

GLOBAL PEACE AND SECURITY: A CASE FOR FACILITY MANAGEMENT IN LAW ENFORCEMENT AGENCIES IN ENUGU, NIGERIA

O. A. Odenigbo,

C. C. Ezema, &

N. I. Ewurum

Department of Estate Management
Institute of Management and Technology, Enugu, Nigeria

Abstract

Given the novel challenges faced by law enforcement agencies in achieving sustainable peace globally and locally, the study fills the gap in extant literature by determining the role of facility management (FM) in overcoming the challenges. It is significant to law enforcement agencies, Estate Surveyors and Valuers (ESVs), the public, and scholars. Related literature in FM and service delivery proxies of law enforcement agencies are reviewed conceptually and empirically. The population of the study comprises all 6 security agencies and 45 ESVs in Enugu. The focus group is limited to a sample of 138 officers, determined with Freund and Williams formula for infinite population due to the reluctance of the agencies to release their official population figures. The expert survey covers all 45 ESVs using a Likert scale structured questionnaire. Hypotheses were tested with One-sample Kolmogorov Smirnov Test and Correlation Coefficient. The study found that prospects of FM in law enforcement agencies are advancing the strategic utilization of the workplace, sustainable inventory management, and establishment of effective communication systems. It concludes that FM will play a significant positive role of engendering global peace through improved service delivery of law enforcement agencies. The study recommends that government appoint ESVs with respect to cohesive facility management functions in the agencies.

Keywords: facility management, global peace, law enforcement agencies, service delivery.

Introduction

Security is critical to the development and advancement of any nation. Any government that is found wanting in providing adequate security for its citizens is, to put it mildly, catastrophically irresponsible. For a nation to achieve relative success in this critical area that concerns every aspect of human endeavour, it must have in place reliable law enforcement agencies that are physically, structurally, morally, mentally and technologically consistent with global best practices. Their primary role is securing compliance with existing laws and conformity with precepts of social order.

In the recent past, security agencies have experienced novel challenges alien to the norm. Groups such as Islamic State popularly known as ISIS, Al Qaeda, Boko Haram, Al-Shabbab, drug cartels, to mention a few, are already household names in Nigeria.

Events such as destructions of farmlands, properties and lives by suspected renegade herdsmen, blowing up of pipelines by militants, kidnapping, terrorism, militancy, rape, drug abuse, and cybercrime regularly occupy the headlines of Nigerian dailies. With each advent of these troubling elements, governments globally and locally are faced with the challenge of responding in equal, if not overwhelming measure.

Global Peace Index (2013) by the Institute for Economics and Peace (IEP) provides a damning assessment of Nigeria's equipment to tackle insecurity with the country ranked as low as 149 out of 163 countries. The IEP is endorsed by Dalai Lama, Kofi Annan, Desmond Tutu, among others, and uses indicators such as number of organized internal conflicts, political instability, terrorist activity, regional integration to arrive at its results. This exposes the low service delivery of Nigerian law enforcement agencies.

The poor apparatus of Nigeria's security agencies indicated in the Index prioritizes sustainable evaluations of the facilities in line with their goal of sustaining peace. This assertion buttresses the facility management (FM) discourse which emphasizes innovation, anticipation, adaptation and continuous improvement towards meeting the expectation of all stakeholders. It is worrisome, therefore, that FM is still an emerging concept in the Nigerian public sector (Opaluwa, 2005, p. 2), and its nexus with performance of security agencies is yet to be established in indigenous literature. The study sets in motion an empirical analysis into the prospect of FM in improving global peace through the enhanced performance of law enforcement agencies in Enugu Nigeria.

Research Problem

Meaningful development cannot be attained without peace and social order. Still, ISIS, Boko Haram, Al Qaeda, Al Shabab, militants, and renegade herdsmen represent the new order in the peace and security discourse. An appraisal of the situation in Nigeria today suggests that citizens, businesses and security agencies alike face mounting novel security challenges. Performance of security agencies, such as the Nigerian military, Department of State Services (DSS), National Drug Law Enforcement Agency (NDLEA), Nigeria Police, among others, in curbing insecurity in Nigeria has been relatively below bar. Efforts have been made to review and address the situation. Given the prospects of facility management (FM) in enhancing service delivery in sectors such as finance and hospitality, it is interesting that a significant gap exists in literature with respect to the examination of the prospects of FM in law enforcement agencies. The findings of the study are intended to address this lacuna and become a basis for determining the empirical correlation between both variables.

