

Welfare Administration and Soldiers' Performance in the Nigerian Army (2014-2024)

¹Adewale Isaac Obey., ¹Etim Okon Frank, PhD., ¹Michael Effiong Ukpong., ²Victoria Adeolu Obey.,
³Grace Oluwatunmise Obey

¹Department of Public Administration, University of Uyo, Uyo

²Department of Medical Science, University of Ibadan, Ibadan

³Department of Creative Arts, Tai Solarin College of Education, Ijebu Ode, Ogun State

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ABSTRACT

This paper evaluated the influence of welfare administration practices and Nigerian soldiers' morale in observing their core objectives as the cradle of national freedom. The study focused on major reasons why insecurity pervades regions of the nation Nigeria: ascertained the factors that hinders soldiers' from discharging their defensive responsibility, investigating rational behind insurgents inflicting more casualty on Nigerian army, to determine why soldiers' are embarking on mass retirement and to find out how soldiers' perception of army leadership value affected their performance in the theatre axis. This paper applied descriptive design to ensure in-depth description of the phenomenon (quantitative method of research), and the data is both from primary and secondary source. This paper adopted best practice and best fit theory as the key model, based on the factors that comprises both economic and human relations that permitted soldiers' to actualize their dream, which equally engender effectiveness of soldiers to consolidate their performance and make the nation called Nigeria habitable, where developmental activities can take place and this was supported with three other theories: equity theory, acceptance theory of Chester Barnard and Herzberg's motivational theory. This thesis work arrived at these findings: the study shows that, there are welfare packages in Nigerian army that are on black and white, but barely accessible by soldiers'; it was equally discovered that inadequate administration of welfare and poor leadership engendered poor defensive networks that escalates insecurity around the affected region in the country, and the study revealed that soldiers' perception of maladministration of welfare leads to decline of allegiance to defend territory, wealth and people of Nigeria. Recommendations that can improve welfare administration and soldiers performance: professional administration of welfare include setting up independent body to oversee the implementation of welfare packages to soldiers may revive the fighting spirit, and introducing varieties of welfare packages as practiced in Metropolises may go a long way to revive the soldiers' morale to rise to defensive and offensive capacity required of them; if the best practice and best fits theory is strictly being adhered to.

Key Words: Welfare, Administration, Performance, Nigerian Army.

INTRODUCTION

The welfare administration has been a great impediment to soldiers' performance in Nigerian army in various theater axis in the country though began from northeast Nigeria; but presently pervading almost the entire nation. Thus, has put national defence in quagmire that actually affected virtually every spheres of life in the affected regions in the country. The term welfare scheme (WS) is defined as 'a carefully coordinated arrangement towards improving the social conditions of soldiers' (Personnel) in the Armed Forces (Council of supply chain, 2012). The goals of WS are thus to promote the pursuance of work, education, a better standard of living and improve soldiers' morale in performance of their core clarion calls. Personal motivation (PM) simply refers to the way to get soldiers to work together in esprit de corps and make them feel part of a worthy fighting groups; PM further entails the strategic and tactical troop readiness required to accomplish objectives and tasks in support of national

defense imperatives (Kaye, 2005). US department of defense (DOD) established funding targets to enhance the delivery welfare such as: to promotes the physical and mental wellbeing of service soldiers, also to fund community support systems for service soldiers and their families. These targets are designed to ensure that military welfare schemes are adequately funded with appropriated resources to enhance PM instead of requiring service members and their families to pay fees to cover costs (GAO, 2018).

Meanwhile administration is the management and application of processes an objective of organization that involves the efficient and effective organization of people, information and resources to achieve organizational objectives. In this context, it is basically how to manage army programmes, policies, ensuring their effective execution for the benefit of individuals, groups, organization within the system and the nation at large, to strengthen both offensive and defensive capability of the own troop through various army domains or cores such as: Appointment, Promotion, Discipline (APD) Training and Staff Welfare (TSW), Ordinance, Finance, Health Scheme, Housing Scheme, Pension and Gratuity Scheme etc. Thus, army involves in counter terrorism, insurgency, militancy, herdsman small arm attacks, banditry, secessionism, and separatism operations across the country as their clarion calls.

Statement of the Problem

The mass request of voluntary retirement and current ground arm of soldiers is the giant stride faced by current Chief of Army Staff (COAS), Chief of Defense Staff (CDS) and Defense Minister in Nigeria; thus is a huge blow on Nigerian army defensive capability either at theatre axis or within the various nation-state bases (BN, BDE, and DIV) of Internal Security (IS). Akin to that, is the soldiers' attritions due to poor or lack of welfare which facilitates undue self-movement of personnel (i.e. posting) from one core to another in the same force which can be one procedural matters and its environment (Oginni and Faseyiku, 2012:3).

Howbeit, maladministration of commissioned and non-commissioned (officers, rank and file) welfare has created pivot vacuum in the system, through: denial and diversion of ration cash allowance (RCA), undue reduction of RCA, irregular pass given, denial of leave and pass, irregular selection for promotion, ethnic sentiment in selection for suicide operation. Thus, the involvement of the Army in counter terrorism, insurgency, militancy, herdsman small arm attacks, banditry, secessionism, and separatism operations across the country as their clarion calls has resulted to wounded in action (WIA), missing in action (MIA), and death in action (DIA), loss of several lives, without ample provision for their dependents; permanent disabilities, and other forms of hardships to troop of Nigerian armed forces, especially Nigerian army, whose roles cover virtually entire armed forces roles: Infantry, Amphibious, and Airborne. Poor welfare system and maladministration of welfare on soldiers have prompted a lot of soldiers to be involved in nefarious activities to survive, which resulted in troop loss of morale to pay allegiance to army oath at the ecstasy of its need; thus, is detrimental to national sovereignty, lives and property of citizenry. This work tends to examine the cause and effect of the maladministration of welfare on performance in the Nigerian army.

