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Public Sector Institutions in Rivers State, Nigeria.**

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INNOVATIVE STRATEGIES FOR IMPROVING SECURITY SERVICES FOR EFFECTIVE ADMINISTRATION OF PUBLIC SECTOR INSTITUTIONS IN RIVERS STATE, NIGERIA

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ABSTRACT

This study examined innovative strategies for improving security services for effective administration of public sector institutions in Rivers State, Nigeria. Two research questions and two hypotheses were raised to guide the study. The research design adopted for this study was descriptive survey. The population of the study covered 286 public sector building in Abuja, Nigeria, comprising 123 High Rise buildings. Proportionate stratified sampling technique was used to select the sample. The instrument used for data collection was a self-designed questionnaire titled 'Security Services for Effective Administration Questionnaire' (SSEAQ). Test-retest method was used to determine a reliability coefficient of 0.89 based on a modified Likert rating scale of 4 points. The questionnaire contained 10 items. Weighted mean scores and the criterion mean (2.50) were used in answering the research questions while Z-test was used to test the null hypotheses at 0.05 level of significance. The findings of the study revealed that the respondents agreed that the challenges of implementing strategies of security services for effective administration of public sector facilities include; the lack of a mental health wellness services, lack technology integration for surveillance monitoring, poor preparedness for emergency crisis and lack of monitoring of social media activities of student and staff. Sequel to the findings, it was recommended that the State Government should recruit and deploy experts of mental health and emotional wellness to public institutions and the Nigerian Psychology Association of Nigeria should collaborate with organizations like Rotary Club of Nigeria to design and implement programmes to sensitize staff on maintaining and remediating mental health and emotional wellbeing challenges.

Keywords: Effective Administration, Public Sector Institutions, Rivers State, Security Services, Strategic Innovation.

1.0 INTRODUCTION

Public sector facilities were built and commissioned by government as a social demand approach to meet the growing demand for job creation and infrastructures in Rivers State Nigeria. The privately owned facilities have never been adequate to provide for the growing population of both working and school ages in Rivers State. The funding and administration of public sector facilities is the prerogative of the government. Ihebom and Uko (2020) noted that in Nigeria, State governments are responsible for the administration of and management of public facilities in schools, market places, churches, mosques, hospitals etc. in their respective States, while the Federal government is responsible for the administration of federal owned public sector facilities and institutions. The broad goals of public sector facilities management (schools, market places, churches, hospitals) in Nigeria are to prepare people to meet the requirements for productive working and learning and for production of responsible and resource workforce that will be integrated into mainstream society (Federal Republic of Nigeria, 2014).

Furthermore, administration is the life-wire of public sector facility management and delivery. It refers to the systematic process of providing and utilizing resources, providing direction and leadership as well as creating conducive environment where every member of a society can work individually and collectively to achieve predetermined goals (Agi & Adiele, 2015). The practice of public sector administration to achieve goals is known as public administration. Achuonye (2008) described administration as the process of formulating policies, programmes and procedures for directing all planned and unplanned activities of public sector managers towards setting goals and achieving them.

Amidst all changes that affect public sector outcomes, one major task of administrators is to ensure minimum standards for goal achievement within the varied ecosystem. This explains why Livingstone (2021) opined that total quality control and total quality assurance are critical instruments of administration for maintaining standard and ethical principles and practices in quality facility delivery. The concept of effectiveness is perennial in the infrastructure industry. Effectiveness means doing the right thing to get the right result (Maduagwu, 2020). This means that effectiveness is measured by degree of desired result achieved. The reason why facility administration cannot be discussed without an introduction of the concept of effectiveness is because the process of management delivery involved the demand for resources and supply of resources. Effective public facility administration is the situation where the resource input and efforts expended in cause of delivering key performance indicators brings about the desired outcome without resource wastage or dissatisfaction amongst stakeholders. It is a critical inventory processes that requires expertise of a leader-manager in society.