Aim of the Study

The aim of the study is to advance the role of facility management in enhancing service delivery of law enforcement agencies in Enugu Nigeria with a view to foster regional and global peace. The specific objectives of the study are as follows:

1. To advance the role of facility management in organizational re-engineering of Nigerian law enforcement agencies.
2. To advance the role of facility management in inventory management in Nigerian law enforcement agencies.
3. To determine the effect of facility management on organizational commitment in Nigerian law enforcement agencies.

Review of Related Literature

The review centers on the conceptual and empirical constructs of the facility management discourse.

Conceptual Framework: Facility Management (FM)

Udechukwu (2012) opined that Facility Management is “all things to all people”. By this assertion, Facility Management combines real estate, workplace facilities and business processes for the realization of the core business of the enterprise, (Ewurum, Emoh and Fidelis-Umeh, 2015). A cursory look at facility management literature identifies the key element of integrating organizational processes towards improved performance. The International Facility Management Association (IFMA) summarized FM as an integration of People, Process and Place (Patanapiradej, 2016).

Ewurum et al. (2015) argued that this may be limited without adding a fourth P - performance. Their argument stressed that the integration becomes terribly isolated without the sure goal of improving organizational performance. This study agrees with the inclusion of ‘performance’ in IFMA’s 3Ps of facility management based on the belief that it ensures that there is adequate focus on the end game. Thus, FM is “an evaluation and integration of human capital, operations and the work environment towards value creation in consistence with the primary objectives of the organization” (ibid.). This position is adopted by the study.

Empirical Framework

Nigerian Law Enforcement Agencies: General State of Affairs

Karimu (2014) used a political economy model to assess law enforcement performance in crime prevention and control from the perspectives of civilian population. This model provides a general framework to understand the crime problem of a society and the effectiveness of the crime control and prevention agency (Karimu, 2014). The study was carried out among residents of three communities in three local governments of Osun State, namely: Ife Central, Ilesha West and Osogbo. It utilized an in-depth interview supplemented with focus group discussions to obtain data from the respondents. The findings indicate that law enforcement agencies have not been able to efficiently combat crime in the area.

Similarly, Ngozi Okonjo Iweala (NOI) Polls (2013) conducted a study on Nigerian Police from February 12 to 15, 2013. NOI Polls Limited is a Nigerian opinion polling and

research organisation, which works in technical partnership with the Gallup Organisation (USA) to conduct periodic opinion polls and studies on various socio-economic and political issues in Nigeria (noi-polls.com, retrieved on June 12, 2017). The study surveyed a random nationwide sample of 1,025 persons aged 18 years and above across the six geopolitical zones in the country. The study found that 52% of the respondents do not feel that the police are their friend. Esiedesa (2015) concurred with the position that a later poll by the same organization in partnership with Leadership Effectiveness Accountability and Professionalism (LEAP) Africa shows that most of the respondents cited Nigerian law enforcement agencies as weak institutions.

Organizational Structure and Practicability of Facility Management

Making a case for the integration of facility management in law enforcement agencies will be myopic at best without due reference to the organizational structures of the agencies. This formed an aspect of the focus group discussion with law enforcement agencies. McLaughlin (2017) argued that organizational structure clarifies communication processes and the roles that employees perform, so that everyone understands their responsibilities to the group. The study examined the role of facility management in achieving global peace through the integration of processes, place, people and performance towards the pertinent re-engineering of the organizational structure of Nigerian law enforcement agencies.

Applicability of Facility Management

Facility Management uses the concepts of innovation, performance and workplace-centered operations in achieving its set objectives of helping an organization perform optimally, reduce overhead, and attain cost saving and operational efficiency (Ozili, 2014). Lepkova, & Žūkaitė-Jefimovienė (2012) argued that this is actualized through the functions of programming, space management, operations management, and employee support. Lending credence to this position, Awuzie, Emuze, & Ngowi (2016) averred that in public organizations, FM guarantees client satisfaction, cost effectiveness, response time, service reliability, health safety, environmental compliance, staff commitment, and Information and Communication Technology application.

Empirically, business re-engineering (Douglas, Antony, & Frier, 2007; Préfontaine, Ricard, Sicotte, Turcotte, & Dawes, 2000), inventory management (Napitupulu and Senses, 2014) and organizational commitment (Napitupulu, & Senses, 2014; Douglas et al., 2007) represent the critical success factors of service delivery in government agencies with relevance to law enforcement. As a result, they were used as indices in analyzing the role of facility management in business re-engineering, inventory management and organizational commitment in Nigerian law enforcement agencies towards the attainment of global peace.

