizations, especially public organizations.
The importance of manpower training and utilization in any organization is clear, if we
recognize the fact that the structure that sustains it depends on the individuals that operate
the structure. Manpower training and development occur simultaneously or
complementarily but the two do not have direct relations to each other.

According to Harrison (1997:220), manpower training philosophy could be
expressed in the following terms:

- Human resources training make major contribution to the successful attainment of
  the organization objectives and that investment in it benefits all the stakeholders
  of the organization.

- Manpower training plans and programme should be integrated with the support
  and advancement of business and human resource strategies.

- Manpower training should always be performance related designed to achieve
  specified improvements in corporate, functional, team and individual performance
  and make a major contributions to bottom line results.

- Everyone in the organizations should be encouraged given the opportunity to
  learn and develop their skills and knowledge to the maximum of their capacity.

- While we recognize the need to invest in learning and training and to provide
  appropriate learning opportunities and facilitates, the prime responsibility for
training rests with the individual, who of his or her manger and as necessary members of the human resource (HR) department.

Bell (2002:80) sees manpower training as a part of re-engineering process in an organization and that the re-engineering does not only involve reviewing all the processes performed by all the organizations major functions like finance, production etc but also involves fundamental improvements on the skills of the workforce that will carry out the task, to ensure optimum performance of the organization. Bells points out that employee training is a necessity a d mangers must update the skills of new and existing employees so that they will be ready to implement new technology, develop new process, acquire new skills and finally, contribute to the performance of the organizations.

Ujo (2008:45), manpower training and utilization is seen as enabling the employees of an organizations to cope with organizational social and technology changes, whether it is focused on orientation, or on the job, the end result is to have improved performance of the organizations as a whole. Ujo stated that it is a statement of fact that the very important process of determining goals and judiciously employing the factors of production to achieve these goal, are carried out by human beings. Hence it is therefore, proper to say that all other resources such as money, time and materials are dependent on manpower for effective harmonization in order to achieve the organizational success and performance. Ujo finally points out that failures, poor performance or success depends on how well human resources are trained and managed, since all activities in organizations are planned and executed by the persons that make up the organizations.
Jackson (1997:145), opines that manpower training is job oriented and should result in observable in behavior of the employees as it increases ability to perform duties. The observable behavior the author pointed out is that their training must result in a relatively change in the performance of organization. The scholar also stated that human resources training must take cognizance of the need to improve knowledge, level of employees higher on the job performance for the overall progress of the organization.

Abba et al (2004:220) observe that manpower training is not only meant to provide for the organization manpower need, but also directed towards maintaining and improving current job and organizational performance. They see manpower training in the area of organizational performances as equipping individuals with the necessary skills to enable them gain promotion and the promotion should be done as a strategy to achieve organizational performance and goals.

Blum and Nyalor (1996:45) contend that effective manpower training and utilization can result to increased productivity; high organizational performances and reduced labor turn over. They said that manpower training and development is an institutional activity that emphasizes that training programme should include those who are promoted to higher level job, and periodic retraining of present employees by means of organizational output.

Hilgert and Towle (2008:112) see manpower training and development in public service as not only being capable of improving organizational performance but also of motivating staff in their workplace. In their words “a well conceived manpower training
and utilization program can contribute to lessening conflict, high employee morale and increase the high performance of the organization”.

French (1978:90), asserted that the need for an organizational training its employees in the first place is to equip them with knowledge and skills that would enable them to contribute their quota to organizational growth, performance and development. He opines also that after the acquisition of the necessary knowledge, the employee should have the opportunity to put the acquired skills to practical use to ensure high organizational output.

Onwuchekwa (2005:24), points out that organizational training programmes helps to improve workers’ skill and technical competence generally. Onwuchekwa points out that manpower training is independent variables in organizational performance that helps to integrate the diverse departments of an organization as a whole so that the organization can function as a unit of whole with common authority and leadership.

Ofuebe (2003:78) opines that manpower training is a continuous one and that money spent on training employees is money well spent. Contend that an employee should be helped to grow into a more responsibility by systematic training and it is only then that he will feel the confident to carry out the responsibility of the job in order to ensure optimum organizational performance.

The Institute of Strategic Management of Nigeria (ISMN 2009:69) stated that manpower training and utilization are the hallmark of good management that aspire to have an improved performance of their organization and that having a highly trained and utilized employees will generate improved productivity and performance.
Egwungwu (1992) defines manpower utilization as a gradual and systematized and continuous job related educational, training, and job assignment during working life, which itself is a process of ensuring improvement in the performance ability on the job.

Nnadozie (2002:135) puts it simply and briefly “to utilize is to put into effective use of, to prevent from being wasted or being left dormant”. He rightly argues that training a worker would be needless if he would not be utilized after the training. Non-utilization or under-utilization of a trained staff or employee does not only negate the essence of training but also makes nonsense of the time and money expended in the process of training him.

Boyce-Martin (1981:221) opines that systematized manpower utilization schemes required the placement of only employees in the right jobs, at the right time and places irrespective of their origins and adequately motivating them through appropriate management techniques to be productive. It ensures that every employees’ talents are used to the fullest benefits of enterprises and of the employees. By taking these steps, there is disenchantment and disruptive work attitude which never augur well for an organization. Therefore the failure to utilize trained staff tends to result in negative consequences for the employee and the employers.

Ajileye (1992:125) states that where the trainees are not to perform their duties for which they are trained for, it results to huge financial loss to the organization. Apart from this, the trainee loses confidence in himself, the organization, and the training in which he acquired.
Harbison (1973: 132) plausibly asserts, appropriate and maximum utilization of manpower in productive activities are the essential factors that can induce economic development. This is so because employment, deployment or utilization of the staff in positions where they have received appropriate training exposure can lead to an improved productivity. Furthermore, appropriate utilization of manpower minimizes time and effort wasted in learning and skill development in the job.

**Has the Manpower Training of the Nigeria Immigration Enhanced the Adequate Protection of the Nigeria Borders?**

The Nigerian Immigration Service in Calabar says 45 illegal immigrants arrested in different parts of the state have been repatriated to their respective countries of origin. The Commander of the Cross River State Immigration Service, Mr Samuel Ichoi, said in Calabar at a news conference that the immigrants were from Niger Republic, Mali and Burkina Faso. He explained that 70 immigrants were arrested during a recent raid of towns and cities by the service, noting that 45 persons of them had no valid documents. He said the immigrants were arrested in Odukpani Local Government Area of Cross River State. She said the raid would be a continuous exercise, describing it as part of the security measures by the service to keep the state safe. Okpara thanked the state government and military personnel in the state for their assistance in ensuring that the service got rid of illegal immigrants in the state. She warned residents of the state against indiscriminate hiring of immigrants for domestic and security jobs without establishing their residency status. He noted that the ECOWAS Protocol, which allowed free movement of citizens of member states within the sub-region for a period of 90 days, was being flouted by many immigrants. “An immigrant must come with travel documents through a recognized border and will be given a valid visitor’s card for 90 days which
will enable him to visit the state, (www.nigeriaimmigration.gov.ng, retrieved 10\textsuperscript{th} July, 2014).

Nigeria Immigration Service, NIS, Cross River State Command arrested a 42-year-old Cameroonian lady in Calabar, with a three-day-old baby she allegedly bought for N1.2 million. Evelyn Atemkeng, accompanied by her 70-year-old mother, Anastasia Fambong, was said to have bought the baby boy from a matron of a clinic in Delta State into whose account she paid the N1.2 million. Confirming the arrest, Commander of the Cross River State Immigration Command, Mr Samuel Ichoi, said his men accosted the lady while boarding a ship to Cameroon after they got suspicious of her. She confessed to buying the baby, after interrogation.” The lady came from Cameroon on Friday without any sign of pregnancy but this morning (Wednesday) she was found to be carrying a baby and when my men examined her there were no signs that she just gave birth, so she and the baby were apprehended.” The lady also claimed that in May last year, she was given some herbs at Okigwe where she “miraculously gave birth to a baby girl who is now in Cameroon,” the Immigration boss said. Atemkeng, however, told Vanguard that she gave birth to the baby and that N1.2 million she paid into the account of the matron was for delivery and herbs she gave to her to aid delivery. “She (matron) said my chest would start producing milk in three weeks but for now the baby is taking baby food.” Atemkeng said. “I am married and my husband is in Cameroon but there is nobody to take care of me in Cameroon, that was why I came to Nigeria to deliver,” she said. The Anti-Human Trafficking Officer of the Nigeria Immigration Service at the Calabar Port, Mrs Agbor Ojong Ogar, dismiss the woman’s claim, saying she took time to examine the woman and she does not have any sign that she just gave birth. “The woman passed here on Friday,
she left on Saturday and returned to Calabar on Tuesday and was heading back to Cameroon with a baby and when we examined her she does not have any sign of having given birth recently” (www.nigeriaimmigration.gov.ng, assessed 12th July, 2014).

**Are the Trained Staff of the Nigeria Immigration Service, Calabar Command effectively Utilized?**

The wealth of an organization depends upon the degree of effective utilization of its Human Resources. It is important therefore, that an organization which is concerned with optimizing its economic development, reducing general poverty and improving the welfare of its employees must put in the forefront of economic development, reducing the general poverty, the full utilization of its Human Resources, that is the reduction of the proportion of its under utilized and utilized labor force to the barest feasible minimum.

Ejiofor (1981:55) commented on the utilization aspect of manpower where he asserts “it is one thing to equip employees with the right knowledge of what to do and another to guarantee the willingness to do so”. However, the only way an employee can exhibit what he learnt will be by rightful deployment. According to him, the willingness on employees’ motivation for high performance can be enhanced not only by the kind of training that is relevant to the organizational needs and objectives but also appropriate deployment of the trained personnel. Harbison (1964:69) warns that an organization which unable to develop the skills and knowledge of its employee and to utilize them effectively in the nation economy will be unable to develop anything else. Ginberg and Smith (1967:9), argues that manpower analysis should in addition focus on matters of manpower training also give consideration to manpower utilization, stressing the point
that the available Human Resources are no assets but more potentials until efforts are
made for maximum utilization. In its effort to utilize the staff of its organization, the
Comptroller General of the Nigeria Immigration Service, David Parradang, has ordered
the immediate deployment of all junior officers and men at it’s to border towns that he
feels that there is porosity in the area in terms of border protections. Parradang gave the
order during his maiden meeting with officers and men of the service in Abuja on
Thursday and said the action was to boost the country's security at border towns. The C-
G also announced plans to carry out an internal swap of senior officers to various
departments at the headquarters. He promised to write his name in gold and said that the
service under his watch would improve on the patrol of the country’s porous borders.
Parradang said that henceforth, only genuine investors and tourists, who would impact
positively on the country, would be allowed entry into Nigeria. The decision to restrict
entry into the country is to check and address the security challenges being experienced
in the country, Parradang said. "The decision is in furtherance to the service fundamental
objective of ensuring a secure and prosperous Nigeria." As a service, we are the vanguard
of providing a conducive environment for genuine investors and tourists. "Those, who
will add value to Nigeria will be welcomed gladly, while those with negative influence
will not find rest till this country is rid of them," he said. He pledged that the service
would adhere to the ECOWAS guidelines on the repatriation of irregular immigrants.
Parradang promised to develop immigration officers to be professional, firm, disciplined
and committed to delivering world class service to Nigeria. He said that it would be a
`monumental tragedy’ to squander the invaluable resources and hope of his predecessors
and the society to transform the service. Parradang condemned the indiscipline,
corruption and marginalization, which bedeviled the service in the recent past and said his leadership would not condone such acts, ([www.nigeriaimmigration.gov.ng](http://www.nigeriaimmigration.gov.ng), assessed 10\textsuperscript{th} July, 2014).

**Is The Selection of Staff for Training in the Nigeria Immigration Service, Calabar Command on Merit?**

On its merit based and selection plan, the Human resources Department of the Nigeria Immigration Service, Calabar Command Manual (2011:78), states “that the purpose of the merit based selection plan is to fill positions subject to state personnel at from among the pool of most qualified individuals. In this section, the department will give equal training opportunity to all employees without regard to race, color, and creed, national origin, sex, age, disability of political affiliation or influence, shall be based solely on job related criteria. The selection procedure will be consistently coupled with non-discrimination and promote fairness diversity and integrity.

Sharma and Sadana (1961:146) agree that merit system criteria is used in selection of staff training in an organization shows that the organization can select the best people available in the organization as qualified candidate for training and development to enable them show case their potentials.

Amadi (1992:97) opined that the method used in selection of staff for training as a human resources management tool, involves the accumulation, evaluation and assimilation of wide range of information about the candidate from many sources matching the information against the present and the future skills and manpower requirement of an organization and arriving at a discussion on the suitability of the candidate for training.
According to the Nigeria Immigration Service, Calabar Command Human Resource Unit Bulletin (2002:17) it asserts that the selection of staff for training is purely on merit irrespective of the people’s age, status, influence or affluence etc and it is also meant for both junior and senior staff. For the newly employed staff, once they are recruited, the Department organizes an induction training for them which lasts for four months (4months). Among the places which the Nigeria Immigration Service, Calabar Command trains its staff are: Nigeria Institute for Policy and Strategic Studies (NIPSS), Immigration Staff College, Sokoto, Immigration Training School, Kano, Nigeria Army Training School, Jaji, Kaduna State, Mobile Police Training School, Gwoza, Nigeria Immigration Training School, Orlu, Imo State, Nigeria Immigration Training School, Ahaodo, Rivers State, Shotoka Karate –Do (Ski-N) Club, which is in charge of karate training in the Nigeria Immigration Service, West African Management Development Institutes Network (WAMDEVIN) which is in charge of organizing seminars, conferences, symposiums for the Nigeria Immigration Service Staff Calabar, Command. The Department also stated that once the staff are promoted that they are enrolled into training in other to allow them cope and to adapt into the new department which the staff finds him or herself, (www.nigeriaimmigration.gov.ng, assessed 10th June, 2014).