Halliday (2023) noted that one of the challenges militating against effective administration in Nigeria is insecurity. Furthermore, a feeling of insecurity would likely reduce commitment and effectiveness of staff members. No one goes to work intending to die at the workplace. People go to work with the hope of returning alive and well to their families. Security is of the humans needs identified in the Hierarchy of Needs Theory of Abraham Maslow. According to Adiele and Abraham (2017), Abraham Maslow's Hierarchy of needs theory provides a theoretical framework for examining challenges of insecurity in public sector administration. The level of motivation and job satisfaction amongst personnel could be affected by their perception of the level of effective implementation of security services in public spaces.

Security services in public sectors refers to the different security architecture, technology, policy tailored to guarantee safety of human, material, non-material and environmental resources within a both public and private facilities. All covert and overt measures aimed at safeguarding constitutes public sector security services. Donmez and Guven (2002) noted that security services are comprehensive measures designed and implemented to deploy resources needed to keep a facility safe, prevent incidents, mitigate risks and provide quick emergency response. There are general and unique threats that public facility may be confronted with. However, the three main approaches towards implementing security services in public spaces are integration and installation of technology, training and deployment or delegation of humans and use of physical measures. The installation of technology includes installation of; access control system, close circuit television (CCTV), intruder and fire alarms, telephones and intercoms (Kpee & Comfort, 2014).

The physical aspects include construction of perimeter fences, provision of muster points, and installation of burglarries cum iron doors, building adaptations, provision and provision of equipped first aid box, sick bay and ambulance. The human approach to implementation of security services in the public sector reverberate the notion that security is everyone's business. It involves the recruitment of security personnel, nurses, health, safety and environment (HSE) personnel, formulation of confidential policies, control of activities of visitors in public assets, community vigilance and training cum retraining of personnel. The increasing cases of insecurity in the society appear to account for the worrisome reports of cases of threats and insecurity in public spaces (Uzuegbu-Wilson, 2019). During times of crises and communal wars, such public centers and personnel boycott going to public gatherings. On their part, some deviants freely smuggle arms and weapons into the public spaces. Such weapons and guns are used to intimidate, bully or harm the public bystanders. Public sector facilities are a microcosm of the larger (macroscopic) society. It is observed that as society new security threats and issues emerged, they trickle down to the general public. Emerging security threats in societies form critical social issue

and concern amongst stakeholders – this is because if not tackled, security threats in societies will create emerging security challenges in schools, market places, churches, hospitals etc. These can disrupt effective administration of public facilities in the State. The problem which bothers the researcher is the gap identified in previous empirical studies. After examining journals and published online empirical studies, the researcher observed that although several studies have empirically examined the implementation of security services and security management practices in secondary schools, no known previous study has investigated the strategies for improving security services for effective administration of public sector facility as a whole in Rivers State, Nigeria. It is sequel to this backdrop that this study will examine the emerging challenges of implementing strategies for security services for effective administration of public sector facilities and the strategies for improving the implementation of security services for effective administration in Rivers State.

1.1 Defining Components Of Security Risks

The aim of this study is to examine the strategies for improving security services for effective administration in the public sectors in Rivers State, Nigeria. Specifically, the objectives of this study will include to: Identify the challenges of implementing strategies of security services for effective administration in Rivers State. Find out the innovative strategies of implementing security services for effective administration of public facilities in Rivers State. Fundamental questions that should guide the quest for solutions include: What are the challenges of implementing strategies of security services for effective administration in Rivers State? What are the innovative strategies of implementing security services for effective administration in Rivers State? Accordingly, the following null hypotheses were formulated to guide the study and each was tested at 0.05 alpha level of significance: There is no significant difference between the mean scores of male and female teachers on the challenges of implementing strategies of security services for effective administration in Rivers State. There is no significant difference between the mean scores of male and female civil servants on the innovative strategies of implementing security services for effective administration of public sector facilities in Rivers State.