Critique of Literature

The review of related literature showed that improved service delivery is guaranteed with the professional application of facility management. However, the extent to which this is true with respect to law enforcement agencies in Nigeria has not been established in empirical literature. The study is an attempt to fill this gap in empirical literature.

Methodology

The study is a feasibility and viability appraisal of the role of facility management in fostering global peace through improved service delivery of law enforcement agencies. As a result, the study adopts the exploratory research design that involves focus group discussion and expert survey.

Study Area

The study area, Enugu, is the capital of Enugu State in Nigeria. It is located in south-eastern Nigeria and was named after Enugwu Ngwo, under which coal was found. The State shares borders with Anambra, Abia, Kogi, Ebonyi and Benue States. Enugu became the capital of the Eastern Region after Nigeria's Independence in 1960; while a succession of territorial adjustments in 1967, 1976 and 1991 led to Enugu becoming the capital of what is now Enugu State. The metropolitan nature of the city makes it one of the most accommodating cities in Nigeria. The city is home to many tertiary institutions, an international airport, and world class hospitality and tourism centres.

Population of the Study

The population of the study comprises all 6 security-related law enforcement agencies and 45 ESVs in Enugu. The law enforcement agencies used for the study are National Drug Law Enforcement Agency, Department of State Services, Nigeria Police, Nigeria Security and Civil Defence Corps, Nigeria Customs Service, and Nigeria Immigration Service.

Determination of Sample Size

The focus group is limited to a sample of 138 officers, determined with Freund and Williams formula for infinite population, due to the reluctance of the agencies to release their official population figures. This is shown as follows:

$$n = \frac{Z^2pq}{e^2}$$

Where:

- n = sample size
- p = percentage of positive response
- q = percentage of negative response
- e = margin of error
- Z = level of confidence

From the result of the pilot survey, the p (0.9) and the q (0.1) were generated. At $\alpha = 0.05$ (margin of error), $Z = 1.96$. Thus, we have:

$$n = \frac{(1.96)^2(0.9)(.1)}{(.05)^2} = \frac{3.8416(0.09)}{.0025} = \frac{.345744}{.0025}$$

138.2976

In this regard, the study uses quota sampling method. The expert survey covers all 45 ESVs using a Likert scale structured questionnaire.

Method of Data Collection and Analysis

With the aid of a questionnaire structured along the objectives, the expert survey covered all 45 registered Facility Managers in Enugu metropolis (NIESV Enugu Branch Directory, 2010). Data was sourced from primary sources and results from the expert survey were subsequently subjected to Normality Test using Kolmogorov-Smirnov statistical tool. Where the responses follow a normal distribution with less variances, we reject the null hypotheses. By implication, where $Z\text{-calculated} > Z\text{-critical}$ (1.96) and the correlation coefficient is significant as $p\text{-value } 0.000 < 0.05$, we reject the null hypothesis.

Data Analysis

Six focus group interactions were held with the researchers acting as moderator, and each session was approximately an hour long. This is greater than the standard of four focus group discussions per empirical analysis project for ideal saturation of themes as argued by Krueger and Casey (2010). The focus group discussions were supplemented with an expert survey questionnaire which was subjected to a reliability test using Cronbach Alpha with subsequent coefficient of 0.912. The result obtained from the analysis of data collected is presented as follows:

H1: Role of facility management in successful re-engineering of the organizational structure of law enforcement agencies in Nigeria is significantly positive.

The dominant theme of the focus group discussion on this issue is that each law enforcement agency has a unique organizational structure but the variation is not significantly high. When presented with the result of the focus group discussion with the agencies, facility managers cited the flexibility of facility management functions in adapting to different organizational structures. They also agreed that FM plays the role of provision of incentives for strategic utilization of the work environment in consistence with the goals of the agency.

Analysis

Table 1 shows the analysis of the expert survey results on the same issue.

Table 1: One-Sample Kolmogorov-Smirnov Test

		Role of facility management in successful re-engineering of the organizational structure of Law Enforcement Agencies in Nigeria is not significantly positive
n		45
Normal Parameters ^{a,b}	Mean	1.8845
	Std. Deviation	1.04327
Most Extreme Differences	Absolute	.283
	Positive	.283
	Negative	-.198
Kolmogorov-Smirnov Z		6.332
Asymp. Sig. (2-tailed)		.000

a. Test distribution is Normal

b. Calculated from data

Decision

Since the computed $Z = 6.332$ in Table 1 is greater than the table value of $Z = 1.96$ at significance of 0.000, we rejected the null hypothesis. Thus, we assert that the role of facility management in successful re-engineering of organizational structure of Nigerian law enforcement agencies is significantly positive.

