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Human Resources Management and Good Governance For Challenges of Insecurity in Nigeria

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Abstract

This paper examined the link between human resources management, good governance and the challenges of insecurity in Nigeria. Using theoretical arguments, the paper holds that, the current security challenges that bedeviled Nigeria are attributable to injustice, corruption and selfish governance by the leadership class. That sentiments and favoritism have beclouded recruitment and selection principles and processes in that qualified human resource personnel are not selected, leaving the job of human and material resources in the hand of unqualified individuals and the dilapidated state of the nation is the argument the paper hold. The paper concluded Thus, that tackling insecurity in Nigeria is an enormous task, but one which is not impossible. Therefore, Nigerians must unite and the governing class must develop a strong political will and total commitment to fighting insecurity and create an environment that can open opportunity for every individual citizen of the country.

Keywords: Human, Resources, Human Resources Management, Good Governance, Security, Insecurity Challenge.

Human beings are social beings and hardly ever live and work in isolation. We always plan, develop and manage our relations both consciously and unconsciously. The relations are the outcome of our actions and depend to a great extent upon our ability to manage our actions. From childhood each and every individual acquire knowledge and experience on understanding others and how to behave in each and every situation in life. Later we carry forward this learning and understanding in carrying and managing

relations at our workplace. The whole context of Human Resource Management revolves around this core matter of managing relations at work place. Ability to manage humans properly can be contributory to good governance.

Recently the terms "governance" and "good governance" are being increasingly used in development literature. Bad governance is being increasingly regarded as one of the root causes of all evil within our societies. Major donors and international financial institutions are increasingly basing their aid and loans on the condition that reforms that ensure "good governance" are undertaken. Good governance refers to the management of government in a manner that is essentially free of abuse and corruption, with due regard for the rule of law and respect of people's rights to be engaged in public affairs (People in Need, 2021). Lack of good governance can result to so many social vices and security challenges. This must be the reason why Adebayo (2013) observed that, security and crime have been deeply rooted in the political history of the Nigeria, particularly in recent time, hence struggle for good governance, sustainable democracy and development by the few patriotic citizens of the country.

The fact that Nigeria is the eighth largest exporter of crude oil, endowed with human and natural resources and still has more than 59% of its population living below the poverty line depicts a paradox in the country (World Bank, 2014). World Bank (2014) reported that, out of about 170 million human populations, 100 million Nigerians are living in destitution. Factors such as corruption and injustice are undoubtedly behind this suffering. This is because the logic of the Nigerian political leadership class has been that of self-service and personal goals (Ogbeidi, 2012). While fighting poverty by a government is an integral aspect of security measure, lack of security of life is another pressing issue that can necessitate prompt intervention. And going by what transpires at the moment, national security threat has been a major issue for the Nigeria government in recent years. Recently, Nigeria has been characterized with different turmoil ranging from human abduction, political mayhem, terrorism and bomb attacks (Ogunleye, Adewale, Alese, and Ogunde, 2011).

In the same vein, Omede (2012) agreed that, the reason why unrest, violence and other forms of social vices in which youth are the vanguard is as a result of bad governance, poverty and unemployment among the youth. So, rather than tracing the root causes of insecurity in Nigeria to uncorrelated factors, it will provide a framework for empirical examination when it is attributed to systemic collapse breeds by bad governance because "brutal condition breeds brutal behavior" (Currie, 1985). Such condition makes crime and other social vices the order of the day in the country. Among the youth, for example, unemployment appears to be the root cause of violence in Nigeria (Ajaegbu, 2012). As noted by Gandu, (2012), unemployment is usually accompanied with poverty; the fundamental reality is that, poverty is linked with terrorism because it (poverty) breeds hopelessness, frustration and terror tendency. This paper will therefore examine how proper human resources management and good governance can tackle the challenges associated with insecurity in Rivers State, Nigeria.

Conceptual Issues: Human, Resources, Management, Good Governance, Security, Insecurity

Human

The human being is a complex matter. Many people believe that just trying to understand life and what it means to be human is a futile undertaking. There are so many things in life, so many words, so many aspects to comprehend. But of course we have to try to understand life and get a grip on the many facets of life. It can be of great value to us to learn to recognize the fundamental principles of how life is lived to the fullest. Learning to recognize the good and evil forces of life helps us to make use of the good ones. According to Ventegodt, Anderson, Kromann, and Merrick, (2003), whatever we do on the surface of life, the crucial point of living is to be in balance at a fundamental level, that is, always live by our inner purpose. In essence, knowing the human being will help a people know and do the things that will make the human being better as leaders, followers, government authorities, the governed, farmers, fishers, traders, etc. But the reverse is the case where insecurity, bad governance and lack of proper management of human and material resources are the everyday News headlines.