Objectives of the Study

The main objective of the study is to investigate Welfare Administration on Troop Performance in the Nigerian Army. However, specific objectives of the study are as follows:

- i. To ascertain the extent to which welfare packages and psychological battle readiness affects soldiers' performance.
- ii. To examine critically the relationship between soldiers' perception of welfare and their patriotism to national defense.

Research Questions

- i. What constitute the welfare packages and psychological battle readiness in the Nigerian Army?
- ii. What is the relationship between troops' perception of welfare and National defense?

Hypotheses

To achieve the objectives of this study, the following three null hypotheses were formulated for testing:

- i. Effective welfare packages and psychological battle readiness, tends not to enhance organizational performance.
- ii. Soldiers' positive perception of welfare administration tends not to boost theatre performance.

REVIEW OF RELATED LITERATURE

Employee Welfare

Welfare is a broad concept which refers to the state of living of an individual in a desirable relationship with the total environment-ecological, economic and social. Besides basic pay and incentives, the third major components of organizational reward system are welfare and social security benefits of some which are mandated by law and some are voluntary, (European Journal of Research and Reflection in Management Sciences, 2020). Adequate levels of earnings, safe and humane conditions of work and access to some minimum social security benefits are the major qualitative dimensions of employment which enhances quality of work, life of workers and their productivity (Keitany, 2014). According to Abu (2016), soldiers' welfare is any effort by the Nigerian army to make life worth living for its soldiers'. Welfare is a comprehensive term including various services, benefits and facilities offered to employees by their employers through such generous fringe benefits, that enable their life worth living and thereby stimulate morale to give their best at work; employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families, (European Journal of Research and Reflection in Management Sciences 2020).

Itodo, Abang (2018) equally concluded that, good welfare packages have a strong influence on the performance level of the officers and men (Military and Para-military). Therefore, to promote job commitment and satisfaction for the soldiers' in order to promote high performance in their part of rendering core defensive responsibility, mostly in the military, government and management team of public organizations, it is necessary to design appropriate and adequate welfare packages. According to Agusioma, Nyakwara and Mwit (2019) lack of effective reward system for compensating the soldiers' impacts negatively on the level of soldiers' job satisfaction, while organization's performance could be viewed from timeliness of operation in the theatre axis, zero or minimal level of casualty (wounded, missing or dead in action), recover the no man's land, no waste of ammunition, no loss of weapon, defend the no man's land, measures efficiency and effectiveness through the utilization of resources, employee job satisfaction and motivation. Thus, Commanders at all levels in the Chain of Command are responsible for the welfare support of those under their command and within its community, serving soldiers must be provided with an opportunity for face to face advice and guidance from Commanding Officers (Cos-Lt Col), Officer Commanding (Bde Commanders-Brig Gen), General Officer Commanding (GOC-Maj Gen), rarely COAS or representative normally tagged Durbar, which is regimental routine and statutory. The provision of information is an essential element of the command function and must be capable of reaching all soldiers', either physically or by signal; of course, coded radio message and written information.

Social Welfare Administration

Social welfare administration is a process through which social policy is transformed into social services. The following definitions are given to elaborate the meaning of social welfare administration: John C. Kidneigh (1950) defines social welfare administration as the "process of transforming social policy into social service as a two-way process: transforming policy into concrete social services and the use of experience in recommending modification of policy. According to Walter A. Friedlander (1958) 'administration of social agencies translates the provisions of social legislation of social agencies and the aims of private philanthropy and religious charities into the dynamics of services and benefits for humanity. According to Arthur Dunham (1962), "administration is the process of facilitating activities which are necessary and incidental to services by a social agency. Administrative activities range from the determination of function and policies and executive leadership to

routine operations such as keeping records and accounts and carrying on maintenance of services. Harleigh Tracker (1971) interprets social welfare administration as a “process of working with people in ways that release and relate their energies so that they use all available resources to accomplish the purpose of providing needed community services and programmes.”

To fulfil the well-defined main objectives of administration, policies are suitably amended; programmes are formulated: budget, finance, personnel, selection procedures are made and has outlined the activities of social welfare administration as follows: Translation of social mandates into operational policies and goals to guide organisational behaviour; design of organisational structures and processes through which the goals can be achieved; securing of resources in the form of materials, staff, clients and societal legitimation necessary for goal attainment and organisational survival. Selection and engineering of the necessary technology likewise, optimizing organisational behaviour directed towards increased effectiveness and efficiency; evaluation of organisational performance to facilitate systematic and continuous solution of problems (Rosemary Sarri, 1971).

Features of Social Welfare Administration

A summary of features highlighting distinctiveness of social welfare administration is as follows: It is concerned with social agencies which helps them to achieve their objectives within targeted community. The board is generally represented by the community it intends to serve. In a real sense, social welfare administration requires optimum utilization of its available resources together with active community participation, so that the ultimate goal of programmes can be achieved properly. Social welfare agencies have to earmark certain portion of resources for survival and that should not limit their capacity to achieve in quantitative and qualitative terms. Social welfare agencies generally function in a cooperative manner and ensure participation of all the members in administration of their activities. There is a growing trend in these agencies to recruit professionally qualified manpower. It has helped in introducing professional approach in its functioning.