GAP IN LITERATURE

Writers on manpower training and utilization as tools in which human resources use to obtain maximum efficiency and effectiveness. Madumere (2012), focused on the types of training, Nyalor (1976), mentioned that manpower training increased productivity and increase in employee satisfaction, Mutahaba (1986), recognized that training and the utilization of human resources in the public service should be for both
junior and senior officers, Akpan (1982), pointed out that manpower training improves skills and efficiency, Drucker (2001) agreed that manpower training and utilization help the organization to attain organizational goals, Mekinde (1992), asserts that manpower training changes the technology and management method, Odiorne (2003), training programmes should be designed in such a way that the employees will fit into their new job and new working environment, Stokes (1966), asserts that manpower training and utilization are both formal and informal activities that change the behavior, skills, and knowledge of employees, Dorman (1975), emphasized the basic stages in establishing training functions, Nitisemito (1996), manpower training develops the attitudes and knowledge of employees in accordance to the wishes of the organization, Oxford Advanced Learner’s Dictionary (2000) opines that training prepares an employee for his job, De Philips et al (1964), training maximizes the individuals and the overall effectiveness and efficiency of the organizations, Armstrong (1988) sees training as a set of activities which aims at assisting the employees with skills and attitudes, Egungu (1992), asserts manpower utilization improves an employees performance and ability on the job he is assigned, Fatiregun (1992), implies that manpower utilization leads to maximum use of competent staff, Bhasker (2007), manpower training provides security, confidence, Odiorne (1970), opines that manpower training leads to a changed behavior, Boydell (1978), pointed out that training is governments intervention strategies to ensure that any employee brought into an organization will have a desirable level of performance, Public Review Commission (1974), did not just lay emphasis on the importance of training but also the importance of both manpower training and utilization, Armstrong (1984), says manpower training and utilization modify one’s work behavior
through experience, Ubeku (1992) identified the types of training which are on-the-job-training, off-the-job-training, vestibule, Bhagwan and Bhusman (2006), pointed out the objectives of manpower training and utilization in Nigeria Public Service, Marquis (2000), refers to manpower training as the strategies and methodologies that an organization relies on to determine its total workload at a given moment, Robert and Jackson (1979), sees manpower training as a learning and continuous process, Evans (1981), opines that manpower is both job centered and future centered, Reid and Barrington (1994), states that manpower training facilitates learning by focusing on implementation and performance, Ezeani (2006), attached so much importance to manpower training. These writers did not state how manpower training enhance the effective utilization of Nigeria Immigration Service, Calabar Command. The contending issue in this segment becomes how to scientifically establish how manpower training improves effective utilization of staff in the Nigeria Immigration Service, Calabar Command. Also the above writers did not point out the types of training in the Nigeria Immigration Service, Calabar Command.

Personally, I discovered that in the manpower training and utilization, work activities should form the foundation of any definition and analysis. While work activities should be given a priority is that it makes the employees to be innovative and in designing ideas and systems including artistic contributions.
CHAPTER THREE

METHODOLOGY

3.1 THEORETICAL FRAMEWORK

The word theory is practically a multi facet one; it has been over flooded in so many ways, in academic work, business world, social, institutional and government, (Okeke 2001). Therefore, is very important for the researcher to project here the operational theoretical framework of this study. What it means and encompasses and finally the theoretical framework applicable to the topic/study. For the Webster’s all in one dictionary and thesaurus (2008) a theory is plausible on scientifically acceptable general principle offered to explain observed facts. In this case, therefore, it is not a proposal meant for negotiation, it means it has been tested, proven and trusted. Kerlinger (2001) sees a theory as a set of inter related constructs concepts, definitions, and propositions that present a systematic view of the phenomena by specifying relations among variables, with the purpose of explaining and predicting the phenomena.

Therefore for the purpose of this study, The Organizational Learning Theory is used in the theoretical framework of analysis. Organizational learning theory was propounded by Agyris and Sange (1976) states that, in order to be competitive in a changing environment, organizations must change their goals and actions to reach those goals. In order for learning to occur, however, the firm must make a conscious decision to change actions in response to a change in circumstances, must consciously link action to outcome, and must remember the outcome. Organizational learning has many similarities to psychology and cognitive research because the initial learning takes place at the
individual level: however, it does not become organizational learning until the information is shared, stored in organizational memory in such a way that it may be transmitted and accessed, and used for organizational goals. The first part of the learning process involves data acquisition. A firm acquires a “memory” of valid action-outcome links, the environmental conditions under which they are valid, the probabilities of the outcomes, and the uncertainty around that probability. The links are continually updated overtime, either through additions, rejections based on new evidence, or strengthening/expanding the links from confirmatory evidence. There are many ways to acquire these links, including experiential, experimental, benchmarking, grafting, and so forth, but they must be a conscious effort to discover, confirm, or utilize a cause and effect, or they are simply blind actions relying on chance for success. A critical point is that firm actions will – and must – change in response to changes in the environment, as each action-outcome link must be specified in terms of applicable conditions. Successful firms, then, scan their environment for signs of change, real or anticipated, to determine when change is necessary: this, of course, presupposes that they (a) have learned which are the important indicators to scan and (b) have learned what degree of change in environmental indicator does or does not require change in actions.

The second part of the process is interpretation. Organizations continually compare actual to expected results to update or add to their “memory”. Unexpected results must be assessed for causation, actions adapted or new action-outcome links specified if necessary, and learning increased. This stage does not imply that any action is taken. This is also one of the major debates in this theory: some theorists insist that action is not necessary for learning to have taken place (all that is required is for expansion of
the knowledge base or change in understanding) while others insist that unless actions change, there is no learning.

Consequently, the third stage is adaptation/action. This is when the firm takes the interpreted knowledge and uses it to select new action-outcome links appropriate to the new environmental conditions. The main point here is that this is a process of continual adaptation to environmental conditions (internal, external, competitors, state of technology, etc) and will be affected to a large extent by the complexity and dynamism the firm experiences. Once adaptation has occurred, the firm’s knowledge base is updated to include the new action-outcome link, probabilities, uncertainty, and applicable conditions and the process continues. This feedback is a continual and iterative process, and occurs at all stages of the process.

APPLICATION OF THE THEORY

The Organizational Learning Theory (OLT) has many significant justifications to the topic in discourse. The level at which illegal migrants penetrate the Nigerian borders has deepened since 1999. New methods in which people migrate into Nigeria are springing on daily basis despite the measures in which Nigeria Immigration Service is taking to stop this menace. Hence it is expected that the Nigeria Immigration Service, service delivery will significantly reduce the challenges of illegal migration into the Nigerian territory. That is to say that Nigeria Immigration Service needs a reasonable scanning (data collection) to increase their service delivery; the learning (action taken) should be equilibrium between the scanning (data collection) which represents the number of staff that are being trained and learning (action taken) which represents the
utilization ratio. The scanning in the Nigeria Immigration Service manpower training is represented by the following integrants: induction training, arms training, computer based training, air patrol training, administrative training, karate training, etc. The learning (action taken) on the other hand are the expected reduction of illegal migrants, adequate protection of Nigeria borders. The diagram below represents the interplay between the scanning (data collection) and learning (action taken).

Adapted from Agyris and Senge 1976

The scanning and learning method with respect to Nigeria Immigration Service looks at the interplay of resources, which can be seen scanning as it affects the utilization of the Nigeria Immigration Service as regard to their primary responsibility. In the traditional model, emphasis is laid on the interdependence of scanning on other scanning to produce homogenous commodity, but we narrowed it down to the various forms of scanning in the Nigeria Immigration Service in manpower training so as to ascertain her level of output which is represented as performance or utilization level. The various scanning method improve their response time to make their function very efficient. In addition, an increase in scanning will equally determine an increase in the learning level. The scanning made in the Nigeria Immigration Service by the Federal Government and the Ministry of Interior through training as a means of developing Nigeria Immigration
Service’ capacity to tackle illegal migration into Nigeria. Also another scanning from the Federal Government is the supply of appropriate security equipments/gadgets to the Nigeria Immigration Service; the supply is expected to increase their capacity to protect the Nigeria borders. For manpower training and utilization in Nigeria to be successful, training and the right instrument of labor must be put into consideration. Training without the right instrument to put the perceived training into practice is a wasteful effort. The learning represents the level of utilization of staff in the Nigeria Immigration Service, Calabar Command.

3.2 Hypothesis

The study shall investigate the following hypotheses:

Manpower training of the Nigeria Immigration Service has enhanced the adequate protection of Nigeria borders.

The trained staffs of the Nigeria Immigration Service, Calabar Command were fully utilized.

The selection of staff for training in the Nigeria Immigration Service is based on merit.

3.3 RESEARCH DESIGN

A research design according to Anikpo (1986) is a plan or a structure of any aspect of the research procedure guiding the researcher. On the other hand, Odo (1992) defined a research design as outlining the name of equipment and other materials the
researcher intends using and applying same to successfully execute the practical aspects of the research. In general terms, research design relates to the general approach adopted in executing the study. The research design of this study is based on *ex-post-facto* analysis of documentary evidences. *Ex-post-facto* or after the effect research design is based on the examination of the dependent and the independent variables after the events have taken place and the data already existed. An *ex-post-facto* research design according to Kerlinger cited in Obasi (1999:63) is a form of descriptive research in which an independent variable has already occurred and in which investigation start with the observation of a dependent variable, then studies the independent variables in retrospect for its possible relationship to and effect on the dependent variables.

The *ex-post-facto* designs the test of hypothesis which involves observing the independent and independent variables at the same time because the effects on the former on the later have already taken place before investigation. This suggests that whenever there is manpower training (X) variable is being implemented, it will definitely lead to an increase in the utilization (Y) variable between 1999-2014. The *ex-post-facto* assumes the form of experimental design where an existing case is observed form some time in order to study or evaluate it. This is represented as follows:

```
R   B1   B2   B3   X   A1   A2   A3
   O
```

= Observation
In testing the hypothesis which states that manpower training and the retraining programmes of the Nigeria Immigration Service enhanced the adequate protection of Nigeria borders, Is the Selection of Staff for training in the Nigeria Immigration Service on merit?, Are the trained Staff of Nigeria Immigration Service, Calabar Command properly utilized after training?. The study observed that for an organization like the Nigeria Immigration service to carry out their duties very well, there should be proper and adequate manpower training and utilization. The empirical referents of (X) are the introduction of air patrol border, the introduction of computer based training, arm training, karate training, etc. the empirical referents of (Y) variables are the deployment
of junior immigration officers to the borders in the North, the arrest of the Lebanese girl with fake traveling documents in Ikoyi Lagos State.

3.4 METHODS OF DATA COLLECTION

Collection of information for research purpose is carried out in two different ways viz: quantitative and qualitative research. The study relied on both the qualitative and quantitative methods, hence different textbooks by different authors and questionnaires were administered on the subject matter; Manpower Training and Utilization in Nigeria Immigration Service, Calabar, (1999-2014) were consulted for guideline so as to justify the objectives, significance and hypothesis. Materials used are magazines, textbooks, journals, internet sites like askjeeves.com, mamma.com, devilfinder.com, google.com. According to McNabb (2005), the qualitative research method is a set of non–statistical inquiry techniques and processes used to gather data about social phenomena. Cooley (1978:13), stated that every research study is inevitably both quantitative and qualitative to some degree. But even more important, he recognized the importance of the interaction between qualitative and quantities types in working toward an improved understanding of educational processes. Quantitative method can be used to draw statistical inference- that is drawing empirical conclusions about an entire population based on sample. Supang et al (1978:23), Textor (1977:45) and Denzin (1970:67) stressed the merging of qualitative and quantitative techniques in a single study or design. In general, qualitative method cannot be used to draw statistical or empirical inference, but can be used to draw logical or analytical inference. This set of definition alone, begin to suggest some
ways in which qualitative and quantitative methods complement each other. Burnham et al (2004:31) see the qualitative method as “very attractive in that it involves collecting information in depth but form a relatively small number of cases”. He goes on further to state that the “analytic induction is often used by qualitative researchers in their efforts to generalize about social behavior. Thus qualitative data refers to some collection of words, symbols, pictures, or other non-numerical records, materials or artifacts that are collected by a researcher and is data that has relevance to the social group under study. The uses for these data go beyond simple description of events and phenomena; rather they are used for creating understanding, for subjective interpretation, and for critical analysis as well. Burnham et al (2004), see qualitative method as a very attractive in that it involves collecting information in depth but from a relatively small number of cases. He goes on to state that analytic introduction is often used by qualitative researchers in their efforts to generalize about social behavior. Concepts are developed intuitively from data, and are then defined, redefined, and their implications deduced from data.