As Ezedike (2019) beautifully puts it: A being who is simultaneously spirit and body, closed and open, existent and yet to be achieved, or if you prefer it, the paradox of a being in a state of tension between the two principles of his composition, between himself and his fellows, between himself and his God. Both ethical and metaphysical reflections on man cannot but terminate in a profound respect for the human person. Indeed, as we explore his being, the more does man appear paradoxical, mysterious, and in one word sacred. What is at stake in our civilization is whether man shall remain or re-become a sacred being. In our modern world torn asunder by materialism and materialistic values, a breathless age where people seem to be constantly racing towards the next material plum, it is important that we rehearse the primordial affirmation of the truth about the worth and dignity of human life. This understanding will bring to bear; the essence of proper management of self, others and an environment for man to thrive.

Resources

The concept of resources has been applied in diverse realms, with respect to Geography, Economics, Biology and Ecology, Computer Science, Management, and Human Resources, and is linked to the concepts of competition, sustainability, conservation, and stewardship. In application within human society, commercial or non-commercial factors require resource allocation through resource management (Miller and Spoolman, 2011). The uses and values of resources change from culture to culture and from time to time. Resources are spatially distributed varying in quantity and quality. Some resources are finite, while others can be replenished at varying rates. Everything available in our environment which can be used to satisfy our needs, provided, it is technologically accessible, economically feasible and culturally acceptable can be termed as 'Resource'. McConnell, Brue and Flynn, (2011) sees resource from the economist point of view that it is defined as a service or other asset used to produce goods and services that meet human needs and wants.

The economic resource definition is human-centred (anthropocentric). A resource is a source or supply from which benefit is produced. Typically, resources are materials,

energy, services, staff, knowledge, or other assets that are transformed to produce benefit and in the process may be consumed or made unavailable (Uzoma, 2018).

Management

To approach this subject more realistically and sequentially, we shall examine authors' view. Management has been defined widely as the process of working with and through others to accomplish organizational goals and objectives. According to Knezevich, (1962) in Barikor (2005) management is a process concerned with planning, creating, maintaining, stimulating, controlling, leading, organizing, unifying, and evaluating formally and informally organized human and material energies towards the realization of predetermined goals and objective. He further explained that these goals and objectives are fulfilled by developing plans or mapping out strategies and executing policies relating to organizing, allocating and coordinating formally and informally all human and material resources within and outside the organization to achieve the set goals and objectives. It is through management that the often contradictory social energy within an organization are adroitly synchronized to produce a unity of operation. Management in a synopsis means getting things done though with people aimed at achieving one's personal and or in context with the goals of the organization (Charles, 2018).

The above discuss suggests that the most important starting point for management is the goal and objective of the institution or organization. It implies that the policies and plans must be related to the goals and objectives. Thus, the vision and mission of every management that is worth its salt is toward accomplishing predetermined goals and objectives. The questions is why is it that there is the presence of government and people have been recruited and appointed into several government positions to achieve the goals and objectives of the nation Nigeria in line with global standard as it concern security and development, yet there is a heightened security issues and the innocent and ordinary citizens become casualties of circumstances. Could it be that the people in managerial positions are incompetent or is it a laxity on the part of government failing to monitor and punish erring managers who divert attention from set goals, objectives, plans, policies and implementation strategies to creating enabling environment for security, poverty alleviation, good standard of living, etc.

Human Resources Management

Human Resources Management (HRM) has been argued to be a replacement of the term personnel management in organizations. In this light, experts like Guest (1987) argued that human resource management is not a replacement but somehow differs from personnel management. Practically, it suggests that Human Resource (HR) tasks are majorly concern with the administrative activities such as recruitment, reward systems, promotion, and so on. However, it does not make HR administrators 'having a seat at the table' meaning that HR administrators is not regarded as a strategic business partner, therefore does not contribute to the success of the business, while Byars & Rue (2004) see HRM as "activities designed to provide for and coordinate the human resources of an organization." In addition, Boxall & Purcell (2000) argue that "HRM includes anything and everything associated with the management of employment relationships in the firm." According to Osibanjo and Adeniji (2012) the words anything and

everything in the definition explains the wider range of issues comprising policies such as employment contract and ways in which employees may be involved and participate in areas not directly covered by the employment contract thus ensuring suitable work life. Further, it goes beyond employment relations or industrial relations, which personnel management would not have been able to render in organizations.