Empirical Review

Genesis of Low Politics and insurgency in Nigeria: Military Performance

The concern for shift from high politics to low politics emerged immediately after the Second World War (infrastructural development), particularly among the dark continent nations which suddenly found themselves not only free from their colonial masters but agrarian, mono-economic with divide and rule system, a reason for massive emigration from peripherals Nigeria inclusive. There is however, no sufficient agreement as to the definition of development; there are contrasting views on what development is, a precise definition, which is both sufficiently specific in the identification of all the elements that have generic utility. Finlayson, (2017) prefer to use the term modernization and define it as a process of change toward the condition of modernity, the elements of which were given by the experiences of societies in Western Europe and North America which have achieved that status. It is also referred to as a series of economic, social and political changes, which began in Europe towards the end of the Middle Ages and which have continued up to the present, a transition from a traditional society; the process which enabled historically evolved institutions to adopt rapid changes that reflect the unprecedented increase in human knowledge, which permit control of the environment. Social scientist contends that development should be pursued in terms of its ultimate goal is the realization of the potential of the human personality; development using this paradigm is measured in terms of poverty (food and other necessities), unemployment (jobs and other gainful activities), and inequality (income, compared to others) (Glennerster, 2010). Nigeria's insecurity and political violence with a variety of both renewable and non-renewable resources, Nigeria has one of the largest economies in Africa, and it is classified as a mixed economy emerging market with lower-middle-income status (Mensah, Özer, 2016). Nigeria has emerged the “10th largest oil producer in the world” and third largest in Africa and the most prolific oil producer in Sub-Saharan Africa (Onoh 2018: 970). According to Oduyemi, Owoeye, (2020) explicates that Nigeria has crude oil production of 2.51 million barrels per day and thus shares 2.95% of the world production; also has a daily crude export of 1.02 million barrels to the United States alone, and proven reserves of 37.2 billion barrels Nigeria, is fortunate to have enormous mineral and natural resources, yet the citizenries are suffering from poor governance and inability to fend for the welfare of the masses appropriately.

Nigeria Insurgencies and Military Operations in Nigeria

Nigeria is afflicted with turmoil within and outside her borders with which differentiation in ethnic and religious lines have received the most sustained international attention, much more important to Nigeria's security is the underdevelopment as the underlying complex cause. Ekhomu (2019) espoused that the major threats to Nigeria's security include terrorism, ethno-religious violence, communal crises, militancy in the Niger Delta, piracy, health and infectious diseases. Terrorism in Nigeria is mainly perpetrated by Boko Haram, the exact origin of Boko Haram is obscure, but its linkage with Nigeria extremist Maitatsine sect of the early 1980s seems to metamorphosed to Boko Haram, translates to English as "Western education is forbidden", a programmatic motto that well reflects one of the group's aims; as it prefers to be identified by the name Jama'atu AlhusSunnah Lidda'Awati Wal Jihad (People Committed to the Propagation of the Prophet's Teachings and Jihad), the group is religiously motivated and espouses a pan-Islamic ideology. Agitating for Islamic states in the northern region of Nigeria, free from Western influences. Boko Haram came to the attention of the Nigerian media in 2003, when it attacked police stations and government buildings in Yobe because of police intervention in fishing-rights disputes. According to Zenn (2017), narrated group then referred to as the Nigerian Taliban, Boko Haram's major campaign began in 2009 when members on motorcycles shot some traffic policemen enforcing the use of helmets, the event was followed by a series of attacks on police stations, punctuated by a video that the group disseminated in which Mohammed Yusuf threatened more attacks on police and government buildings. In response, the government security agencies launched a full-scale operation against Boko Haram in 2009. Ekhomu (2019) added that, Tammiyah mosque was cordoned, several people were killed and some were executed without trial; the Nigerian Army arrested and handed over Mohammed Yusuf to the police during one of its raids in 2009. Muhammed Yusuf died in police custody, but the police claimed he died during a shootout and the surviving members fled, while others blended into society. The period between late 2009 and 2010 was relatively peaceful, which appeared to mark a victory for Nigerian security agencies, but in reality, the sect used this period to reorganize and trained across the Sahel and North Africa. Then under the leadership of M. Yusuf's deputy, Abubakar Shekau the group have trained with other extremist groups, including Al-Qaeda Islamic Maghreb, Al-Shabaab, and the Tuareg rebels in Mali. Abubakar Shekau organized the group into cells that have committed atrocities across Nigeria earlier.

The frequency, audacity, and indiscriminate nature of Boko Haram's attacks have cast doubts on Nigeria's ability to counter terrorism alone, Boko Haram and its cohorts have resorted to kidnapping for ransom and intimidation (Zenn 2017). Boko Haram represents a particularly dangerous extension of Nigeria's ethno-religious violence and communal crisis, which continues to present great threats to Nigeria's security and stability, with huge ramifications in terms of lives and property. Since the early 1980s, Nigeria has witnessed several ethno-religious crises (Hinshaw, 2012). Some of these crises include: The Maitatsine religious disturbances in Kano, the Zangon Kataf crisis in Kaduna State, the Ife-modakeke crisis in then Oyo State now Osun state, and the most current ethno-religious violence in Jos Plateau state. The same Boko Haram transformed to Herds men and Bandits in central and Southwest Nigeria. Most of the ethno religious conflicts have triggered retaliation against religious or ethnic minorities in other parts of Nigeria.

Again, militancy in the Niger Delta region of Nigeria remains a major national security threat despite the federal government of Nigeria's amnesty agreement in 2009. The major militant groups that existed before the amnesty were the Niger Delta People Volunteer Force (NDPVF), the Niger Delta Vigilante (NDV), and the Movement for the Emancipation of the Niger Delta (MEND) (Aniche 2019). Even after the amnesty agreement, the erstwhile militants still see themselves as the defenders of the Niger Delta people who have suffered neglect for decades in spite of the region's huge oil resources. Indeed, the oil industry has inspired some of the militants and violence among the groups, angry over environmental degradation from oil spillage and gas flaring that is connected to the destruction of fishery habitat and agricultural land. The main means of livelihood for the locale. The militants capitalized on these environmental problems and hazards to perpetrate all sorts of crimes and these actions have had significant effects on Nigeria's oil production capacity; whereas the infrastructural development should be inclusive. The militants' operations include damaging and destroying the oil pipelines, stealing oil, and kidnapping of foreign oil workers for ransom. Kidnapping originally aimed at the foreign employees of multinational companies, who covertly or overtly pay huge ransoms to the Niger Delta militants, but recently, it has taken new dimension of every categories of people. Nigeria then ranks third, after Mexico and India, among the top 20 countries in the world with the highest kidnapping rate (Oluwadare 2019).