H2: Role of facility management in inventory management in Nigerian law enforcement agencies is significantly positive.

The key finding from the focus group discussion with Nigerian law enforcement agencies was that inventory management in the agency is archaic, poor and redundant. The professionals strongly agree with the assertion and cite that the role of FM in this regard is an integration of current and sustainable FM principles into planning stages for the procurement of new infrastructure projects as well as maintenance management of existing inventory. This agrees with the work of Awuzie et al (2016).

Table 2 shows the analysis of data obtained from the expert survey on this issue.

Table 2: One-Sample Kolmogorov-Smirnov Test

		Role of facility management in inventory management in Nigerian Law Enforcement Agencies is not significantly positive
N		45
Normal Parameters ^{a,b}	Mean	2.3818
	Std. Deviation	1.29979
Most Extreme	Absolute	.314
Most Extreme	Positive	.314
Differences	Negative	-.159
Kolmogorov-Smirnov Z		5.202
Asymp. Sig. (2-tailed)		.000

a. Test distribution is Normal

b. Calculated from data

Decision

Since the computed $Z = 5.202$ in Table 2 is greater than the table value of $Z = 1.96$ at significance of 0.000, we rejected the null hypothesis. Thus, we assert that role of facility management in inventory management in Nigerian law enforcement agencies is significantly positive.

H3: Effect of facility management on organizational commitment in Nigerian law enforcement agencies is significantly positive.

The theme of the focus group discussion with Nigerian law enforcement agencies on this issue was that organizational commitment is low as a result of perceived low sense of belonging, work-life balance and employee participation in staff welfare-related decision making. They strongly agree that where these are successfully reversed by professional FM integration into the organizational culture of the agencies, commitment will significantly be improved. The professionals were also in tandem with the assertion that FM will establish effective communication systems which engender staff development, staff welfare and reward packages in the agencies. They argued that the practicability of this incorporation will be achieved after prior restructuring of processes in the agencies.

Table 3 shows the result of the expert survey on Hypothesis 3.

Table 3: Correlation

		Agree	Disagree	Undecided
Agree	Pearson Correlation	1.000(**)	1.000(**)	1.000(**)
	Sig. (1-tailed)	.	.	.
	N	45	45	45
Disagree	Pearson Correlation	1.000(**)	1.000(**)	1.000(**)
	Sig. (1-tailed)	.	.	.
	N	45	45	45
Undecided	Pearson Correlation	1.000(**)	1.000(**)	1.000(**)
	Sig. (1-tailed)	.	.	.
	N	45	45	45

** Correlation is significant at the 0.01 level (1-tailed).

Decision

As shown in Table 3, the computed value of the correlation coefficient (r=1.000; α=0.01) indicates a significant positive correlation between facility management and organizational commitment in Nigerian law enforcement agencies. Therefore, the null was rejected.

Findings

1. Role of facility management in successful re-engineering of organizational structure of Nigerian law enforcement agencies was significantly positive.
2. Role of facility management in inventory management in Nigerian law enforcement agencies was significantly positive.
3. Effect of facility management on organizational commitment in Nigerian Law Enforcement Agencies was significantly positive.

Conclusion and Recommendations

We have so far explored the stimulation of global peace through the integration of professional facility management practices in law enforcement agencies in Enugu,

Nigeria. The study thus concludes that the prospects of facility management (FM) in Nigerian law enforcement agencies are provision of incentives for strategic utilization of the work environment. This is in consistence with agency goals of integrating current and sustainable facility management principles into planning stages for the procurement of new infrastructure projects as well as maintenance management of existing inventory, and the establishment of effective communication systems. This is aimed at engendering staff development, staff welfare and reward packages in the agencies. The study contributes to knowledge with these groundbreaking results. It is therefore advised that government seriously considers the outsourcing of FM functions of these agencies to professional estate surveying and valuation facility managers and give adequate priority to same.

Contribution to Knowledge

Pursuant to the gap in literature identified by the study, the study contributes to knowledge in advancing the role of facility management in engendering global peace through strategic utilization of the work environment in line with the goals of the organization.

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