Human resource management is an activity that is targeted at managing human elements so as to guarantee effective utilization of organization's available resources. In relation to Armstrong (2006), HRM is a coherent and strategic approach to the administration of the organization's most treasured assets – the people who individually and collectively contribute to the accomplishment of the business's objectives. Armstrong (2009) posits that HRM is bothered on the development, application of policies, procedures and programmes having to do with the employment, motivation, maintenance and management of people in the organization. Human resource management was earlier known as personnel management was concerned with the activities of a single unit of the organization. It was basically concerned with the development and management of humans. The activities being undertaken by the department or unit included recruitment and selection, reward, appraisal, development, grievance handling, retirement, registration and so forth. It was introduced and developed in the bureaucratic set up in which emphasis was placed on organization and administration of manpower (Banjoko, 2002).

The importance and huge contribution of human resource to organizations cannot be overemphasised, as human resource is valuable and serves as the backbone of organisations internationally. Employees are a key resource that may be strategically positioned for an organisation to attain competitive advantage. It is asserted that resources which can be uncommon and precious that create competitive advantage. Studies have also shown that, organisations increased and sustain competitive advantage via the management of scarce and valuable human resources (Khan 2010).

Good Governance Versus Bad Governance Versus Insecurity: The Case in Nigeria

Governance refers to the exercise of political and administrative authority at all levels to manage a country's affairs. It comprises the mechanisms, processes and institutions, through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences (United Nations Development Programme (UNDP), 2011). Specific reference is made to democratic governance as “a process of creating and sustaining an environment for inclusive and responsive political processes and settlements.” The institutional and human capacities for governance determine the way in which the effectiveness of public policies and strategies is attained, especially inservice delivery. Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

Proponents of the good governance agenda see it as a worthy goal not only in and of itself, but also as a means through which to impact a variety of other outcomes, particularly economic growth and development. In poorly governed countries, it is

argued, corrupt bureaucrats and politicians baldly hinder development efforts by stealing aid contributions or misdirecting them into unproductive activities. Less obvious but equally pernicious, governments that are not accountable to their citizens and with inefficient bureaucracies and weak institutions are unwilling or unable to formulate and implement pro-growth and pro-poor policies. In a well-cited quote, former United Nations Secretary-General Kofi Annan noted that, ‘good governance is perhaps the single most important factor in eradicating poverty and promoting development’ (UN 1998). Thus, proponents argue, good governance should be at the center of development policy: donors should not only provide positive support for governance reforms in aid-recipient countries, but also should incentivize better governance by taking into account the quality of governance in decisions about the distribution of foreign assistance. A large related literature focuses on measures and assessments of governance quality in particular countries and cross-nationally (Besançon 2003; Arndt and Oman 2006; Knack 2006; Apaza 2009; Thomas 2010), while another significant body of work addresses the relationship between governance and key outcomes such as economic growth (Resnick and Birner 2006; Keefer 2009; Holmberg et al. 2009).

Opponents of the good governance agenda, on the other hand, raise strong challenges. Critics, especially in aid-recipient countries, argue that the use of governance criteria in the allocation of foreign aid effectively introduces political conditionalities and imposes Western liberal models of democracy (Nanda 2006; New Partnership for Africa’s Development (NEPAD), 2007: 3-4). Grindle (2004) points out that the good governance agenda is a poor guide for policy because it is ad hoc, ‘unrealistically long’, and not attuned to issues of sequencing and historical development (Booth 2011). Along related lines, Andrews (2008: 380) notes that prevailing models of government effectiveness are ‘like telling developing countries that the way to develop is to become developed’ and that the ‘one-way-best model’ of governance ignores institutional variation across well-governed states (Pritchett and Woolcock 2004). An active body of research also raises questions about the causal effect of the quality of governance on various outcomes, especially economic growth (Kurtz and Schrank 2007a, 2007b; Khan 2009).