In a move to stop this criminality, the government granted amnesty to all the militants. The amnesty agreement required the militants to hand over arms, ammunition, and equipment to the government and to give up criminal acts. For its part, the government promised reforms and other immediate benefits to the militants. The central government also inaugurated rehabilitation and reintegration welfare programmes for the ex-militants. It is estimated that Nigeria spends more than 400 million (naira), meaning every year for the amnesty programme (Oluwadare 2019). Despite these huge sums of money spent on the post-amnesty programme, militancy and criminality, especially oil theft and kidnappings, pipelines vandalization continue in the Niger Delta. Most of the criminality is blamed on disaffected militants who are dissatisfied with the amnesty package, prefer to make easy money from oil theft instead of reintegrating into society. Nigeria loses about 400 million naira daily because of illegal oil activities (Wilson 2014). Underlying causes of insecurity in Nigeria generally, the drive of insecurity in a country can be categorized as either internal or external, argue that internal sources are the key drive of insecurity in Nigeria. The internal root causes that ramify most in Nigeria include poverty and illiteracy (H. Idris (2013).

Poverty is a major catalyst for insecurity in Nigeria, despite enormous resources and wealth, most Nigerians still live in abject poverty. World Bank data show that about 46% of the total population lives below the poverty line. As of 2010, about 50.2% of Nigerians live on less than 2 USD a day (Paulinus, Wonah, 2020). Notably, Nigeria's monthly living wage or minimum wage was about 7500 NGN (ca 17 EUR. a day) until 2011 (Nkwatoh, Nathaniel, 2018). In 2012, the Nigerian Senate passed a bill increasing the minimum wage to 18,000 NGN monthly (ca 412 EUR monthly or ca 1.40 EUR a day) – (Paulinus, Wonah, 2020). However, most states, especially in impoverished northern, have not been able to comply with the provisions of the bill. The data from the National Bureau for Statistics in Nigeria shows that unemployment has increased from less than 10 million people in 2006 to about 17 million in 2011 (Paulinus, Wonah, 2020). Unemployment is closely related to poverty, as most of the poor people are either unemployed or underemployed; what is most worrisome is that most of those affected are the young? According to the National Bureau for Statistics Nigeria, the percentage of unemployed persons based on age distribution is more than 35% of Nigerians aged 15 to 25 years and about 22% for those aged 25 to 44 years (Alumona, Onwuanabile, 2019).

These statistics imply that the segment of Nigerian society that should be the most vibrant and active is unemployed. With the unemployment rate coupled with the high poverty rate, extremist groups brainwash the youth and entice them with promises of a better life than the government can provide. Boko Haram in north-eastern Nigeria used this strategy for recruitment additionally, most of the militants in the Niger Delta were unemployed or had menial jobs before joining the groups. As will be demonstrated shortly, the theory is relevant for the study of insecurity in Nigeria. The Nigerian state, like most modern states, is divided into different sectors, including but not limited to transportation, oil and gas, social service, education, health, manufacturing and security sectors. Each of these sectors has an assigned role to play by law in order to ensure balance and service delivery for the overall national interest and survival. The failure of any part of the system or subsystem leads to an inevitable breakdown and generates malfunction or failure to other parts. This is particularly germane in the context of the security sector and the roles the Nigerian Armed Forces are expected to play to promote national security, which is relevant for national survival (Ezeibe, Ezeani, Ani, Ubeibe, 2016). Although poverty and illiteracy are generally rife in Nigeria, the Northeast region has the highest numbers of poor and illiterate people (Nwangwu and Ezeibe, 2019). The activities of Boko Haram also constantly put Nigeria in negative light globally. Nigeria was ranked the third most terrorized nation globally in 2018, following Iraq and Afghanistan and ahead of Syria and Pakistan (Institute for Economics and Peace, 2018).

Major Insurgent Attacks and Soldier Performance

Timeline of major Boko Haram attacks and incidents from 2009 to 2019

S/NO	DATE OF ATTACK	STATE	NATURE OF ATTACK AND LOCATION	CASUALTIES
13.	July 26-29, 2009	Bauchi	2009 Boko Haram Uprising marking the Beginning of the insurgency in northern Nigeria.	Nearly 1,000 people were killed in clashes between Boko Haram Militant and Nigerian Soldier

2	September 7, 2010	Bauchi	Bauchi prison break	5 people were killed and 721 inmates freed from Bauchi prison
3	October 1, 2010	Abuja	Explosion near Eagle Square, Abuja	Claimed 12 lives, leaving many injured
4	May 29, 2011	Abuja/Bauchi	Bomb explosions in Abuja and Bauchi (during Goodluck Jonathan's swearing-in ceremony as new President)	15 people killed
5	August 26 2011	Abuja	A suicide bomber drove into the United Nations Office in Abuja	Killed 25 and injured 60 people
6	October 3, 2011	Borno	Attacked Baga Market in Maiduguri	Killed 3 people
7	December 24, 2011	Plateau	Bomb blast	Killed about 180 people
8	October 3, 2011	Niger	Christmas Day bomb blast in Madalla, Niger State	Killed about 150 people
9	February 7 2012	Kaduna	Suicide Bombing in Army barracks	5 killed
10	March 8, 2012		Abduction of an Italian known as Franco Lamolinara and a Briton known as Christopher McManus	Killed the 2 foreigners
11	April 26, 2012	Abuja/Kaduna	Bombed three media houses (ThisDay Newspaper) in Abuja, ThisDay, the Sun and the Moments in Kaduna	Killed 5 people including 2 security officers and left 13 people injured in Abuja. 3 people killed and many injured in Kaduna
12	September 12, 2013	Borno	Ambush of soldiers by Boko Haram	Killed 40 soldiers
13	October 29, 2013	Yobe	Attacked Damaturu, the capital of Yobe State	Attacked Damaturu, the capital of Yobe State
14	April 14, 2014	Abuja	Twin Bombing	Over 88 people were killed
15	April 15, 2014	Borno	Abduction of 276 Chibok girls	
16	Abduction of 276 Chibok girls	Abuja	Car bombing	Killed 19 people
17	May 5, 2014	Borno	Attacked Gamboru and Ngala Towns	Killed 300 people
18	June 2, 2014	Borno	Gwoza massacre	Killed 200 people
19	November 28, 2014	Kano	Kano bomb blast and gun attack	Killed 120 people