Consequently, institutional and official documents are used in some parts of the study. This will enable us apply a method of gleaning, extracting, examining, analyzing and interpreting information as well as reading meaning into these pieces of information so as to be able to draw inference from available evidence in order to establish a point and also reach a conclusion. To achieve this, secondary source of data collection will be explored in order to generate qualitative data, also gain holistic view of study.
On the other hand, quantitative research strategy was used to complement qualitative data. Qualitative data research most often uses statistical methods such as opinion surveys and aggregate-level analysis. It deals with numerical data and mathematical models. Qualitative research adopts the scientific method and focuses on controlling variables, gathering measurable evidence and coming to generalizable conclusions or providing new explanations. The quantitative method was used in this study to produce legitimate scientific answers and a result of this hard data, action was generated and changes took place, (Melia 1982:43).

Primary source of data collection was relied on in order to generate quantitative data. Thus, the study used questionnaire and interview to sample the opinions on the Manpower Training and Utilization in the Nigeria Immigration Service, Calabar Command toward its effective protection of the Nigeria borders. The questionnaire is expected to generate responses to specific questions, including questions on demographics, opinions and knowledge. We selected the use of questionnaire for this study because of the nature of the research questions which call for descriptive designs. The questionnaires have 27 items which covered the three research questions.

3.5 Population of the Study

The term population in research according to Odo (1992:46) is defined as the entire numbers of people, objects, events and things that have one or more characteristics of interest to a study. The population of the study covers entirely all the staff of the Nigeria Immigration Service, Calabar Command. The population of
the study covers the seven directorates in the Nigeria Immigration Service, Calabar Command.

3.6 Sample and Sampling Techniques

This study adopted the Yamane’s Statistical Formula to determine the sample size of the study.

Yamane (1973:727) stated the formula thus:

\[ n = \frac{N}{1 + Ne^2} + 1 \]

Where \( n \) = the sample size

\( N \) = the total population (1900)

\( e \) = tolerable error (which is normally 0.005%)

\[ n = \frac{1900}{1 + 1900 \times (0.005)^2} \]

\[ n = \frac{1900}{1 + 1900 \times 0.0025} \]

\[ n = \frac{1900}{1 + 4.75} \]

\[ n = \frac{1900}{5.75} + 1 \]

\[ 5.75 \]
Based on the proper application of the approximation function theory, we rounded our answer to the nearest whole number to cover the sample size of the Nigeria Immigration Service, Calabar Command. That is to say that 342 questionnaires will be distributed in the seven directorates of the Nigeria Immigration Service, Calabar Command. The study will apply equal proportion in the distribution of the questionnaire in order to effectively cover the sample areas by using the seven directorates.

3.7 Method of Data Collection

For the purpose of this study, the instruments used were questionnaire and interview. The instruments were used to evaluate the contributions of the Nigeria Immigration Service in the protection of the Nigeria borders, the selection of staff for training, the utilization of staff after training. The Manpower Training and Utilization Evaluation Instrument (MTUEI) is twenty four (27) item questionnaires and it is two, three, and four points appearing scale, weighing 1- Strongly Agree, 2- Agree, 3- Disagree, 4- Strongly Disagree. Any value can be given to the scales, but in most cases, negative responses are given lower values. This does not attach less importance to the response; rather the intention is not only for easy identification. The format of the instruments are attached.

The researcher also made use of an interview instrument. The main aim of this interview is that it enabled the researcher to gather in-depth information on the subject
matter. The interview was also helpful because it helped the researcher to clarify some confusing issues for the subject and created a unique opportunity for observing emotional attachments (nuances and idiosyncrasies) of subject to any issue. The interview contained only the key few questions and which functions essentially to direct and channel the discussions toward the issue under study. The researcher adopted a judgmental sampling method which means that was not all the staff of the Nigeria Immigration Service, Calabar Command were interviewed but the researcher selected the head of Human Resources/ Administrative Unit (names withheld), using his individual judgment as regard their stability to the research.

The instruments were administered personally by the researcher. The distribution was based on the seven directorates of the Nigeria Immigration Service, Calabar Command. 342 questionnaires divided by 7 directorates will us 48.85; we multiplied 48.85 by the number of each directorate in the Nigeria Immigration Service, Calabar Command. Thus the (MTUEI) was distributed as follows:

**Table 1: Directorates based on Calabar Command**

<table>
<thead>
<tr>
<th>Departments</th>
<th>No of the respondents</th>
<th>Percentage of the response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>50</td>
<td>14.6</td>
</tr>
<tr>
<td>Finance and Accounts</td>
<td>43</td>
<td>12.5</td>
</tr>
<tr>
<td>Planning Research and Statistics</td>
<td>41</td>
<td>11.9</td>
</tr>
<tr>
<td>Work and Procurement</td>
<td>40</td>
<td>11.6</td>
</tr>
</tbody>
</table>
3.9 Reliability and Validity of the Instrument

To adequately ensure empirical reliability and validity of instrument, the researcher subjected the ideal questionnaire to his supervisor and other experts for approval and correction in the areas of deficiencies in the questions to suit the expected standard before the field study. Also the instrument’s reliability was subjected to test and re-test technique. Odo (1992:5) defines the test and re-test techniques of establishing the reliability of an instrument as a process whereby the researcher administers the constructed questionnaire to the same reliability sample group or more than once with a view to discovering how consistent each element of the group is in the scoring of the instrument at different times. As regard to the validity also, we adopted the content or face validity method together with the use of external criterion to ascertain the veracity of the findings of a particular instrument. The content or face analysis entails the need to ensure that the questions in an instrument are logically and relatively measured. The external criterion approach, on the other hand, entails comparing the results of such findings with the available
record on the issue. We arrived at these by comparing our findings through documentary review with those of the questionnaire and some existing literature.

**3.10 METHODS OF DATA ANALYSIS**

The methods adopted for the analysis of our data are Qualitative and Quantitative Descriptive Analysis. As Asika (2006:24) noted, qualitative descriptive analysis is summarizing the information generated in the research verbally so as to further discover the relationships among the variables, while quantitative descriptive analysis is used to summarize a mass of information generated in the study so that appropriate analytical methods could be used to further discover the relationships among the variables. Thus, simple percentage and tables were used to organize and analyze the data of this study.
### 3.6 The Logical Data Framework

**LOGICAL DATA FRAMEWORK ON MANPOWER TRAINING AND UTILIZATION IN NIGERIA IMMIGRATION SERVICE, CALABAR, (1999-2014).**

<table>
<thead>
<tr>
<th>Research Questions</th>
<th>Hypothesis</th>
<th>Major Variables of Independent (X) and Dependent (Y) Variables</th>
<th>Empirical Indicators of Variables</th>
<th>Sources of Data</th>
<th>Methods of Data Collection</th>
<th>Methods of Data Analysis</th>
</tr>
</thead>
</table>
| 1. Has the manpower training programs of the Nigeria Immigration Service enhanced the adequate protection of Nigeria borders | Manpower Training programs of the Nigeria Immigration Service has enhanced the adequate protection of Nigeria borders | (X) Training in the Nigeria Immigration Service                                                                                   | • Induction training (not less than six months)  
• Administrative training  
• Arms training  
• Intelligence training  
• Karate training  
• Computer based training  
• Boat training                                                                 | Textbooks  
• Journal Publications  
• Conference papers  
• Internet Sources  
• Official documents  
• Questionnaire.                                  | Quantitative and Qualitative Methods.                                                                            | Survey Design Organizational Learning theory.  
*Ex-post-facto*.  
Interviews  
Qualitative and quantitative descriptive analysis.  
Inductive inference. |
|  (Y) Enhanced the adequate protection of Nigeria borders.                           |                                                                                  | • The introduction of air border patrol operations in the Northern part of the country to check persistent security challenges in the area.  
• The arrest of a Lebanese – Nigerian girl with a fake e-passport at Ikoyi Lagos State in January, 2012  
• Uploading on its website 1,288 false identities and travel documents since 2005.  
• The introduction of E-passport to reduce the growing cases of forgery and identity theft. | Textbooks  
• Journal Publications  
• Conference papers  
• Internet Sources  
• Official documents  
• Questionnaire.                                  | Quantitative and Qualitative Methods.                                                                            | Survey Design Organizational Learning theory.  
*Ex-post-facto*.  
Interviews  
Qualitative and quantitative descriptive analysis.  
Inductive inference. |
| 2. Were the trained staff of the Nigeria Immigration Service, Calabar Command effectively utilized after training? | The trained staff of the Nigeria Immigration Service, Calabar command were effectively utilized after training. | (X) | Trained staff of the Nigeria Immigration Service. | 250 participants in the Nigeria training school, Jaji, Kaduna State. | 150 participants in the Nigeria Army school, Ogun State. | 310 participants at the B Brigade of the Nigeria Army, Calabar. | 170 participants at the Prison squad training College, Owerri. | 200 participants at 35 Battalion Army, Kastina. | 310 participants at the Nigeria Army Ogun State. | 204 participants at the Nigeria Immigration Staff Training College, Sokoto. | 107 participants at the Nigeria Immigration Training School, Kano. | 210 participants at the Nigeria Immigration Training School, Orlu, Imo State. | 111 participants at the Mobile Police | Textbooks | Journal Publications. | Conference papers. | Internet Sources. | Official documents. | Questionnaire | Quantitative and Qualitative Methods. | Survey Design Organizational Learning theory. Ex-post-facto. Interviews, Qualitative and quantitative descriptive analysis. Inductive inference |
| Training School, Gwoza. | • 115 participants at the Nigeria Immigration Training School, Ahoada, Rivers State.  
• 135 participants at the Nigeria Institute for Policy and Strategic Studies (NIPSS).  
• 205 participants at the Shotoka Karate-Do (Ski-N) Club.  
• 102 participants at the West African Management Development Institute Network (WAMDEVIN). | (Y) Effectively utilized. | • The immediate deployment of all junior officers and men at its headquarters to border towns by the Commissioner General of Immigration, David Parradang.  
• The immediate deployment of some newly decorated Deputy Commissioners general and Assistant Commissioners general on 28th January, 2014.  
• Textbooks  
• Journal Publications.  
• Conference papers.  
• Internet Sources.  
• Official documents.  
• Questionnaire | Quantitative and Qualitative Methods | Survey Design Organizational Learning Theory. Ex-post-facto. Interviews, Qualitative and quantitative descriptive analysis. Inductive inference |
| --- | --- | --- | --- | --- | --- |
| The selection of staff for training in the Nigeria Immigration Service, Calabar Command is on | The selection of staff for training in the Nigeria Immigration Service, Calabar Command is on | (X) Selection of Staff in the Nigeria Immigration Service, Calabar Command. | • Qualifications  
• Certificates  
• Merit  
• Years of Service | Conference papers.  
• Internet Sources.  
• Official documents.  
• Questionnaire | Quantitative and Qualitative Methods | Ex-post-facto. Interviews Qualitative and quantitative descriptive analysis. Inductive inference |
<table>
<thead>
<tr>
<th>merit?</th>
<th>merit.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Y) Based on merit.</td>
<td>Promotional examinations • Length of service • Work experience • Person’s ability/performance • qualifications • equality • Rank/position</td>
</tr>
</tbody>
</table>
CHAPTER FOUR
AN OVERVIEW OF THE NIGERIA IMMIGRATION SERVICE

4.1 History of Nigeria Immigration Service

In this chapter, we shall look at the historical overview of the Nigeria Immigration Service, the organizational structure and the importance of each structure in the Nigeria Immigration Service, Calabar Command and the functions of each directorate.

The Nigeria Immigration Service (NIS) has witnessed series of changes since it was extracted from the Nigeria Police Force (NPF) in 1958. The Immigration Department, as it was known then, was entrusted with the core immigration duties under the headship of the Chief Federal Immigration Officer (CFIO). The department in its emergent stage inherited the Immigration Ordinance of 1958 for its operation. At inception, the department had a narrow operational scope and maintained a low profile and simple approach in attaining the desired goals and objectives of the government. During this period, only the Visa and Business Sections were set up. On August 1st, 1963, Immigration Department came of age when it was formally established by an Act of Parliament (Cap 171, Laws of the Federation Nigeria). The head of the department then was the Director of Immigration. Thus, the first set of Immigration officers were former NPF Officers. It became a department under the control and supervision of the Federal Ministry of Internal Affairs (FMIA) as a Civil Service outfit. Since that time the service has come a long way in its march toward reformations and restructuring to be better positioned for the implementation of modern migration management. The structure has been changed to accommodate added responsibilities as well as emerging regional
and sub-regional political alignments. The implication was the introduction of the ECOWAS and African affairs/bilateral division. Similarly aliens control and border patrol management were added to the responsibilities of the service. Furthermore the service was saddled with the responsibility for the issuance of all Nigerian travel documents. The service embraced the use of ICT in its operations with the introduction of the Combined Expatriate Residence Permit and Aliens card (CERPAC). Ever since the service has taken giant strides in the use of ICT in its processes and operational procedures, notably the introduction of online payment for its facilities, in other words e-revenue collections by the service popularized this mode of revenue collection, leading it to become a Federal Government policy. Earlier on the Service created a website with the domain name www.immigration.gov.ng. This was in a bid to create a platform for interaction and dissemination of information about its operations to a wide ranging clientele. The introduction of machine readable electronic passports in 2007 was a landmark achievement by the service in that Nigeria became the first country in Africa to introduce the e-passport and among the first forty countries in the world to do so. The embrace of the e-passport has become a major tool in the fight against trans border criminality as the e-passport contains the biometric details of holders thus making it easy for detection of persons traveling under false identities or compromised travel documents especially as the service is poised to introduce the PKD at our borders which has been approved by the Federal Government of Nigeria. In due recognition of Nigeria Immigration Service’s stride as exemplified above, the International Civil Aviation Organization (ICAO) the global body that regulates standards for travel documents admitted Nigeria into its board as the sole African representative. Currently the country is
cutting over Machine Readable Passports (MRP) to the electronic passport (e-passport) which initial deadline was December 2010 but now extended to April 2011. As a result of the above development, e-passport machines have been installed in all the states of the federation and some missions abroad while efforts are still ongoing to deploy e-passport machines to all our missions abroad, the Nigeria Immigration Service has been sending its personnel for passport intervention to all regions of the world in line with the Federal Government foreign policy of citizen diplomacy. This implies taking the mobile passport issuing equipments to acquire and process passport for Nigerians in Diaspora. Another significant achievement in the realm of ICT development is the establishment of a well equipped forensic laboratory for the examination of travel documents and monetary instruments. It is also to be noted that NIS personnel manning this laboratory are highly skilled due to the fact that they have been exposed to a lot of trainings locally and internationally on document fraud detection and techniques. The role played by our development partners in attaining the above achievements is acknowledged with gratitude. These bodies include the International Organization for Migration (IOM), the European union (EU), the ECOWAS commission, just to mention but a few, (www.nigeriaimmigration.gov.ng, assessed 27th July, 2014).