World Bank (2014) claimed that, out of about 170 million human populations, 100 million Nigerians are living in destitution. Factors such as corruption and injustice are undoubtedly behind this suffering. This is because the logic of the Nigerian political leadership class has been that of self-service and personal goals (Ogbeidi, 2012). While fighting poverty by a government is an integral aspect of security measure, lack of security of life is another pressing issue that can necessitate prompt intervention. And going by what transpires at the moment, national security threat has been a major issue for the Nigeria government in recent years. Recently, Nigeria has been characterized with different turmoil ranging from human abduction, political mayhem, terrorism and bomb attacks (Ogunleye et al. 2011). This is what poses the dilemma over the security assistance by the United States government, and later from neighboring African states (Niger, Benin, Chad and Cameroon) about the Boko Haram insurgency in Nigeria.

According to Jamilu, Aminu, Muazu, & Suleiman (2017) any leadership that is devoid of transparency, accountability, credibility, justice, selflessness, and fair play is a bad leadership. In the developmental aspect, also, governing without transformative capacity is bad governance. Akinola, A.J. (2019) clearly stated that it is the inability of

government to fulfill her promises and develop pragmatic policies that must have informed the composition of the Post-2015 elections song titled “**The Change Blues**” which tries to explain the state of government and governance in Nigeria

The Transcriptions of the Song is Presented Below:

In view of this, Sobhan (1998:13) argued: The basic argument about the role of governance in development holds that weak governance originates due to a sequential failure of the state to: a) project a developmental vision; b) demonstrate a commitment to realize this vision, through putting in place policies and programs, as well as calibrating its allocative priorities to realize this vision; c) develop a capacity to fulfill its commitments. This includes administrative and technical capacity as well as political capacity to mobilize necessary support both within civil society as well as in the political arena to translate the vision into reality. Looking at the current situation in Nigeria where there is drastic rise in unemployment, insecurity challenges and many other social vices, would you say the government is properly managing human and material resources, the government is good or bad, there is proper recruitment process, the people employed are qualified, managers of the state have professional and technical know-how, there is corruption in every facet of the Nigerian economy, the security operatives give intelligent security information to criminals, the security personnel are aiding and abating crimes?. These are the questions every Nigerian should answer.

According to Oluwarotimi (2012), good governance is the panacea for the insecurity challenge in Nigeria. She states that the war against insecurity would be won only by raising governance standards that is, cultivating the culture of good governance where the government is responsible and accountable to the people. In her view, security engagement cannot be separated from good governance. Many others have also linked security to governance system. The general view is that peace and security is determined by good governance. However, as Oluwa (2012) has pointed out, good governance is a function of effective, visionary, transparent, trustworthy and credible political leadership whose driving force is an improvement in the collective wellbeing of the citizens through well conceived, effectively implemented economic policies and human development programmes. The underlying principle of good governance is the focus on people as the ultimate objective of governance.

Conclusion

Almost all major development institutions today say that promoting good governance is an important part of their agendas. Yet, as this review suggests, this is an extremely elusive objective: good governance means different things not only to different organizations, but also to different actors within these organizations. Working uses of the term ‘good governance’ by donor institutions tend to highlight seven key areas: democracy and representation, human rights, the rule of law, efficient and effective public management, transparency and accountability, developmentalist objectives, and a variety of particular economic and political institutions. In other words, they reflect a variety of generally ‘good’ things that do not necessarily all go together in any meaningful way. The new framework must be based on an understanding of the importance of and a commitment to further promote resilient, legitimate and inclusive national and local institutions, as well as inclusive participation in public processes. It

must address institutional and governance bottlenecks to ensure transformative and sustainable development. It must encourage the identification and support of options and initiatives that enhance the collaborative capacities of empowered societies to find peaceful, effective and long-term solutions to global, national and local development challenges. People In Need (PIN) posited that the term good governance is often characterised by 8 major characteristics, which assure that corruption is minimised, the views of communities are taken into account, the voices of the most vulnerable in society are heard in decision-making and that women's rights are equally guaranteed. In line with this, PIN believes good governance is about strengthening active participation of communities in decision making processes and emphasizes effective cooperation among civil society, governments and communities. Thus, tackling insecurity in Nigeria is an enormous task, but one which is not impossible. Therefore, Nigerians must unite and the governing class must develop a strong political will and total commitment to fighting insecurity.

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