20	December 13, 2014	Borno	Gumsuri kidnappings (Borno State)	Killed 35 people, while about 185 people were kidnaped.
21	January 3 – 7, 2015	Borno	Baga massacre and raze	Killed at least 2000 People
22	February 12, 2015	Borno	Invasion of Sambisa Forest, Borno State (Boko Haram Stronghold) by West African Allied Forces of Nigeria, Cameroon, Chad and Niger	An undisclosed number of insurgents were killed
23	July 6, 2015	Plateau	Two bomb attacks on the central Nigerian city of Jos	Killed at least 44 people
24	August 1, 2015	Borno	Boko Haram fighters attacked Malari village, near Maiduguri.	Killed at least 13 people
25	September 20, 2015	Borno	Three bomb explosions in Maiduguri.	Killed at least 54 people.
26	November 17, 2015.	Adamawa	A blast in the Northeastern city of Yola on Tuesday	Killed at least 32 people and about 80 others injured
27	February 9, 2016	Borno	Two female suicide bombers detonated explosives at a displaced persons camp in Dikwa	Killed at least 58 people and about 80 others injured..
28	December 9, 2016	Adamawa	Two explosions in Madagali LGA	Killed at least 57 people and 177 others injured
29	January 7, 2017	Yobe	Boko Haram attacked a Nigerian army base in BuniYadi	Killed at least 5 soldiers
30	June 8, 2017	Borno	Multiple suicide bombattacks targeting mosques in Maiduguri	Killed at least 14 people and 24 others injured
31	June 14, 2017	Borno	Boko Haram raided Komdi and Tuyan	Killed at least 10 people and kidnapped 6 others
32	February 19, 2018	Yobe	Abduction of 110 Dapchi schoolgirls	
33	May 5, 2019	Borno	Boko Haram attacked Nigerian military base	15 soldiers killed, 19 injured
34	June 12, 2019	Borno	Boko Haram attacked a military location in Kareto	Killed the commanding officer of 158 Battalion and an undisclosed number of soldiers.
35	June 15, 2019	Borno	Boko Haram attacked another troops' location in Damasak	An unconfirmed number of soldiers were injured.

Source: Compiled from documentary reports (2009-2019).

Evidence from Table indicates that Boko Haram attacks in Nigeria were most active between 2011 and 2014. During this period, the public lost confidence in the ability of the military to defend Nigeria's territorial integrity due to the countless Boko Haram attacks on the Northeast geopolitical zone (ThisDay, 2018). Though Boko Haram attacks are largely concentrated in the whole Northeast region, the attacks are pronounced mostly in Borno, Yobe and Adamawa States, collectively known as BAY states in Nigeria (Nwangwu and Ezeibe, 2019). The major implications of the presence and destructive activities of Boko Haram in Nigeria include constituting a threat to the safety and stability of Nigeria because, their presence scares local, regional and international investors in Nigeria. Njoku and Nwachukwu (2015) observed that the attacks of Boko Haram on public institutions across Nigeria have increased fear among the populace and shaken the confidence of foreign investors in the country's economy. Though there is a general claim by the President Buhari-led administration that the Boko Haram insurgency has been technically defeated. Nwangwu and Ezeani, Ani, Ezeibe et al (2019) argued that, the war against insurgency in the Northeast is far from being over. This study has been able realize from the table and various scholars' propositions that, the Nigeria insurgencies has been grossly politicized and some spoilers has chosen the path of advantage to be permanent.

Theoretical framework

This study utilizes three (4) theories that concentrates on deeper explanation of the adequate welfare stimulate efficient soldiers' performance and accomplishment of organizational set tasks. The theories include: the model "Best practices and best fits" (Kessay, 2021; UKessays, 2018) as the key instruments for clarity through human resource perspectives while others consolidate what human resource based has established; John Stacey Adams, (1963) Equity theory (Redmond, 2010; Georgia, 2010), Frederick Herzberg Two factors theory (1959) and Chester Barnard (1938) of Acceptance theory, whereby leader seek conscience of subordinates through complementary variables to submit their conscience for obeisance to accomplish a set task. Below is the position of each of the theories, showing their proponents basic assumptions, strengths and weakness? However, the theories adequately provide a framework that explains the effect of maladministration of welfare on soldiers' performance and the result on security of the territory wealth and the citizenries of the nation called Nigeria; therefore, findings of this study was to be built upon.