2.0 MATERIALS AND METHODS

The research design adopted for this study was descriptive survey. The population of the study covered all the 286 public institutions in Rivers State, Nigeria, comprising 7,123 staff (2985 male staff and 4138 female staff, respectively). A sample of 3205 (1343 male and 1642 females) which represented 45% of the population were selected for the study. Proportionate stratified sampling technique was used to select the sample. The instrument used for data collection was a self-designed questionnaire titled ‘Security Services for Effective Administration Questionnaire’

(SSEAQ). Test-retest method was used to determine a reliability coefficient of is 0.89. The rating scale for answering the items on the questionnaire was a modified Likert rating scale of 4 points, which include weighted mean scores and the criterion mean (2.50), used for making decision when answering the research questions. Any questionnaire item that had a weighted mean score that was equal to or greater than 2.50 was considered agreed while questionnaire items whose weighted mean scores were less than 2.50 were considered as disagreed. Z-test was used to test the hypotheses at 0.05 level of significance. When the z-calculated score is greater than the z-table score, the null hypothesis is considered significant but when the z-calculated score is less than the z-table score, the null hypothesis is considered not significant.

3.0 RESULTS AND DISCUSSIONS

Research Question 1: What are the challenges of implementing the strategies of security services for effective administration of public sector facilities in Rivers State?

Table 1: Mean and Standard Deviation Scores of the responses of Male and Female civil servants on the Challenges of Implementing the Strategies of Security Services for Effective Administration in the Public sector in Rivers State

S/NO.	ITEMS	WEIGHTED MEAN	STANDARD DEVIATION	REMARK
1.	The lack of a mental health wellness services makes the school vulnerable to risks and attacks from staff members or students with mental health problems	2.87	1.28	Agreed
2.	Lack of technology integration for surveillance monitoring makes some staff members comfortable to carryout clandestine activities that pose security risks and challenges.	3.02	1.07	Agreed
3.	Poor preparedness for emergency crisis in the workplace increases the negative impact of such crisis in schools.	2.80	1.02	Agreed
4.	Lack of monitoring of social media activities of staff makes it difficult to tackle potential warning signs of plans to cause harm.	2.88	1.25	Agreed
5.	Community sponsored crisis to disrupt security architecture.	2.02	1.00	Disagreed
Criterion Mean = 2.50				

Data on Table 1 showed that the respondents agreed that items 1, 2, 3 and 4 are the challenges of implementing strategies of security services for effective administration of public sector facilities in Rivers State. This is because they had weighted mean scores (2.87, 3.02, 2.80, and 2.88) greater than the criterion mean score (2.50). On the other-hand, the respondents also disagreed that items 5 with weighted mean score 2.20 (less than the criterion mean 2.50) is one of the new challenges of implementing security services strategies for effective administration of public sector facilities in Rivers State.

Research Question 2: What are the innovative strategies of implementing security services for effective administration of public sector facilities in Rivers State?

Table 1: Mean and Standard Deviation Scores of the Responses of Male and Female civil servants on innovative strategies of implementing security services for effective administration of the public sector facilities in Rivers State.

S/NO.	ITEMS	WEIGHTED MEAN	STANDARD DEVIATION	REMARK
6.	Creating a mental wellness programmes and unit in public offices can enable management to curb potential risk (attacks) resulting from mental illness amongst staff.	3.00	1.12	Agreed
7.	Adoption of technology integration policy for surveillance monitoring in public facilities will make every corner safe from perpetrators of clandestine activities that can disrupt security.	3.07	1.05	Agreed
8.	Regular implementation of crisis emergency response and management simulations and drills to improve workers preparedness to minimize the negative impacts of emergency crisis in public buildings and other facilities.	3.02	1.10	Agreed
9.	Implementation of social media monitoring by law enforcement officers will help to tackle potential warning signs of plans to cause harm.	2.91	1.05	Agreed
10.	Conducting regular sensitization of community stakeholders on promoting security can curb security crisis in public infrastructures.	2.42	1.02	Disagreed
Criterion Mean = 2.50				

Data on Table 1 showed that the respondents agreed that items 6, 7, 8, and 9 are innovative strategies of improving implementation of security services strategies for effective administration of public sector facilities in Rivers State. This is because they had weighted mean scores (3.00, 3.07, 3.02, and 2.91) greater than the criterion mean score (2.50). On the other-hand, the respondents also disagreed that items 5 with weighted mean score 2.42 (less than the criterion mean 2.50) is one of the innovations for improving implementation of security services strategies for effective administration of public facilities in Rivers State.