4.2 Structure of the Nigeria Immigration Service, Calabar Command.

As a result of the restructuring of The Nigeria Immigration Service, the directorates have been increased to seven (7) from the previous three (3). Eight Zonal offices, Thirty-Six State Commands & Federal Capital Territory and Immigration offices in the 774 local government areas.

The seven directorates are:
1. Human Resources
2. Finance and Accounts
3. Planning, Research and Statistics
4. Work and Procurement
5. Investigation, Inspectorate/ Enforcement
6. Operations/ Passport
7. Border Patrol, ECOWAS/ African Affairs

HUMAN RESOURCE DIRECTORATE

This directorate is mandated to handle the following:

a. Appointment, Promotion and Discipline
b. Staff Welfare and Gender
c. Training and Staff Development
d. Personnel

This department is also in charge of the following responsibilities which are:

- To ensure that appropriate Nominal Roll is kept and implement Biometric Registration of all officers.
- To ensure enhance welfare of officers.
- Proffer unbiased recommendation for the discipline of erring officers.
• To provide necessary administrative and technical support for the smooth running of the service

FINANCE AND ACCOUNTS

Its primary role is that of providing the necessary financial support for the smooth running of the service. Its basic responsibilities are:

• Accounts

• Budget

• Revenue

This office also carries out the following tasks viz:

○ To ensure timely preparation and submission of budget

○ To ensure timely payment of claims and salaries to officers

○ Handling all financial transactions of the service

PLANNING, RESEARCH AND STATISTICS DEPARTMENT

The directorate is saddle with the responsibility of:

• Planning, Monitoring and Evaluation

• Research and Statistics

• ICT and Data Bank

The above is also responsible for the following:

○ Generate research and policies to drive the service
Analyze monthly returns and make necessary recommendations

WORK AND PROCUREMENT

The directorate is to handle:

- Works
- Procurement

The Importance of this directorate is to:

- Ensure that contracts are duly awarded, monitored and done according to specifications

INVESTIGATION, INSPECTORATE/ ENFORCEMENT

This directorate is charged with the following responsibility:

- Investigation, Intelligence
- Inspectorate/ Enforcement
- Anti-Human Trafficking
- Migration and Aliens
- Investigation of breaches of Nigeria’s extant Immigration laws
- Prepares eligibility, briefs on applicants seeking to obtain Nigeria Citizenship
- Enforces repatriation and deportation orders

The Importance of the above directorate is that they ensure the following:

- To ensure that incidence of Human Trafficking and Smuggling of migrants is reduced
• To vet all officers holding strategic positions in the Service and all new in-takes

OPERATIONS/ PASSPORT

The directorate is to handle:

• Visa/ Entry Permit

• Standard Passport

• Other Travel Documents

• Issue various Immigration facilities within specified real time

The importance of this directorate are:

• To drive successfully the implementation of the new Visa Policy

• To pursue to logical conclusion the investigation and cancellation of any fraudulently issued passports

• To ensure that a credible watch list is maintained and is circulated to passport offices and periodically updated

• To keep a soft-copy of Nigerians renouncing their citizenship and ensure their passports are duly cancelled

• Implementation of multilateral and bilateral agreements

BORDER PATROL, ECOWAS/ AFRICAN AFFAIRS

The directorate is charged with manning all:

• Land Border
• Marine Border

• Airport/ Air Patrol

• ECOWAS/ African Affairs

• Manning of Nigeria’s exit and entry points

The importance of this directorate are the following:

• To patrol Nigeria’s aerial, Coastal and Land Borders

• To monitor the movement of ECOWAS and other African Citizens

• To ensure that irregular movement of persons through unapproved routs is reduced to the barest minimum- so as to effectively combat the incidence of Human Trafficking, Weapon smuggling and Terrorism

• To ensure that prohibited and wanted persons do not enter or leave the country undetected. (http://www.immigration.gov.ng/index.php?id=5 assessed 27th July, 2014).
CHAPTER FIVE
THE IMPACT OF STAFF TRAINING ON THE NIGERIA IMMIGRATION SERVICE, CALABAR COMMAND

5.1 Nigeria Immigration Service, Calabar Command Training Processes

In this chapter, we shall discuss the types of training in the Nigeria Immigration Service, Calabar Command, how the training programs in the Nigeria Immigration Service have enhanced the adequate protection of the Nigeria borders. We shall also determine whether the hypotheses; “the training programs in the Nigeria immigration Service has enhanced the adequate protection of Nigeria borders” is accepted or rejected

Human Resources training needs are basically any shortfall in employees’ performance or potential performance which can be remedial by appropriate training, (Cole 2002). According to Beach (1975:45), a national way identifying the area of training need is to analyze the entire organizational performance which will identify troubled spots where training may help. Ujo (2005), points out some indications that employees of public institutions required training as follows:

- Negative Attitude to Work
- Excessive Complaints
- Low Quality Output
- High Incidence of Accidents
- Low Productivity of Accidents
Whenever these conditions are experienced among staff, Ujo (2005) contends that institutions should consider organizational training.

In the Nigeria Immigration Service, Calabar Command, how they analyze training needs depends on whether they are training new or current employees. Their main task is analyzing new employees training needs is to determine what the job entails and to break it down into sub tasks, each of which their trainers teach to the employees. This Service calls TASK ANALYSIS (Pubic Affairs Unit, Nigeria Immigration Service, Calabar, Command). The TASK ANALYSIS in the Nigeria Immigration Service is a detailed study of the job to determine what specific skills the employees requires. Job description and job specifications with task analysis record form. This form consolidates information regarding required tasks and skills that is helpful for determining training requirements. Performance Analysis is normally used in analyzing the training needs of current employees. The Nigeria Immigration Service sees performance Analysis as the process of verifying that there is performance deficiency and determining if they should correct such deficiency in performance through training. In the performance Analysis, they analyze it by reviewing some of the following:

- Interviews with the employees or his/her supervisor.
- Attitude surveys and job related performance data, including productivity, absenteeism, waste, hate deliveries etc.
- Test of things like job knowledge, skills and attendance, (Public Affairs Unit, Nigeria Immigration Service, Calabar Command).
Finally in analyzing the Nigeria Immigration Service, Calabar Command, Manpower Training process, they adopt five steps and they include:

⇒ The need design, which involves identifying the specific job performance skills needed and assessing the prospective trainees skills.

⇒ The instructional design which is about deciding on compiling and producing the training program content, including workbooks and other activities.

⇒ The validation step in which the training analysis are worked out of the training program by presenting it to small group of expertise in the field of Human Resources Management.

⇒ The implementation step which is actually training the targeted employees.

⇒ The evaluation step in which the institutions authorities assesses the program’s success or failures.

5.2 The Nigeria Immigration Service, Calabar Command Training Methods and Techniques.

According to Ezeani (2004:243), Public Institutions in Nigeria have three ways in which they approach their Human Resources training methods and techniques in three different ways which are:

**The Individual Approach:** This approach entails employees selecting a course they would like to undertake a course usually ran by an outside organization and requesting their employees for permission to attend.
The Organizational Development Approach: This approach aimed at improving organizational performances generally and employees group activities such as decision making, problem solving.

The System Approach: This model acknowledges that there are certain situations which require training to be carried out such as promotions, technology changes, new legislative acts etc.

The Administrative Section or the Human Resource Management Section in conjunction with the Service Headquarters’ Finance Administration and Technical Service (FATS) designed various training methods and techniques for their employees to help the institution accomplish its objectives. Some of the training methods and techniques of Nigeria Immigration Service, Calabar Command include the following:

Programmed Learning: This method is a step by step, self learning method that consists of three processes which are:

- Presenting facts or problems to the learner or the trainee.
- Allocating the trainee to respond.
- Providing feedback on the accuracy of answers.

Generally speaking, programmed Learning presents facts and follows up questions frame by frame. What the next question depends on the accuracy of the learner’s answer to the previous question. The programmed learning training method is common in the investigation inspectorate and enforcement doctorate in the Nigeria Immigration Service. Programmed Learning main advantage is that it reduces training
time and facilitates learning because it lets trainees at their own pace, provides feedback and reduces learners’ risks of error.

**Computer Based Training (CBT):** This is a must training program for all the three seven directorates, eight zonal offices, thirty six states offices and seven hundred and seventy four local governments’ offices of the Nigeria Immigration Service. The Calabar Command office said that the Computer Based Test (CBT) is increasingly interactive and realistic. With the Computer Based Training (CBT), the trainee uses interactive computer based system to increase his or her knowledge or skills. An aspect of Computer Based Training of the Calabar Command office is the Computer –Managed Instruction (CMI). It uses a computer to manage the administrative functions of training, such as registration, record keeping, scoring and grading.

**Electric Performance Support Systems (EPSS):** The aim of this training method is to equip the staff with the skills of possessive passport application. Electronic Performance Support Systems (EPSS), is a set of computerized tools and displays that automatic training, documentations and phone support integrate this automations into applications and provide support that is faster and cheaper and more effective than trainee’s methods. The public relations unit of the Nigeria Immigration Service, Calabar Command said that staff in the technical unit is always the beneficiary of Electronic Performance Support System (EPSS) training program.

**In Basket Training Technique:** This training program is morally meant for the staff of the administrative unit of the service. It involves simulation and technique and the learner
receives background information how to handle and receive letters, memos, and phone
calls, prepare responses to calls letter and memo.

**Karate Training Technique:** This is an intensified program which was introduced in
2014 by the Nigeria Immigration Service in order to ensure that its officers are mentally
and physically alert to tackle the current challenges of terrorism and internal insurrections
in the country.

**Table 7:** The Table below shows the number of staff that have been trained by the

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The above table shows that the Nigeria Immigration Service has trained quite a number of staff both in junior and senior categories. From the table above it is recorded that from 1999-2014 that the Nigeria Immigration Service, Calabar Command has trained a total number of 1481 junior staff and from the same period of years, it has equally a total number of 1223 senior staff making it a total of 2704 staff which have undergone training in the Nigeria Immigration Service, Calabar Command.

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<td>2nd March, 2014</td>
<td>Nigeria Army Ogun State</td>
<td>310</td>
</tr>
</tbody>
</table>

The above table shows the number of personnel that have been trained in the arms training by the Nigeria Immigration Service since 2010-2014. The use of guns was introduced into the Nigeria immigration Service in 2010.
5.3 Nigeria Immigration Service and Their Efforts to Enhance Protection of Nigeria Borders

Nigeria Immigration Service has commenced the training of a special border patrol corps to help fight terrorism and other crimes at the nation’s borders. The Comptroller General of the Nigeria Immigration Service, David Paradang at the opening of the training in Kano State, northwestern Nigeria said “the initiative is to secure the nation’s expansive borders and contain the rising tide in the challenges posed by trans-border criminals including terrorists.” He said an un-secured border had socio-economic implication for the nation as such the NIS thought it wise to mobilize the over 1,000 officers for the special squad. The rationale behind this initiative is to mobilize a group of virile and gallant officers and give them special training for border patrol functions, equip them with modern gadgets as a deliberate step to make our borders more secure. “Apart from the training, the initiative has so far seen the purchase of 60 additional patrol vehicles, communication gadgets, increased control posts from 84 to 114 and border patrol bases from 45 to 72 as an effort to increase the rate of response by patrollers to potential security threats, tackle the problem of the use of unauthorized router by irregular migrants. Boost morale The NIS is also making effort for the special corps to be given incentives so that the officers can carry out their duty maximally. The NIS is working with the office of the National Security Adviser, to enhance the initiative through special salaries and insurance scheme for the special border patrol corps to boost their morale. The special training programme received support from all over the world as the African Union, Italy, US, Netherlands; International Organization for Migration (IOM) and the EU had trained 321 officers on the various needs of the special border
patrol corps. He enjoined the officers to see the training as a rare opportunity for them to contribute to national security by discharging their duties without fear.