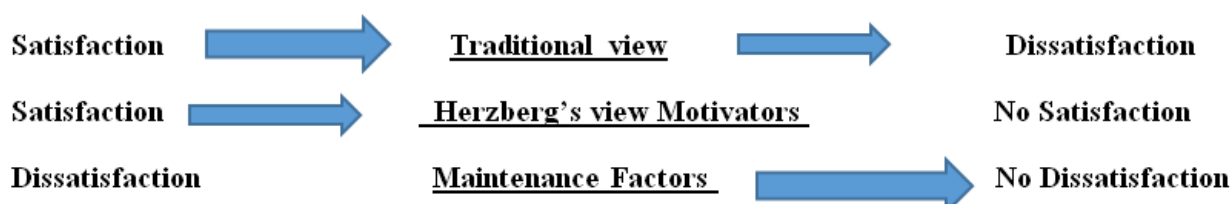
Table: 2 Equity Equations

Individual	Compared with others Equity	Output/Input = Output/Input
Negative	Output/Input < Output/Input Inequity Positive	Output/Input > Output/Input

Source: field work 2026

Negative is known as underpayment while positive is known as overpayment. The inputs are efforts loyalty, hard work, skill adaptive flexibility; trust in superiors, support of colleagues and personal sacrifice to mention but few. While outputs are financial rewards (salary, benefits, perks) intangible-recognition/reputation, responsibility, sense of achievement, praise and growth. Adams further asserted forms of equity: distributive and procedural equity. Adams explains distributive equity which is concerned with the fairness with the employee contribution and in comparison with others. While procedural equity is concerned with the perceptions employees have about the fairness with which organization procedures in such areas as performance appraisal, promotion and discipline are being operated.

Herzberg Two Factor's Analytical Analogy



Source: field work 2026

As being displayed above, the factors leading to job satisfaction are separated and distinct from those that lead to job dissatisfaction, hence managers who seek to avoid factors that can create job dissatisfaction can bring about peace or enabling environment but not necessarily motivation; meanwhile, the extrinsic factors are only maintenance factors, and when they are satisfactorily maintained soldiers' or group will not be dissatisfied neither will they be satisfied.

Summary of Theoretical Framework

The result supports the assumptions of both approaches 'best practices and best-fit' are valid and crucial in explaining the essence of the fair administration of welfare, incentives, perks or benefits of various kind that can stimulate higher performance in accomplishment of organizational goals (Larsen and Mayrhofer, 2006, p.191-193). More importantly, in human resource management, there are universally applicable best practices that positively influence organizational performance and competitiveness, but their application requires best fit to the conditions of the organization that determine the positive effects of applied best practices in human resources management on achieved organizational performance and competitiveness; it supports the assumption that the essence of the optimal system of administrative network is to ensure salary/wage, other welfare packages is being administered to soldiers' as at when due without any elements of foul play that may in anyway waters down the morale of soldiers, which may engender poor performance and permit insecurity of the territory, wealth, and the people. For instance, in AU mission (AMIS 2004) Western Darfur, while going on patrol or escort to Foreign Observers, after breakfast there will be couple ration distributed to soldiers' as bunch, in case the mission delays or whatever reasons before lunch adequate provisions was made in all ramifications to ensure both safety and comfortability. Hence it is the core essence of administrative unit to harness the organizational resources to achieve the corporate goals.

Based on the other theories, equity, and expectancy theories points directly to fairness in monetary, material incentives, behavioural relations: selection for operation and relationships distribution (distribution, procedural equity) with among soldiers' is of great factor to accomplishment of corporate goals through cooperation and higher performance towards achievement in defensive responsibility. While Argyris maturation, Herzberg two factors and Maslow hierarchy of needs are thematic on intrinsic needs more than maintenance factors which deals basically on achievement, sense of belonging, power that is being recognize or able to identify with the organizational success. Meanwhile, they have never turned down the hygiene factors except in a situation where its adjudication (administration) is below standard or mechanistic in nature thereby brings no satisfaction to employees, which may result to unequal relations, whereby emerge contradictions with end result of poor performance and failure of objectives accomplishment. That is, where the three major skills (Human, Conceptual, and Technical i.e. interpersonal, informational, decisional, and procedural is given due cognizance) in administration plays a role of being able to harness the available resource judiciously to boost soldiers' morale and also accomplish organizational goals. Where leadership is in mediocrity with haphazard battle readiness in which the gap of FBO is apparent, no sufficient Intelligent report on sound model that should be translated on range card for every levels of leadership to ensure the safety, timeliness, minimizing ammunition to accomplish given task. Thus will reduce the rate of mass voluntary retirement, crime rate, negligent of duty, delay of RCA, AWOL, abscondment, and dismissal rate to mention but few. Rather judicious administration of welfare, incentives, benefits will encourage capture and hold, zero weapon lost, non-dislodgement, timeliness in theatre axis; above all, be always on top of the defense situation, either in offensive or defensive against any kinds of aggressions, defending territory, wealth and the citizenries of Nigeria

MATERIAL AND METHODS

Study Area

This study was be carried out in Akwa Ibom State of Nigeria and to investigate effects of welfare on soldiers' performance, four Army bases will be approached due to their experiences in all forms of aggressions bothering Nigeria: 2Brigade annex, 6Battalion, 2Bde Garrison and Niger Delta Sector 4 JTF headquarters. In all, the work tends to evaluate why insecurity lingers despite Armed Forces existence, what are the major causes of soldiers' not capable to curtail all forms of aggressions in the country? Why were they not willing or not capable to defend

the nation from all forms of gangster groups? Thus, the work is to verify cause-effect of the phenomenon at hand.