Testing Formulated Hypotheses

H₀₁: There is no significant difference between the mean scores of male and female civil servants on the new challenges of implementing security services strategies for effective administration of public sector facilities in Rivers State.

Table 3: z-test on there is no significant difference between the mean scores of male and female civil servants on the new challenges of implementing security services strategies for effective administration of public sector facilities in Rivers State.

RESPONDENTS	N	\bar{x}	SD	Z-CRIT. SCORE	Z-CAL. SCORE	df	LEVEL OF SIGNIFICANCE	RESULT
Male Teachers	190	3.05	1.17					Not
Female Teachers	142	2.97	1.03	1.96	0.81	330	0.05	significant

Table 4 showed that the z-calculated value of 330 degree of freedom, at 0.05 level of significance was 0.81, against the z-criterion value of 1.96. Sequel to this, the null hypotheses stating that there is no significant difference between the mean scores of male and female civil servants on the new challenges of implementing security services strategies for effective administration of public sector facilities in Rivers State was retained.

H₀₂: There is no significant difference between the mean scores of male and female civil servants on innovative strategies of implementing security services for effective administration of public sector facilities in Rivers State.

Table 4: z-test on there is no significant difference between the mean scores of male and female civil servants on innovative strategies of implementing security services for effective administration of public sector facilities in Rivers State.

RESPONDENTS	N	\bar{x}	SD	Z-CRIT. SCORE	Z-CAL. SCORE	df	LEVEL SIGNIFICANCE	OF RESULT
Male Teachers	190	2.97	1.54					Not
Female Teachers	142	2.88	1.21	1.96	0.80	330	0.05	significant

Table 4 showed that the z-calculated value of 330 degree of freedom, at 0.05 level of significance was 0.80, against the z-criterion value of 1.96. Sequel to this, the null hypotheses stating that there is no significant difference between the mean scores of male and female teachers on the innovations for improving implementation of security services strategies for effective administration of public sector facilities in Rivers State was retained.

4.0 DISCUSSION OF FINDINGS

4.1 Challenges of Implementing Strategies of Security Services for Effective Public Sector Facility Administration

The findings on Table 1 indicated that the respondents agreed that the challenges of implementing strategies of security services for effective administration of public sector facilities in Rivers State include include: the lack of a mental health wellness services, lack of technology integration for surveillance monitoring, poor preparedness for emergency crisis and lack of monitoring of social media activities of staff are fundamental factors. This finding agrees with the assertion of Ugoh (2018) that the failure of government to deploy guidance and counseling experts to public sector institutions makes it difficult for administrators to effectively manage security in public space. Roa and Chandraiah (2012) opined that there is an increasing rate of mental illness; resulting from socioeconomic pressures in homes and societies. Many threats to security in public sector institutions (schools, hospitals, prisons) are triggered or perpetuated by individuals suffering from different degrees of mental and emotional health troubles.

In line with the findings, Patrick (2021) pointed out that installation of close circuit television (CCTV) around the public facilities will curb the incidences of clandestine activities that socially create threats and risks in public space. Installation of cameras (CCTV) in offices, walkways, major entry points and playgrounds foster monitoring and increases security awareness for staff and the public. Amalu, (2015) noted that several stakeholders have proposed that while human security personnel should not be abolished in public buildings, technology should be integrated to complete human operations. From time-to-time, institutions are faced with emergencies that pose as security threats and risks. The emergencies if not promptly handled could escalate and cause severe negative impact to lives, properties and data within public facilities.

In line with the findings, Adedire, et al. (2016) found that public spaces in Nigeria have low

preparedness for tackling emergencies and this accounts for escalations of emergency situations. Abiola (2020) suggested that institutions should conduct periodic training and retraining of staff for building capacity and readiness to offer prompt emergency responses. The findings of Table 3 indicated that there is no significant difference between the mean scores of male and female civil servants on the innovations for improving implementation of security services strategies for effective administration of public sector facilities in Rivers State was retained.