The Federal Republic of Nigeria is presently taking steps to begin air border patrol operations in the Northern part of the country so as to check the persistent security challenges in the area. The Minister of Interior, Comrade Abba Moro, gave the indication while speaking during the visit of a delegation from Dormer Aviation Nigeria Aiep Limited (DANA), led by its Managing Director, Mr. Mark Snoxell, to his office on Tuesday. He said the step became necessary to take full control of the country’s borders especially in Borno, Yobe and Adamawa where the security challenge was high. Moro noted:

I feel that air border surveillance is a very critical component of our overall desire to take proper control of our borders as you are aware, we have a serious internal security challenge now. As you are equally aware, some of the perpetrators of mayhems in the country have been identified as foreigners who have illegally come in through our borders to Nigeria, (www.nis.gov.ng assessed 10th June, 2014).

While acknowledging that the borders in the Northern part of the country were porous, the Minister pointed out that the government was working on a master plan to have complete control of the borders.

Moro stated that since the country was not having the financial resources to undertake such huge operation, it was pertinent that it consider a Public/ Private initiative to achieve such objectives.
Since my visit to your office (DANA) and inspection of our facilities, we have taken some other steps to see how we can resuscitate our Air border patrol. I had to set up a committee to examine our existing preparedness to undertake border patrol against the backdrop of our existing Aircraft; some that are serviceable and some that are not serviceable and the report has been submitted, (www.nis.gov.ng assessed 10th June , 2014).

The Comptroller-General (C-G) of Nigeria Immigration Service, David Parradang, has also ordered the immediate deployment of all junior officers and men at its headquarters to border towns. Parradang gave the order during his maiden meeting with officers and men of the service in Abuja on Thursday and said the action was to boost the country's security at border towns. The C-G also announced plans to carry out an internal swap of senior officers to various departments at the headquarters. He promised to write his name in gold and said that the service under his watch would improve on the patrol of the country’s porous borders. Parradang said that henceforth, only genuine investors and tourists, who would impact positively on the country, would be allowed entry into Nigeria. The decision to restrict entry into the country is to check and address the security challenges being experienced in the country, Parradang said. The decision is in furtherance to the service fundamental objective of ensuring a secure and prosperous Nigeria. As a service, we are the vanguard of providing a conducive environment for genuine investors and tourists. "Those, who will add value to Nigeria will be welcomed gladly, while those with negative influence will not find rest till this country is rid of them,’’ he said. He pledged that the service would adhere to the ECOWAS guidelines on the repatriation of irregular immigrants. Parradang promised to develop immigration officers to be professional, firm, disciplined and committed to delivering world class service to Nigeria. He said that it would be a `monumental
tragedy’ to squander the invaluable resources and hope of his predecessors and the society to transform the service. Parradang condemned the indiscipline, corruption and marginalization, which bedeviled the service in the recent past and said his leadership would not condone such acts. He warned officers and men of the service against corruption, indiscipline and other vices. "I will rather be removed today than see any officer extort the innocent masses that come to us for help," (www.nis.com, assessed 1st July, 2014).

The Nigerian Immigration Service (NIS) has intensified karate training in order to ensure that its officers and men are physically and mentally alert to tackle the current challenges of terrorism and internal insurrections in the country. Acting Comptroller General of Immigration (CGI), Mr. Rilwanu Bala Musa, approved a two-day intensive Karate Training Programme for its officers and men of the Service. Rilwanu who was represented by an Assistant Comptroller General of Immigration Service, Dr. Emmanuel Brasca Udo Ifeadi, commended the officers who participated in the exercise last week at sports arena of NIS Headquarters, Abuja. He declared that a major veritable instrument needed by officers and men of the Service and by extension all security agencies for self defense and collective security in this period when the nation is facing acute state of insecurity is quality expertise, knowledge, and understanding of Martial Art techniques. The two-day intensive training programme was supervised by Ifeadi, a 5th Dan Black Belt holder is the Sensei and Chief Instructor of the Shotokan Karate-Do (SKI-N) Club of NIS, and handled by the African Technical Coordinator of the Shotokan Karate-Do International Federation (SKIF), Shihan Goby China Oredola. Shihan Goby after the very exhausting two day training extended an invitation to the Immigration Shotokan Karate
Club members to attend an International workshop that would be held at the Republic of Mali sometime in 2014. The International Workshop in Mali would be specially directed by the World Chief Instructor of Shotokan Karate-Do International, Hirokazu Kanazawa, (www.nis.com, assessed 1st July, 2014).

The Nigerian Immigration has also secured forty Abell radios that would assist the effective patrolling of the borders throughout the country. The Comptroller General of the Nigerian Immigration Service, David Parradang said the gadget will ensure safety at the borders. He said some private individuals have shown interest in partnering with the service to ensure tight security at the Nigeria porous borders. He said that one of the key objectives of the service is to ensure that illegal immigrants do not come into the country. Sam Anyamele who donated the gadgets said his donation was based on the changes recorded since the new Comptroller-General assumed office. He therefore urged other Nigerians to support the government to end insecurity in the country.

The former Comptroller-General of the Nigeria Immigration Service, Rose Uzoma, has suggested the use of Unmanned Aerial Aircraft (UAVs), known as drones, for effective border patrol in the country. Ms. Uzoma told a forum of the News Agency of Nigeria in Abuja, that “thousands of unmanned border areas in the country had continued to pose a major security challenge to Nigeria. She said that the use of UAVs had become more “desirable” especially now, to secure the country’s “porous borders”. The comptroller-general said that the Federal Government could acquire such drones through public private partnership. Talking about what we are doing about porous borders, I think these Unmanned Aerial Aircraft (UAVs) would be very good because nobody can see it
and easily shoot it down. “It will be recording visual movements and we will be able receive it here at our headquarters because the peculiar nature of our borders really pose a big challenge, because there is no clear cut buffer zone in the case of Nigeria.” she said.

The former Comptroller General also narrated some of the difficulties that make manning Nigerian borders challenging. The former immigration chief said that at present the service had two aircrafts, including a troop carrier, and that the “main aircraft”, was currently being fitted with special equipment. She recalled that the Federal Executive Council had awarded a contract of N350 million for the installation of special equipment on the main aircraft. The contract has not been fully executed; that is why the aircraft is still grounded, she said. On plans to improve border security in 2013, she said that the service would acquire more patrol vehicles. On border security, the NIS chief said that she had ensured the setting up of a special elite team known as the “Strike Force” to undertake special operations. She said the team would be strengthened in 2013 to enable it undertake more special operations. She commended the team for intervening in several situations, where the routine immigration officers needed reinforcement. The comptroller-general said that at least four million e-passports had been issued to Nigerians since biometric passport was introduced in 2007. She also said that 70,000 Nigerians in the Diaspora were also issued with e-passports in foreign missions as a result of NIS-led intervention in 64 countries, , assessed 10th July, 2014).

From the above, it is certain that manpower training must be a continuous process. No wonder why Dooley (1946:90), stated that training is not something that is done once to new employees. It is used continuously in every well run establishment. We can also deduce that the survival of any organization in today’s changing world in science
and technology is dependent not only on the ability to employ competent and skillful workers but also on the assurance of a systematic and sustained program of training and development.

The Federal Republic of Nigeria is presently taking steps to begin air border patrol operations in the Northern part of the country so as to check the persistent security challenges in the area. The Minister of Interior, Comrade Abba Moro, gave the indication while speaking during the visit of a delegation from Dornier Aviation Nigeria Aiep Limited (DANA), led by its Managing Director, Mr. Mark Snoxell, to his office. He said the step became necessary to take full control of the country’s borders especially in Borno, Yobe and Adamawa where the security challenge was high. Moro noted:

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While acknowledging that the borders in the Northern part of the country were porous, the Minister pointed out that the government was working on a master plan to have complete control of the borders.

Moro noted also:

“The three attributes that we try to develop to control our borders were vehicular border patrol, the construction of border plaza, the deployment of high technology equipment to be able to survey our borders and of course, the Air patrol that we are talking about.”
Moro stated that since the country was not having the financial resources to undertake such huge operation, it was pertinent that it consider a Public/ Private initiative to achieve such objectives. He said:

Since my visit to (DANA) and inspection of our facilities, we have taken some other steps to see how we can resuscitate our Air border patrol. I had to set up a committee to examine our existing preparedness to undertake border patrol against the backdrop of our existing Aircraft; some that are serviceable and some that are not serviceable and the report has been submitted,”.

At the flag-off ceremony at the immigration training school in Kano State, North West Nigeria, on Monday, the Comptroller of the Nigeria Immigration Service, Mr David Paradang, said the border patrol unit would work with other agencies to ensure better border security management. The officials of the Nigeria Immigration Service, drown from various immigration commands and formation across Nigeria, were specially selected to fully provide adequate security to Nigerian borders said to be highly porous over the years. The officials are expected to be trained on techniques of apprehending illegal immigrants and checking documents, importation of illegal arms, self-defence and liaising with the Nigerian customs services and other security agencies in identifying people with questionable characters and goods not approved by the Nigerian government. Before now, the Nigeria Immigration Service had no powerful border patrol unit, which has now been established to complement the effort of other security institutions in the fight against crime and insurgency. Insurgents are said to have free access into Nigeria and out of the country through the border that has had poor control and checks mechanisms. Additional 500 officials of the Border Patrol Unit will be trained at the second phase later in the year, but the number may not be enough to secure all Nigerian
boarder posts. Nigeria’s border needs to be well monitored by security agencies at this time that Boko Haram members are infiltrating the north east. The terrorist group has carried out series of attacks on villages, churches and schools in the north east in the last 5 years.

The Nigeria Immigration Service, in its efforts to tackle illegal movement and to ensure that the Nigeria borders are adequately protected have since 2005 cancelled about 1,225 illegal and fake passports. The Nigeria Immigration Service was able to handle this because of the Computer based Test they acquired. The table below shows the number of cancelled passports.
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<td>A01154156</td>
<td>A01971716</td>
<td>A00015403</td>
<td>A02427709</td>
<td>A02428247</td>
<td></td>
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</tr>
<tr>
<td>A00061626</td>
<td>A01379671</td>
<td>A01971716</td>
<td>A02201328</td>
<td>A02201380</td>
<td>A02428247</td>
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<td>A02201397</td>
<td>A02201451</td>
<td>A02428247</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A00650260</td>
<td>A01380073</td>
<td>A01971716</td>
<td>A02201380</td>
<td>A02201451</td>
<td>A02428247</td>
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<td></td>
</tr>
<tr>
<td>A00650254</td>
<td>A01380073</td>
<td>A01971716</td>
<td>A02201397</td>
<td>A02201451</td>
<td>A02428247</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>A00473118</td>
<td>A01380073</td>
<td>A01971716</td>
<td>A02201451</td>
<td>A02428247</td>
<td>A02428247</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The upload of the cancelled passports is seen as a major step towards greater use of ICT tools in the delivery of its mandate. David Paradang, Comptroller-General of Immigration in his maiden address during a parade marking his ascension to the top job had said that the Nigeria Immigration Service will “rely on cutting edge technologies that are practicable in our environment to transform the Nigeria Immigration Service”. He promised that the technologies will not be substandard but will be sustainable and well tailored to the challenges and needs in migration management. Conscious of the service’s role in managing the nation’s security challenges, Paradang added that his Service “will work with other security organs to manage and solve Nigeria’s peculiar security challenges.” The Comptroller General of Immigration, called on all officers to come together, remain focused, imbibe discipline, be incorruptible and conform with global best practices, adding that under his watch, NIS staff will be well motivated, well provided for, standing shoulder-to-shoulder with any immigration official anywhere in the world. In a related development, the agency has also issued an alert on online job scams underway to defraud unwary applicants. Ekpedeme King, a Deputy Comptroller of Immigration who is also Service Public Relations Officer, NIS warned the public to be wary of such. NIS said that it embraced the use of ICT in its operations with the introduction of the Combined Expatriate Residence Permit and Aliens Card (CERPAC). Ever since the service has taken giant strides in the use of ICT in its processes and operational procedures, notably the introduction of online payment for its facilities, in other words e-revenue collections by the service popularized this mode of revenue collection, leading it to become a Federal Government policy.
5.4 DATA ANALYSIS OF THE HYPOTHESIS ONE: Manpower Training of the Nigeria Immigration Service has Enhanced the Adequate Protection of the Nigeria Border

In this section, we shall analyze the items raised in the questionnaire as it concerns the hypothesis one. There are ten items raised in the questionnaire and we shall analyze them one by one.

Question 1: there is effective manpower training in the Nigeria Immigration Service?

Table 7: Responses of staff on there is effective manpower in the Nigeria Immigration Service.

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>285</td>
<td>83.3</td>
</tr>
<tr>
<td>Agree</td>
<td>57</td>
<td>16</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

Graphical Representation of the Distribution of responses for Question 1
From the table and graph above, it showed that 285 respondents which represents 83% ticked for strongly agree, 57 respondents which represents 16% ticked for agree, there were no responses for both Disagree and strongly disagree.

Question 2: **the training programs in the Nigeria Immigration Service, has enhanced productivity?**

**Table 8: Responses of staff on the training programs in the Nigeria Immigration Service, has enhanced productivity.**

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>269</td>
<td>78.6</td>
</tr>
<tr>
<td>Agree</td>
<td>73</td>
<td>21.3</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

**Chart Title**

No of Respondents  
Percentage

Strongly Agree 269 78.6
Agree 73 21.3
Strongly Disagree 0 0
Disagree 0 0
Total 342 100

**Graphical Representation of the responses for the above raised question**
From the above table and graph, they show clearly that 269 respondents which represents 78.6% ticked for strongly agree, 73 respondents which represent 21.3% ticked for agree while there are no responses form both strongly disagree and disagree.