Method

This study adopted the Descriptive design as an appropriate tool to enable the researcher retrieve data to meet its objectives. Thus, lucidly opined that, descriptive interprets, synthesizes, and integrates viable data for reasonable conclusion (Virginia Braun, Victoria Clarke 2023). In the context of this study, the research work tends to: ascertain the extent to which welfare packages and psychological battle readiness affects soldiers' performance and to examine extent at which relationship between soldiers' perception of welfare and patriotism to national defense. The population of the study comprised the commissioned and non- commissioned soldiers in Akwa Ibom State. Therefore, the total number of solders in the four (4) formations in Akwa Ibom State is 1026. These formed the population of the study. Sample size of 285 respondents was drawn from the population of the study using Krejcie and Morgan Table of sample determination. The study employed Stratified sampling technique to select the sample size for the study. This sampling technique was necessary to get actual proportion of soldiers from each unit in order to avoid bias. Hence, the four (4) Formations were divided into strata to give equal opportunity to each sratum of the sample. Both primary and secondary sources of data collection were employed for the study in order to ensure the reliability of the information resulting from the research. The primary data for the study were gathered with the aid of a research questionnaire, while secondary data comprised published and unpublished texts, journals, newspapers and magazines, conference and seminar papers. The instruments were given to the research supervisors and experts in measurement and evaluation in the Faculty of Social Sciences for content validity. In other to test for data reliability, the study was Cronbach's Alpha to measure internal reliability of the questionnaire. Chi-Square and Analysis of Variance (ANOVA) were used to test the hypotheses.

RESULT

Demographic Data of the Respondents

Demographic variables	Frequency (N=281)	Percentage (100%)
Sex		
Male	198	73.26
Female	83	26.74
Total	281	100.00
21-30	50	18.6
31-40	70	20.1
41-50	45	15.8
51-60	19.9	19.9
61-70	25	10.0
Total	281	100.00

Source: Field work, (2026).

Marital Status of the Respondents

Marital Status	Frequency	Percentage
Married	190	67.6
Single	68	24.2
Divorce	23	8.2
Total	281	100.00
Household Size	N=281	%
Less than 7	258	91.8
More than 7	23	8.2
Total	281	100.00

Source: Field work, (2026).

Educational Qualification of the Respondents

Education Level	Frequency	Percentage
FSLC	50	17.8
Secondary Education	201	71.5
Tertiary/Army courses	30	10.0
Total	281	100.00

Source: Field work, (2026).

Interpretation of Demographic Data of Respondents

The data showed that, out of the 281 questionnaires that were retrieved, 198 (73. 26%) were male, while 83 (26.74) were female. The age distribution of the respondents portrayed that 40 personnel (15.2%) were less than 20 years; 50 personnel (18.6%) were between the age of 21-30; 70 personnel (20.1%) were between the age of 31-40 years; 45 soldiers (15.8%) were between the age of 41-50; 51 respondents (19.9%) were between 51-60 years; while 25 personnel (10.4%) were between 61-70 years of age. The data also revealed that 190 (67.6%) personnel were married; 68 (24.2%) soldiers were single (i.e. both male and female); while 23 (8.2%) were divorced. The data equally showed that 258 (91.8%) personnel have less than seven (7) children; while 23 (8.2%) respondents have more than even (7) children. Finally, the data proved that 50 (17.8%) personnel were able to obtain first leaving certificate (FSLC); 201 (71.5%) soldiers had senior secondary certificate (SSCE or equivalent); while 30 (10.7%) respondents were able to attend tertiary institution/army courses (NCE/ND/HND/B.sc and postgraduate qualifications).

Responses on Welfare Packages and Psychological Battle Readiness Enjoyed by Soldiers'

S/NO	Statements	SA	A	SD	D	TOTAL
1	Soldiers' of various cadres enjoy salary scale, adequate recreational facilities, legal aids and their dependents enjoy not subsidized medical treatment.	130	100	21	30	281

2	Soldiers enjoy subsidized decent staff quarters, housing scheme and mobility loans.	100	74	58	49	281
3	Soldiers' are regularly promoted with financial increment, capacity building programmes, and other allowances.	105	74	26	60	281
4	Psychological preparedness of soldiers,' adequate battle readiness and adequate logistics aids soldiers' performance.	110	85	56	30	281

Source: Field work, (2026).

Interpretation of Responses on Welfare Packages and Psychological Battle Readiness Enjoyed by Soldiers

The data above proved that, 130 (46.3%) of respondents strongly agreed that, salary scales was not made on living wage neither considering purchasing power parity (PPP), no sufficient recreational facilities to sustain living, nor was there provision for legal aids and soldiers' dependents were not privileged to subsidies medical provision even though it is on black and white soldiers' are on NHIS, costly drugs don't always available. It further noted that 100 (35.6%) of respondents agreed that, soldiers' salary scale is poor to risk involve and 21 (7.5%) respondents disagreed; while 30 (10.7%) soldiers' disagreed. With regards to the question 2, decent staff quarters, provision of housing scheme, mobility loans and its effect on organizational performance, 100 (35.6%) of respondents strongly agreed; also 74 (26.3%) soldiers' agreed that, those provisions are not available, while some are on black and white alone; 58 (20.6%) respondents disagreed; while 49 (17.4%) respondents strongly disagree. The question 3 data also revealed that 105 (37.4%) of respondents strongly agreed that, there is no any meaningful increment on promotion basis, and other allowances are not realistic; 90 (32%) personnel further agreed; and 26 (9.3%) respondents disagreed; while 60 (21.4%) strongly disagreed. Finally, the data on question 4 showed that 110 (39.1%) respondents strongly agreed that, battle preparation and readiness, including enormous logistic boost soldiers' morale; 85 (30.3%) further agreed; and 56 (19.9%) respondents disagreed; while 30 (10.7%) soldiers' strongly disagreed.

Responses on Relationship between Soldiers' Perception of Welfare and their Patriotism to National Defense

S/NO	Statements	SA	A	SD	D	TOTAL
5	Perception of welfare administration aid soldiers' performance	190	40	27	24	281
6	Leadership values can enhance achievement of corporate goals	120	54	47	60	281
7	Wide gap among cadres' welfare create incoherence for team works	75	120	46	4	281
8	Effective leadership reduces indiscipline among soldiers' cadres	201	49	18	3	281

Source: Field work, (2026).