4.2 Innovative Strategies of Implementing Security Services for Effective Public Sector Facility Administration

The findings on Table 2 indicated that the respondents agreed that the innovative strategies of implementing security services for effective administration of public sector facilities in Rivers State include; creating a mental wellness programmes and unit in to enable management to curb potential risk (attacks) resulting from mental illness amongst staff, adoption of technology integration policy for surveillance monitoring to make every corner of the public space safe from perpetrators of clandestine activities that can disrupt security architectures, regular implementation of crisis emergency response and management simulations and drill to improve staff preparedness to minimize the negative impacts of emergency crisis and implementation of social media monitoring by guidance and counseling experts and parents to tackle potential warning signs of plans to cause harm.

This finding is in tandem with the recommendation of Roa and Chandraiah (2012) that experts in mental and emotional wellness should be deployed to social institutions to offer counseling and therapeutic support services to staff members. Public institutions are social institutions made up of male and female staff. The need to cater for the mental health and emotional wellbeing of staff cannot be overemphasized. In the past, guidance and counseling personnel were deployed to public sector institutions to provide wellness supports. Sadly, in recent times, it is difficult to find a handful of public sector institutions that have certified guidance and counseling personnel. The need for public institution administrators and managers to design and implement mental health and emotional wellbeing programmes cannot be overemphasized. It is in dire need today more than ever, for safety and security of lives and properties. The 21st Century, technology integration has become a veritable tool to tackle changes and improve administration in public spaces. In line with the finding, Halliday (2023) found that the lack of security cameras in public institutions accounts for one of the major challenges limiting effective security management in the public sector. As public facilities, different individuals and stakeholders might have reasons to visit at any time and on daily basis. The installation of a surveillance camera around the facility would alert visitors that the public institution is not a safe haven for clandestine activities. In tandem with the finding Kpee and Comfort, (2014) argued that since security is everyone's business –

the implication is that public sector institutions should periodically train and re-train staff on effective and prompt emergency response. Emergency crisis in the public sector have escalated and resulted to the loss of lives and properties. Such escalation and its adverse effect could have been curbed if there was quick and prompt emergency response team from law enforcement personnel. Amadi (2022) recommended that staff in public institutions should be trained on how to administer Cardio-Pulmonary Resuscitation (CPR) when there is an emergency. First aid should be applied during an emergency before trained medical experts could reach the place. The use of simulations and drills can improve staff readiness to apply first aid and as quick emergency response. Table 4 showed that the null hypotheses stating that there is no significant difference between the mean scores of male and female civil servants on the innovations for improving implementation of security services strategies for effective administration of public sector institutions in Rivers State was retained.

5.0 CONCLUSION AND RECOMMENDATIONS

Sequel to the findings of the study, the researchers concluded that there is a range of factors posing as challenges of implementing strategic security services for effective administration of public institutions in Rivers State. Furthermore, there is a range of innovative strategies of implementing security services which administrators can adopt for effective management of public sector facilities in Rivers State.

5.1 Recommendations

1. The State Government should recruit and deploy experts of mental health and emotional wellness to public institutions.
2. The Nigerian Psychology Association of Nigeria should collaborate with organizations like Rotary Club of Nigeria to design and implement programmes to sensitize staff on maintaining and remediating mental health and emotional wellbeing challenges.
3. Multinational companies should distribute solar powered security cameras to public institutions in the State.
4. Rotary Club of Nigeria should collaborate with public institutions and other relevant agencies to provide emergency readiness trainings to build capacity of staff in public sector organizations.
5. Multinational companies should construct and equip sick bays in public institutions to cater for emergency health challenges.

6. The Ministry of Health and other MDAs should collaborate to organize training for Health Science civil servants in order to equip them with the relevant skills and orientation for management of emergency health challenges.
7. The State government should make budgetary provision for the construction of recreational facilities in public spaces to promote work-life balance and mental health amongst staff.
8. Parent Teachers Association (PTA) in public senior secondary schools should organize sensitization workshops to equip parents with the ability to monitor their children's social media activities.
9. Public Administrators should create an information management system to promote social media monitoring for staff activities.

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