**Question 3: Nigeria Immigration Sees Training as an indispensab le part which cannot be overlooked in the organization**

**Table 9: Responses of staff on Nigeria Immigration Sees Training as an indispensable part which cannot be overlooked in the organization**

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>272</td>
<td>79.5</td>
</tr>
<tr>
<td>Agree</td>
<td>70</td>
<td>20.4</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

**Chart Title**

![Chart Title](image)

**Graphical representation of the responses form the above raised question**
From the above information we can extrapolate that 272 respondents which represent 79.5% ticked for strongly agree, 70 respondents which represents 20.4% ticked for agree while there were no responses for both strongly disagree and disagree.

**Question 4: Training you received is very important to your job or duty**

**Table 10: Responses of staff on Training you received is very important to your job or duty**

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>279</td>
<td>81.5</td>
</tr>
<tr>
<td>Agree</td>
<td>69</td>
<td>20.1</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

**Graphical Representation of the Responses on Table 10**
From the above information we can extrapolate that 279 respondents (81.5%) ticked for strongly agree, 69 respondents (20.1%) ticked for agree, there were no responses for both strongly disagree and disagree.

**Question 5: You are enjoying the skills you acquired from the training you embarked on.**

**Table 11: Responses of staff on you are enjoying the skills you acquired from the training you embarked on.**

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>281</td>
<td>82</td>
</tr>
<tr>
<td>Agree</td>
<td>61</td>
<td>17.8</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>342</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Graphical Representation of the responses in table 11**

From the above information, it is crystal clear that 281 (82%) respondents ticked for strongly agree, 61 (17.8%) respondents ticked for agree and there were no responses from both strongly disagree and disagree.
Question 6: The Training in the Nigeria Immigration Service is objective in Nature?

Table 12: Responses of staff on the Nigeria Immigration Service is objective in Nature

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>279</td>
<td>81.5</td>
</tr>
<tr>
<td>Agree</td>
<td>63</td>
<td>18.4</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

[Graphical Representation of the responses on table 12]

From the above information, we can deduce that 279 (81.5%) ticked for strongly agree, 63(18.4%) ticked for agree, no responses for both strongly disagree and disagree.
Question 7: Apart from induction training you have received any other form of training?

Table 12: Responses of staff on apart from induction training you have received any other form of training.

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>322</td>
<td>94.1</td>
</tr>
<tr>
<td>Agree</td>
<td>20</td>
<td>5.8</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

From the data above, we can extrapolate that 322 (94.1%) ticked for strongly agree, 20 (5.8%) ticked for agree, while there are no responses form both strongly disagree and disagree.
Question 8: Training has helped you cope the challenges in technology and work materials.

Table 13: Responses of staff on Training has helped you cope the challenges in technology and work materials.

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>284</td>
<td>83.1</td>
</tr>
<tr>
<td>Agree</td>
<td>58</td>
<td>16.9</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

From the information gathered from the above, it can be deduced that 284(83.1%) respondents ticked for strongly agree, 58(16.9%) respondents ticked for agree while there are no responses for both strongly disagree and disagree.
Question 9: Training has helped the staff of the Nigeria Immigration Service discharge their duties very well?

Table 14: Responses of staff on training has helped the staff of the Nigeria Immigration Service discharge their duties very well.

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>273</td>
<td>79.8</td>
</tr>
<tr>
<td>Agree</td>
<td>69</td>
<td>20.1</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

Graphical Representation on the responses in table 14

From the above information, we can see that the total number of 273 (79.8%) from the respondents ticked for strongly agree, 69(20.1%) ticked for agree, there were no responses from both strongly disagree and disagree.
Question 10: Nigeria Immigration Service is efficient today because of their training programs.

Table 15: Responses of staff on Nigeria Immigration Service is efficient today because of their training programs.

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>299</td>
<td>87.4</td>
</tr>
<tr>
<td>Agree</td>
<td>43</td>
<td>12.5</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

From the above information we can deduct that 399 (87.4%) respondents ticked for strongly agree, 43 (12.5%) respondents ticked for agree and there were no responses form both strongly disagree and disagree.

After analyzing the responses on the items raised in the questionnaire on the subject matter, Has the manpower training programs of the Nigeria Immigration
enhanced the adequate protection of Nigeria borders? We saw clearly that major responses were on strongly agree and agree, while they were no responses for disagree and strongly disagree that is to say that, the staff of the Nigeria Immigration Service, Calabar Command believe that the training in the Nigeria Immigration Service has enhanced the adequate protection of Nigeria borders. In general, we can state that the hypothesis tested; “the training program of the Nigeria Immigration Service has enhanced the adequate protection of Nigeria borders” is accepted.
CHAPTER SIX

THE UTILIZATION OF STAFF AFTER TRAINING IN THE NIGERIA IMMIGRATION SERVICE

In this chapter, we discussed staff utilization in the Nigeria Immigration Service, Calabar Command. The essence of this chapter is to determine whether the hypothesis; “staff of the Nigeria Immigration Service, Calabar Command are effectively utilized after training” is accepted or rejected.

Staff utilization relates to decisions and actions taken to employ the staff of an organization to achieve its objectives. Manpower (staff) utilization has also been defined by Egungwu (1992:99) as a gradual and systematized continuous job-related education, training and job assignments during working life, which in itself, is a process of ensuring improvement in the performance ability on the job. Staff utilization implies maximum use of competent staff, their employment at strategic places and the creation of enabling environment for the practice of acquired skills. It is pertinent to point out that all staff utilization activities are directed towards improving staff productivity and hence, achieving organizational objectives. What then are the methods adopted in manpower utilization.

The porosity of Nigeria’s borders according to Abba Moro has always been a source of speculations. But recent events of increasing wave of insurgencies have further heightened anxiety about the effectiveness of law enforcement across the country’s borders. While smugglers carry on with their illicit business almost unrestrained, suspected terrorists have continued to move in and out of the country, it would appear, freely. Their activities seem to be promoting the proliferation of illegal arms and
ammunition, as displayed in the various attacks. Head, Special Investigations, Isioma Madike, in this report looks at what has become a dangerous trend, about which the security agencies are sorely concerned, (www.nis.com, assessed 1st July, 2014).

David Parradang stated thus:

In recent times, enemies of Nigeria have been invading the country through her loose borders. While smugglers of all manner carry on with their illicit business almost unrestrained, suspected terrorists have continued to move in and out of the country, freely. Their activities, according to security experts, have been promoting the proliferation of small arms and light weapons that is increasingly becoming a transnational organized crime in Nigeria. This has, somewhat left the nation awash with criminals of all sorts: suicide bombers, arms dealers, drugs pushers as well as human traffickers, particularly children, (www.nis.com, assessed 1st July, 2014).

The Nigerian Immigration Service, NIS, on the 28th of December, 2012, formally stopped human and goods movement across some border routes in Borno and Yobe States affected by the Presidential declaration of partial state of emergency by President Goodluck Jonathan, shortly after the Christmas day bombing of a Catholic Church in Madalla, Niger State. A statement from the NIS last week said, “the former Comptroller General of Immigration Service, Mrs. Rose Chinyere Uzoma, mobilized officers and men of affected State Commands to intensify surveillance, monitoring and patrol of the borders in those States. She also deployed her deputies to the affected States to supervise the implementation of the border closure order, so as to ensure the exercise attains maximum level of compliance. Furthermore, at the instance of the Comptroller General of Immigration, authorities of the Army, Police, Customs and Civil Defense deployed their operatives with the necessary logistics to assist Nigeria Immigration Service in
patrolling and monitoring the extensive borders of Borno and Yobe States. All these were in addition to the massive deployment of officers and men of Immigration Zone ‘C’ by the Zonal Coordinator, Mr. Bakari Betso, the Assistant Comptroller General of Immigration. In addition the statement said, “in order to achieve a successful implementation of the border closure order, the Comptrollers of Immigration Service in the affected States earlier held meetings with Traditional Rulers and Local Traders to properly enlighten them on the imperatives of the exercise and to solicit their maximum cooperation”. So far, there are very clear indications that there is total enforcement and compliance with the border closure directive by the Federal Government in Borno and Yobe States. Movements of human beings and vehicles in and out of the country through the borders in these states have been halted. The Service had also announced the deployment of very senior level officials to supervise the closure, namely, Deputy Comptroller General in-charge of Operations, Dr. Babajide Brown, was deployed to oversee Borno State while Deputy Comptroller General in-charge of Investigation, Inspectorate and Enforcement, Mr. Suleiman Umar, has been charged with the coordination of Immigration operations in Yobe State”. Sunday Vanguard investigations at weekend revealed that, the NIS has deployed a total of 1,461 personnel in addition to personnel drawn from other armed services as well as the Nigerian Security and Civil Defense Corps(NSCDC) to carry out surveillance, monitoring and patrol of extensive border areas of Borno and Yobe States. The source said:

“To affect this directive, Yobe State Command got additional personnel of 300, while Borno Command has additional personnel posting of 300, bringing the total personnel strength for both Commands now to 1,461 to carry surveillance, monitoring and patrol of over 900
kilometers of land borders”. (Sunday Vanguard by Chinyere Omeje).

No fewer than 2,021 officers of the Nigeria Immigration Service (NIS) have been promoted with new ranks by the management of the service. The Promotion exercise cuts across the three main cadres in the service organizational structure with many officials elevated to their next rank. A statement signed by the service spokesman, Mr Joachim Olumba and obtained by LEADERSHIP showed that the promotion followed an approval by the Civil Defense, Fire, Immigration and Prisons Services Board (CDIPFB). A breakdown of the newly promoted officers as contained in the statement showed that fifty-five (55) were moved from the rank of Deputy Comptroller of Immigration (DCI) to Comptrollers of Immigration Service (CIS) while Ninety-three (93) Assistant Comptrollers of Immigration (ACI) bagged promotion to Deputy Comptrollers of Immigration (DCI).

In the Superintendent cadre, a total number of 1,349 officers were affected by the promotion exercise. No fewer than 150 Chief Superintendents of Immigration were elevated to Assistant Comptrollers of Immigration while 300 Superintendents of Immigration were promoted to the rank of Chief Superintendent of Immigration.

Comptroller-General of the Nigeria Immigration Service (NIS), David Shikfu Parrandang, has approved the immediate deployment of seven newly decorated Deputy Comptrollers General of Immigration and 13 Assistant Comptroller General of Immigration vide a posting order Ref. NIS/ABJ/10271/VV/111 dated 28th January, 2014.
The deployment was premised on the recent appointment of seven Deputy Comptrollers Generals of Immigration by the Commander-in-Chief of the Armed forces of the Federal Republic of Nigeria on the 22\textsuperscript{nd} January, 2013 and their subsequent decoration on the 28\textsuperscript{th} January, 2014.

The officers include the following:

1. Mr. Abeshi Martins Kure (DCG Works and Procurement Directorate);
2. Mr. Adike J. Chibueze, mni (DCG Border Patrol/ ECOWAS and African Affairs);
3. Mr. Oredipe A. Gbenga (DCG Planning, Research and Statistic Directorate);
4. Mr. Olaitan J. Olasunkanmi, mni (DCG Investigation, Intelligence and Enforcement Directorate);
5. Mr. Malgwi H. Yasika (DCG Human Resources Management Directorate);
6. Dr. Ifeadi E. Brasca (DCG Finance and Accounts Directorate); and
7. Mr. Babandede Muhammad (DCG Operations and Passport Directorate).

6.2 Data Analysis and Presentation of the Hypothesis two: The trained Staff of the Nigeria Immigration Service, Calabar Command Effectively Utilized

In this section, we shall collate and analyze the responses on the issues raised in the questionnaire concerning the above mentioned hypothesis. We shall use both chat and tables to represent the information we gathered from the respondents.
Question 1: In the Nigeria Immigration Service, Calabar Command, staff are reabsorbed after the completion of their training.

Table 16: Responses of staff on in the Nigeria Immigration Service, Calabar Command, staff are reabsorbed after the completion of their training.

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>291</td>
<td>85.1</td>
</tr>
<tr>
<td>Agree</td>
<td>51</td>
<td>14.9</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

From the above, 291 which represents (85.1%) respondents ticked for strongly agree, 51 which represents (14.9%) ticked for agree, while there are no responses for both strongly disagree and disagree.
Question 2: The Utilization of staff has lead to the adequate protection of Nigeria Borders

Table 17: Responses of staff on the Utilization of staff has lead to the adequate protection of Nigeria Borders

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>337</td>
<td>98.5</td>
</tr>
<tr>
<td>Agree</td>
<td>7</td>
<td>2.84</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

From the data presented above, it is clear that 337 respondents which represents (98.5%) ticked for strongly agree, 7 respondents which represents (2.84%) ticked for agree , while there are no responses form both strongly disagree and disagree.
Question 3: **On staff utilize the knowledge and skills gained from training exercise**

**Table 18: Responses of staff on staff utilize the knowledge and skills gained from training exercise.**

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>269</td>
<td>78.6</td>
</tr>
<tr>
<td>Agree</td>
<td>73</td>
<td>21.3</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

From the above information, 269 which represents 78.6% respondents ticked for strongly agree, 73 which represent 21.3% of the respondents ticked for agree, while there are no responses from both strongly disagree and disagree.
Question 4: Staff are fully utilized after training in the Nigeria Immigration Service Calabar Command?