Interpretation of Responses Relationship between Soldiers' Perception of Welfare and their Patriotism to National Defense

The responses show that maladministration of welfare engenders low morale in Nigeria army. An intensive view at the above proposition proved that 190 (67.6%) soldiers' strongly agreed that inefficient administration of welfare leads to low morale, while 40 (14.2%) agreed; 27 (9.6%) respondents disagreed and 24 (8.5%) soldiers

strongly disagreed with the proposition. The responses from question 14 in the above table showed that 120 (42.7%) respondents strongly agreed and 54 (19.2%) respondents agreed respectively that leadership value is the ultimate if discipline will be instilled while 47 (16.7%) and 66 (23.5%) disagreed and strongly disagreed respectively. A critical analysis of question 15 in the above table indicated that 75 (26.7%) respondents strongly agreed and 120 (42.7%) respondents agreed accordingly that wide gap in welfare distribution announces rate of discrimination among cadres; while only 46 (16.4%) disagreed and 40 (14.2%) respondents strongly disagreed with the proposition. The question 16 in the above table revealed that 201 (71.5%) soldiers strongly agreed and 49 (17.4%) agreed accordingly that effective leadership command will be firm to get the bagasse job done without discrimination; while 18 (6.4%) respondents disagreed and 13 (4.6%) respondents strongly disagreed respectively.

Test of Hypotheses

Test of Hypothesis 1: There is no significant relationship between welfare packages, battle readiness and soldiers' performance.

Chi-square analysis of the welfare packages and psychological battle readiness on organizational performance.

Fo	Fe	Fo-Fe	(Fo-Fe) ²	$\frac{(Fo-Fe)^2}{Fe}$	Cal. x ²	Crit. X ²
230	119.67	110.38	12183.74	101.85		
174	81.33	92.67	8587.73	105.6		
195	119.67	75.38	5682.14	47.50		
51	81.33	30.33	919.90	11.31	270.27	5.991
107	119.62	12.62	195.26	1.33		
86	81.33	4.67	21.81	2.68		
				$\Sigma 270.27$		

Significant $p < 0.5$, $d/f = 2$, $x \text{ crit.} = 5.991$

The result showed that the calculated x^2 value of 270.27 was greater than the critical value 5.991 at 0.05 level of significant with the degree of freedom at 2. The null hypothesis was thus rejected. This simply implies that, the efficient welfare package and psychological battle readiness precedes optimal performance.

Test of Hypothesis 2 There is no significance relationship between soldiers' perception of Welfare and their patriotism to national defense.

Chi-square analysis of the soldiers' perception of welfare and their patriotism to national defense.

Fo	Fe	Fe-Fo	Fo-Fe	$\frac{(Fe-Fo)^2}{Fe}$	Cal. X ²	Crit. X ²
250	204	46	2116	10.37		
164	77	87	75.69	98.30		
198	204	-6	36	0.18		
107	82.66	24.33	592.44	7.17		

174	198.33	24.33	591.95	2.98	205.6	5.991
97	72.22	20.15	472.55	5.16		
				$\Sigma=205.6$		

Significance $P < 0.05$, $f/f = 2$, Crit. $X^2 = 5.991$.

Result of from the table above implied that the calculated x^2 of 205.6 was greater than the critical x^2 value of 5.991 at 0.05 level of significant with the degree of freedom at 2. The test indicated that, the null hypothesis was rejected for the alternate hypothesis that; soldiers' perception of welfare affects organizational performance.

Findings

In hypothesis 1, the researcher found out that the calculated (x^2) value of 270.27 was greater than critical value 5.991 at 0.05 level of significance with the degree of freedom at 2 (Chi-square). The null hypothesis was rejected, and confirmed that, there is significant relationship between welfare packages and psychological battle readiness on soldiers' performance.

Hypothesis 2 revealed that the calculated x^2 value of 494.52 was greater than critical value 5.991 at 0.05 level of significance with the degree of freedom at 2, the null hypothesis was rejected, thus proved that, there is significant relationship between soldiers' perception of welfare administration and national defense in any theatre axis.

DISCUSSION OF FINDINGS

This study discovered that most of the welfare packages on black and white is to expropriate soldiers, ranging from the military regalia to operational up keeping (RCA). It was realized that there is no deeper comprehension of welfare spectrums or pretend not to know, compare with Metropoles states provisions for their soldiers. The soldiers' minds were not psychologically prepared, hence battle preparation was poor, while the politics displayed by both military hegemonies and political incursion has stolen the trust of the soldiers, thereby kills their morale. Again, the perception of soldiers' welfare tendencies affected their patriotism to national defense.

The welfare packages, psychological battle readiness and soldiers' perception the politics is a coin of the same side, having great impact on the fighting morale. If the welfare is taking care of, and psychological battle preparation and readiness is neglected, there will be problem; the soldiers' will be ready to fight but not capable and if the equipment is adequate and the morale is low, the soldiers' are capable but not ready to fight. Therefore, holistic provisions must be in place to be ready and capable to fight.

CONCLUSION

Investigations on impact of welfare administration on soldiers' accomplishing a set task varied in time and places within context. Hence the enhancement and harnessing the adequate resources at the disposal of Nigerian army to fully take charge in order to instill culture and organizational citizenship behaviour that will always lift the troop spirit and keep the morale high for optimum exploration, and success in battle within given timeframe with less casualty, zero loss of weapon, zero level of abscondment, less absent without leave, higher rate of compliance to particular and standing order will become Nigerian army icon of fame in the region and globe at large.

RECOMMENDATIONS

Based on foregoing conclusion, the following recommendations are discernible:

- Government should review present welfare policies and compare with that Centre states in order to adjust it to global standard, to afford formidable army in the region of dark continent.

- ii. Government should establish an institution to evaluate and control the Nigerian army welfare, to ensure high morale of soldiers' in both internal and external aggressions.

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