Table 19: Responses of staff on staff are fully utilized after training in the Nigeria Immigration Service Calabar Command

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>331</td>
<td>96.7</td>
</tr>
<tr>
<td>Agree</td>
<td>11</td>
<td>3.2</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

The above information show that 331 respondents which represents 96.7% ticked for strongly agree, 11 respondents which represents 3.2% ticked agree while there are no responses for both strongly disagree and disagree.
Question 5: The Utilization of Staff in the Nigeria Immigration Service Calabar Command has enhanced staff performance.

Table 20: responses of on the Utilization of Staff in the Nigeria Immigration Service Calabar Command has enhanced staff performance.

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>269</td>
<td>78.6</td>
</tr>
<tr>
<td>Agree</td>
<td>73</td>
<td>21.3</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

From the information above, it is gathered that 269 respondents which represents 78.6% ticked for strongly agree on the item raised, 73 respondents which represents 21.3% ticked for agree while there are no responses for both strongly disagree and disagree.
**Question 6:** Training in the Nigeria Immigration Service Calabar Command has enhanced the effective utilization of staff?

**Table 21:** Responses of staff on Training in the Nigeria Immigration Service Calabar Command has enhanced the effective utilization of staff.

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>291</td>
<td>85.1</td>
</tr>
<tr>
<td>Agree</td>
<td>51</td>
<td>14.9</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

**Graphical Representation of the responses from the table 21**

From the above, it was recorded that 291 respondents which represents 85.1% ticked for strongly agree, 51 respondents which represents 14.9% ticked for agree, there were no responses for both strongly disagree and disagree.
Question 7: Staff encounter difficulties in utilizing the knowledge they acquired from training?

Table 22: Responses of staff on Staff encounter difficulties in utilizing the knowledge they acquired from training.

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>251</td>
<td>73.39</td>
</tr>
<tr>
<td>Disagree</td>
<td>91</td>
<td>22.6</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

From the information above, it was gathered that there are no responses for both strongly agree and agree respectively while 251 respondents which represents 73.39% ticked for strongly disagree, 91 respondents which represents 22.6% ticked disagree.
Question 8: Staff are promoted immediately after training in the Nigeria Immigration Service, Calabar Command?

Table 22: Responses of on staff are promoted immediately after training in the Nigeria Immigration Service, Calabar Command.

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>269</td>
<td>78.6</td>
</tr>
<tr>
<td>Agree</td>
<td>73</td>
<td>21.3</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

From the above information it is recorded that 269 respondents which represents 78.6% ticked for strongly agree, 73 respondents which represents 21.3% ticked for agree while there are no responses for both strongly disagree and disagree.
Question 9: Staff of the Nigeria Immigration Service, Calabar Command are deployed to a place they will discharge their duties effectively after training?

Table 23: responses of staff on Staff of the Nigeria Immigration Service, Calabar Command are deployed to a place they will discharge their duties effectively after training.

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>298</td>
<td>87.1</td>
</tr>
<tr>
<td>Agree</td>
<td>44</td>
<td>12.8</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

From the information above, it is clear that 298 respondents which represents 87.1% ticked for strongly agree, 44 respondents which represents 12.8% ticked for agree while there are no responses for both strongly disagree and disagree.
Question 10: Staff Utilization has enhanced productivity in the Nigeria Immigration Service, Calabar Command?

Table 24: Responses of staff on staff Utilization has enhanced productivity in the Nigeria Immigration Service, Calabar Command.

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>288</td>
<td>84.2</td>
</tr>
<tr>
<td>Agree</td>
<td>54</td>
<td>15.7</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>

From the above information, we can see clearly that 288 respondents which represents 84.2% ticked for strongly agree, 54 respondents which represents 15.7% ticked for agree while there are no responses for both strongly disagree and disagree.

After the researcher has collated and analyzed the items that were raised in this questionnaire as it concerns the validity of the hypothesis two; the staff of the Nigeria
Immigration Service are fully utilized after training. The information gathered showed that there is a high level of staff utilization in the Nigeria Immigration Service, Calabar Command. The hypothesis; “the staff of the Nigeria Immigration Service, Calabar Command are fully utilized” after training which was tested is accepted.
CHAPTER SEVEN

THE MERIT SYSTEM IN THE NIGERIA IMMIGRATION SERVICE, CALABAR COMMAND

In this chapter, we discussed the criteria that guide the selection of staff for training in the Nigeria Immigration Service, Calabar Command and at the end of this chapter we shall determine whether the hypothesis; “the selection of staff for training in the Nigeria Immigration Service, Calabar Command is based on merit” is accepted or rejected.

7.1 Defining the Term Merit System

The merit system is the process of promoting and hiring government employees based on their ability to perform a job, rather than on their political connections. It is the opposite of the spoils system. The Pendleton Act of 1883 replaced the political patronage system that had existed until that time with a merit-based system for filling most civil service positions. The drafters of the Civil Service Reform Act of 1978 believed that this merit-based system had broken down over the ensuing century. Thus, they codified the merit principles and created a new agency, the Merit Systems Protection Board, as the "vigorous protector of the merit system.

7.2 The Merit System Principles of the Nigeria Immigration Service.

The Nigeria Immigration Act of 1978 2302(b) (12) stipulates the following principles for the guidelines of the merit system in the organization:

Recruitment should be from qualified individuals from appropriate sources in an endeavor to achieve a work force from all segments of society, and selection and
advancement should be determined solely on the basis of relative ability, knowledge and skills, after fair and open competition which assures that all receive equal opportunity.

All employees and applicants for employment should receive fair and equitable treatment in all aspects of personnel management without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition, and with proper regard for their privacy and constitutional rights.

Equal pay should be provided for work of equal value, with appropriate consideration of both national and local rates paid by employers in the private sector, and appropriate incentives and recognition should be provided for excellence in performance.

All employees should maintain high standards of integrity, conduct, and concern for the public interest.

Employees should be retained on the basis of adequacy of their performance, inadequate performance should be corrected, and employees should be separated who cannot or will not improve their performance to meet required standards.

Employees should be provided effective education and training in cases in which such education and training would result in better organizational and individual performance.

Employees should be--

A. protected against arbitrary action, personal favoritism, or coercion for partisan political purposes, and
B. prohibited from using their official authority or influence for the purpose of interfering with or affecting the result of an election or a nomination for election.

Employees should be protected against reprisal for the lawful disclosure of information which the employees reasonably believe evidences--

A. a violation of any law, rule, or regulation, or

B. mismanagement, a gross waste of funds, an absence of authority, or a substantial and specific danger to public health or safety.

The Merit Systems Protection Board (MSPB) of the Nigeria Immigration Service is empowered to hear and decide complaints for corrective or disciplinary action when an agency is alleged to have committed a prohibited personnel practice. It is prohibited to (among other things) take an action in violation of the Merit System Principles. In addition, Merit System Principles are mirrored in the list of prohibited personnel practices. For example, Merit System Principle No. 9 provides that employees "should be protected against reprisal for the lawful disclosure" of waste, fraud, and abuse, while the list of prohibited personnel practices also prohibits reprisal for such disclosures. The MSPB also conducts studies of the civil service, and reports to the President and Congress on the extent to which the federal workforce is free of prohibited personnel practices. The Merit Systems Protection Board (MSPB) speaks primarily through its decisions and its studies. The MSPB provides information about its decisions, studies,
and procedures to groups through its outreach and education program. The MSPB is not permitted to issue advisory opinions.

The Civil Service Reform Act of 1978 requires the Office of Personnel Management (OPM) to "hold managers and human resources officials accountable for efficient and effective human resources management in support of agency missions in accordance with Merit System Principles." To carry out this responsibility OPM has established an Office of Merit System Audit & Compliance.

The Office of Special Counsel (OSC) investigates allegations that an agency has committed a prohibited personnel practice, and may seek disciplinary or corrective action for a prohibited personnel practice before the MSPB. It is a prohibited personnel practice to take a personnel action in violation of the Merit System Principles. Other Merit System Principles are mirrored in the list of prohibited personnel practices within OSC's jurisdiction. For example, Merit System Principle No. 9 provides that employees "should be protected against reprisal for the lawful disclosure" of waste, fraud, and abuse, while the list of prohibited personnel practices also prohibits reprisal for such disclosures.

The act also states that training should be from qualified individuals from appropriate sources in an endeavor to achieve a work force from all segments of society, and selection and advancement should be determined solely on the basis of relative ability, knowledge, and skills, after fair and open competition which assures that all receive equal opportunity. The first clause, concerning recruitment, sets forth the vision of a federal workforce that is representative of the very people who fund the government through their tax dollars and whom the government exists to serve. The second clause,
concerning selection and promotion, represents the core value of a merit-based employment model. Up until the latter part of the 19th century, most executive branch employees obtained their jobs through political connections. The Pendleton Act of 1883 replaced this patronage system with a merit system under which anyone, regardless of political affiliation, may receive a civil service appointment so long as he or she is the best-qualified applicant based on objective criteria. The final clause, concerning equal opportunity, echoes the purpose behind Title VII of the Civil Rights Act of 1964 and related laws barring discrimination in employment.

7.3 Data Analysis and Presentation

This section is designed to analyze the responses to the research hypothesis formulated in research question 3 which is; Is the selection of staff for training in the Nigeria Immigration Service, Calabar Command based on merit? This section deals with the presentation and analysis of the idea collected using table and chats.

**Question 1: Training in the Nigeria Immigration Service is for both Junior and Senior Staff?**

**Table 23: Responses of staff on training in the Nigeria Immigration Service is for both Junior and Senior Staff.**

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>276</td>
<td>80.70</td>
</tr>
<tr>
<td>Agree</td>
<td>66</td>
<td>19.2</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>
Graphical Representation of the responses in table 23

From the above information (graph and table), 276 respondents which represents 80.7% ticked for strongly agree, 66 respondents which represents `19.2 ticked for agree and there are no responses for both strongly disagree and disagree.

**Question 2: the method of selection for training in the Nigeria immigration Service is open to all staff.**

**Table 24 : Responses of staff on the method of selection for training in the Nigeria immigration Service is open to all staff.**

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>269</td>
<td>78.6</td>
</tr>
<tr>
<td>Agree</td>
<td>73</td>
<td>21.3</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>342</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Graphical representation of the responses from table 24

From the information gathered from the respondents on the item raised in the questionnaire, 269 respondents which represents 78.6% ticked strongly agree, 73 respondents which represents 21.3% ticked agree and there are no responses from both strongly disagree and disagree.

Question 3: Nominees for training are those who lobby their out?

Table 25: responses of staff on nominees for training are those who lobby their out.

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>283</td>
<td>82.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>59</td>
<td>17.2</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>
Graphical representation of the responses in table 25

From the information presented above, 283 respondents which represents 82.7% ticked for strongly disagree, 59 respondents which represents 17.2% ticked disagree, while there are no responses for both strongly agree and agree.

**Question 4: The criteria for the selection of staff for training in the Nigeria Immigration Service Calabar Command is politicized?**

**Table 26: The criteria for the selection of staff for training in the Nigeria Immigration Service Calabar Command is politicized.**

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>293</td>
<td>85.6</td>
</tr>
<tr>
<td>Disagree</td>
<td>49</td>
<td>14.3</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>
From the above representations, it is gathered that there are no responses for strongly agree and agree while 293 respondents which represent 85.6% ticked for strongly disagree, 49 respondents which represents 14.3% ticked for disagree.

**Question 5: The Nominees for training are those who bribe their ways out?**

**Table 27: Responses of staff on the Nominees for training are those who bribe their ways out.**

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>305</td>
<td>89.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>37</td>
<td>10.8</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>
Graphical representation on the Responses in table 27

The table and chat above show that there are no responses from strongly agree and disagree, while 305 respondents which represents 89.1% ticked for strongly disagree, 37 respondents which represents 10.8% ticked for disagree.

**Question 6: Personal relationships of staff with the authorities enable a staff to be nominated for training in the Nigeria Immigration Service, Calabar Command?**

**Table 28: responses of on personal relationships of staff with the authorities enable a staff to be nominated for training in the Nigeria Immigration Service, Calabar Command.**

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>305</td>
<td>89.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>37</td>
<td>10.8</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>
Graphical Representation of responses in table 28

From the above data it is shown that 305 respondents which represents 89.1% ticked for strongly disagree, 37 respondents which represents 10.8% ticked for disagree, there are no responses for both strongly agree and agree.

**Question 7: the method for selection of training in the Nigeria Immigration Service, Calabar Command is geared toward effectiveness?**

**Table 29: responses of staff on the method for selection of training in the Nigeria Immigration Service, Calabar Command is geared toward effectiveness.**

<table>
<thead>
<tr>
<th>Response Options</th>
<th>No of Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>277</td>
<td>80.9</td>
</tr>
<tr>
<td>Agree</td>
<td>65</td>
<td>19.1</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>342</td>
<td>100</td>
</tr>
</tbody>
</table>
Graphical Representation of responses in table 29

From the above data it is shown that 277 respondents which represents 80.9% ticked for strongly agree, 65 respondents which represents 19.1% ticked for agree, there are no responses for both strongly disagree and disagree.

After the collection and analysis of the items raised in the section of this questionnaire, the results from each item showed that there were higher responses from strongly disagree and disagree for some items while in some items there are higher responses for strongly agree and agree. In general, that is to say that the hypothesis; “the selection of staff for training in the Nigeria Immigration Service, Calabar Command is based on merit” is accepted.
CHAPTER EIGHT
SUMMARY, CONCLUSION AND RECOMMENDATIONS

8.1 SUMMARY

In this study, we evaluated Manpower Training and Utilization in the Nigeria Immigration Service, Calabar Command (1999-2014). The study aimed at establishing the following as its objectives; to evaluate manpower training in the Nigeria Immigration Service, Calabar Command, to determine if the Manpower training of the Nigeria Immigration Service, Calabar Command has enhanced the adequate protection of Nigeria borders, to evaluate if the trained staff of the Nigeria Immigration Service are fully utilized after training, to evaluate if the selection of staff for training in the Nigeria Immigration is based on merit. The study adopted the organizational learning theory to as the theoretical framework. The methods used in the collection of data were both primary and secondary sources. Hence in the primary source, questionnaire and interview were all used to obtain the views of the staff of the Nigeria Immigration Service on the subject matter, on the secondary source; we used textbooks, journals, magazines, official documents etc. The study argued that manpower training without proper utilization amounts to nothing and utilization of staff without training will lead to zero or negative output. The study identified the different types of training in the Nigeria Immigration Service which are; induction training, administrative training, arms training, in-basket-training , computer based training, electric performance support system training, karate training, intelligent training. These training methods mentioned above were established in order to protect the adequate protection of the Nigeria borders. Nigro and Nigro (1977) on manpower training holds that anything that contributes to the human productivity ,
stimulates resourcefulness and enhances human dignity and overall quality of human life while refining attitudes remains an integral part of manpower training.

**8.2 CONCLUSION**

This study used the simple percentage to discover the following; manpower training of the Nigeria Immigration Service, Calabar Command has enhanced the adequate protection of Nigeria borders, Staff of the Nigeria immigration Service, Calabar Command are fully utilized after training, the selection of staff for training in the Nigeria Immigration Service is based on merit.

**8.3 RECOMMENDATIONS**

Based on the findings, we present the following recommendations:

- ✓ The manpower training and retraining programs of any organization should be purely based on merit, it should not be politicized.

- ✓ All training and the retraining programs should be made the criteria compulsory for adequate border protection.

- ✓ The Federal Government in conjunction with the Minister of Interior should plan a well structured training programs for the Nigeria Immigration Service.

- ✓ Compensation policy should be introduced in the Nigeria Immigration to encourage proper utilization of staff in the organization.

- ✓ The federal government should adequately fund the training program of the Nigeria Immigration Service to make it attractive to the security personnel in the agency.
The federal government should provide the staff of the Nigeria Immigration Service with the adequate equipment for better job performance.

Re-orientation program should be organized for the populace by the National Orientation Agency, which should focus on the need that security of Nigeria borders is everyone’s business.
BIBLIOGRAPHY

BOOKS


**BOOK CHAPTERS**


**JOURNAL ARTICLES**


**OFFICIAL DOCUMENTS**


**OTHER ARTICLES**

Dear Respondent,

INTRODUCTORY LETTER

I am a Post-Graduate Student in the above named department. I am conducting a research on Manpower Training and Utilization in the Nigeria Immigration Service, Calabar Command 1999-2014.

I humbly wish to appeal for your candid opinion to the issues raised in this Questionnaire. The information supplied here will be specifically for academic purposes as it has no personal implications to the respondents.

Thanks for your understanding.

Yours faithfully,

Akpan Itoro Edet
PG/M.Sc/13/65393
APPENDIX 1

PERSONAL DATA

INSTRUCTION: Please tick √ where applicable.

Male [ ] Female [ ]

Age: 2-30 [ ] 31-40 [ ] 41-50 [ ] 51 and Above [ ]

Marital Status: Single [ ] Married [ ]

Academic Qualifications: FSLC [ ] SSCE [ ] OND [ ] HND [ ]

First degree [ ] Second Degree [ ]

Work Status: Junior [ ] Senior [ ] Supervisor [ ]

Department

Human Resources [ ]

Finance/ Accounts [ ]

Work/Procurements [ ]

Planning, Research and Statistics [ ]

Operations and Passports [ ]

Investigations, Inspectorate/ Enforcement [ ]

Border Patrol, ECOWAS/African Affairs [ ]
SECTION A
QUESTIONNAIRE

Please tick \( \checkmark \) where applicable.

**QUESTION 1:** Has the training programs of the Nigeria Immigration Service enhanced the adequate protection of the Nigeria borders?

<table>
<thead>
<tr>
<th>S/N</th>
<th>ITEMS</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>There is effective manpower training in the Nigeria Immigration Service?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>The training program in the Nigeria Immigration Service has enhanced productivity?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>The Nigeria Immigration Service sees training as an integral part which can not be overlooked in the organization?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Training you received is very important to your duty or job?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>You are enjoying the skills acquired from the training you embarked on?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>The training in the Nigeria Immigration Service are objective in nature?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Apart from the induction training, have you received any other form of training?</td>
<td></td>
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<tr>
<td>8</td>
<td>Training has helped you cope with the changes in technology and work materials?</td>
<td></td>
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<tr>
<td>9</td>
<td>Training has helped the staff of Nigeria Immigration Service, Calabar Command discharge their duties very well?</td>
<td></td>
<td></td>
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<tr>
<td>10</td>
<td>Nigeria Immigration Service is efficient today because of their training programs?</td>
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</tbody>
</table>
### SECTION B

**QUESTION TWO: Are the trained staff of the Nigeria Immigration Service, Calabar Command Effectively Utilized?**

<table>
<thead>
<tr>
<th>S/N</th>
<th>ITEMS</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>In the Nigeria Immigration Service, Calabar Command, staff are reabsorbed after the completion of their training</td>
<td></td>
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<tr>
<td>2</td>
<td>Utilization of staff has lead to adequate protection of the Nigeria borders?</td>
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<tr>
<td>3</td>
<td>Staff utilize the knowledge and skills gained from training exercise?</td>
<td></td>
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<tr>
<td>4</td>
<td>Staff are fully utilized after training in the Nigeria Immigration Service?</td>
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<tr>
<td>5</td>
<td>Utilization of staff in the Nigeria Immigration Service, Calabar Command has enhanced the performance of staff.</td>
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<tr>
<td>6</td>
<td>Training in the Nigeria Immigration Service has enhanced the effective utilization of staff of the Nigeria Immigration Service Calabar Command</td>
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<tr>
<td>7</td>
<td>Staff encounter difficulties in utilizing the knowledge they acquired during training?</td>
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<tr>
<td>8</td>
<td>Staff are promoted immediately after training in the Nigeria Immigration Service, Calabar Command</td>
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<tr>
<td>9</td>
<td>Staff of the Nigeria immigration Service, Calabar command are deployed to a place they will discharge their duties effectively after training.</td>
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<tr>
<td>10</td>
<td>Staff utilization has enhanced productivity in the Nigeria Immigration Service, Calabar Command.</td>
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</tr>
</tbody>
</table>
QUESTION 3: Is the Selection of Staff for Training in the Nigeria Immigration Service, Calabar Command Based on Merit?

<table>
<thead>
<tr>
<th>S/N</th>
<th>ITEMS</th>
<th>STRONGLY AGRRE</th>
<th>AGREE</th>
<th>STRONGLY DISAGREE</th>
<th>DISAGREE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Training in the Nigeria Immigration Service, Calabar Command is for both junior and senior staff</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>The method for selection of staff for training is open to all qualified staff.</td>
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<tr>
<td>3</td>
<td>Nominees for training are those who lobby their ways out</td>
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<tr>
<td>4</td>
<td>The criteria for the selection of staff for training in the Nigeria Immigration Service, Calabar Command is politicized</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>5</td>
<td>The nominees for training are those who bribe their ways out</td>
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<td></td>
<td></td>
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<tr>
<td>6</td>
<td>Personal relationships of staff with the authorities enable a staff to be nominated for training in the Nigeria Immigration Service, Calabar Command.</td>
<td></td>
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<tr>
<td>7</td>
<td>The method for selection of training in the Nigeria Immigration Service, Calabar Command is geared toward effectiveness and efficiency.</td>
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</tbody>
</table>
Interview on Manpower Training and Utilization in the Nigeria Immigration Service, Calabar Command on the head of Human Resource/Administrative Unit (names withheld) by Akpan Itoro Edet (Researcher).

Researcher: Sir, have you undergone any form of manpower training and how was the training program?

Respondent: I have undergone manpower training three types of training since I joined the Nigeria Immigration Service 20 years ago. I have attended the induction training, in-basket training, attended various seminars, workshops, seminars on issues bordering on Administrative principles and practices like recruitment, promotions of staff, retirement etc. When I was newly employed into this organization, I was given an intensive four months training at Prison Squad Training College, Owerri, Imo State. I was trained on how to use guns, detect fake passports etc. The training program was enjoyable though hectic.

Researcher: Sir, do you believe that manpower training improves organizational performance?

Respondent: When I joined the service in 1994 (20 years ago), before the authorities in Abuja sent me on training, I had the problem of poor service delivery, insubordination, lateness to work etc, but since after my first training, there was a big improvement to my job performance. So I believe that manpower training improves the performance of this organization.

Researcher: Sir, what manpower training method do you consider most appropriate for the officers of the Nigeria Immigration Service?
Respondent: The Nigeria Immigration Service has witnessed a lot of changes since it was created out of the Nigeria Police in 1958, on-the-job-training method the major method the service has been using. I am aware that are other training methods in the Nigeria Immigration Service like karate, in-basket, computer based, programmed learning, electric performance support etc, but it is the nature of the work that makes on-the-job training method most appropriate.

Researcher: Sir, from your experience in this service, is there any other thing you think appropriate improve performance of the staff of the Nigeria Immigration Service?

Respondent: This para-military establishment and we are not pushovers. The institution is recognized by the laws of the Federal Republic of Nigeria, so anything apart from training of officers of this organization will not improve the organizational performance. (He laughs) do you think is money or increase in salary, promotion that will improve performance? No, my dear student, officers of this service, both junior and senior need constant training to keep them abreast of the modern immigration service.

Researcher: Sir, has the training in the Nigeria Immigration Service helped in combating illegal immigration in Nigeria?

Respondent: Yes, it has. The main function of the Nigeria Immigration Service is to enhance the adequate protection of Nigeria borders. We see that no matter what, Nigeria borders are adequately protected against illegal movements both in human and goods. The Nigeria Immigration Service has trained a lot of staff in the use of computers that have well and structured security devices like PKD which was installed in all the Nigeria Airports in order to detect fake e-passports. Since 2005, the service has uploaded on its
website about 1225 fake passports and their serial numbers. We are able to this and others not to mention because of the training we embark on yearly basis.

**Researcher:** Sir, what happens immediately after a researcher has completed his training program in the Nigeria Immigration Service?

**Respondent:** The very essence of training in this organization is to see that a trainee is properly utilized. Immediately after training, the trainee is deployed to a place where he will properly make use of the skills he acquired during training. If you train a staff without properly utilizing him, you have ended up wasting the resources used in training the person.

**Researcher:** Sir, do you think that the utilization of staff in the Nigeria Immigration Service has enhanced the adequate protection of Nigeria borders?

**Respondent:** Yes, the utilization of staff has led to the adequate protection of the Nigeria borders. This is because; our staff are always deployed to places where there is porosity in its borders. In Calabar here, we have arrested just this year about 25 illegal immigrants.

**Researcher:** Sir, what criteria guide the selection of staff for training in the Nigeria Immigration Service?

**Respondent:** There is no other criterion used in selection of staff for training in the Nigeria Immigration Service apart from merit and qualification. Staff are trained as at when due. Also in the Nigeria Immigration Service, training is meant for both junior and senior staff.

**Researcher:** Sir, there are rumors that those who participate in training in the Nigeria Immigration Service are those who lobby their ways out, bribe, or have godfathers in the organization. What is your opinion on this rumor?
**Respondent:** Detractors, they can never stop tarnishing the image of this organization. They can never say well about this organization, no matter how hard we try in discharging our duties. All the same, my dear student as you said it is a rumor; it is not just a rumor but a fake one for that matter. There is no favor attached in selection of staff for training in the Nigeria Immigration Service.

**Researcher:** Sir, do staff encounter difficulties in utilizing the knowledge they acquired during training?

**Respondent:** (mmmmm), well you know when you are doing something for the first time, it will be strange to you. For example a new employee will always find his new working environment very strange, but with time he gets used to the environment. In other word, staff may encounter little difficulty in utilizing the knowledge they acquired during training but it is just for a while, though not all the staff encounter this difficulty, it is only few of the staff that this case is applicable to.

**Researcher:** Sir, how often do you conduct training in the Nigeria Immigration Service?

**Respondent:** We conduct training on yearly basis. Though sometimes the senior officers and some other top ranking officers may go for a seminar, workshops and symposiums which are still part of training like once or twice in a year.

**Researcher:** Sir, what do you have to say about the selection pattern for training in the Nigeria Immigration Service?

**Respondent:** The selection pattern for training is Ok. It has led to high level of commitment among the staff. This is because if you don’t perform your duties very well, you will hardly be promoted and you know that promotion comes with training. More so,
the pattern for selection of training ensures that the qualified and the right set of people are selected, has led to an increase in productivity.

Researcher: Sir, thank you for your responses, time and patience. I appreciate.

Respondent: My dear student, you are welcome and success in your academic pursuit, bye.