



POLAC INTERNATIONAL JOURNAL OF ECONS & MGT SCIENCE (PIJEMS)
DEPARTMENT OF ECONOMICS & MANAGEMENT SCIENCE
NIGERIA POLICE ACADEMY, WUDIL-KANO



STRATEGIC MEANS OF BORDER MANAGEMENT IN SELECTED WEST-AFRICAN SUB-SAHARA REGIONS

Naziru Mohammed Musallli

Department of Public Administration, Sa'adu Zungur University Bauchi

Mubarak Magaji

Department of Public Administration, Sa'adu Zungur University Bauchi

Abstract

Border management has become a central issue in the contemporary global arena. Globalization has led to increasing flows of people, goods and services across regional borders. The porosity of borders in West African Regions, which is loosely patrolled, resulted in massive influx of illegal immigrant and many other forms of organized border criminal activities especially in the regions. Several initiatives on coordinated border management had been made both at regional and continental level with the purpose to address the issues related to border management. Yet there are growing number of concerns on how border will be managed effectively the main objective of this study is to investigate the challenges and find out lasting solutions to the problems militating against the performance of border management personnel in most of these regions specifically Nigeria. The study unit of analysis is zone C of north-eastern Nigerian borders. Quantitative techniques employed, as a better means of problems solving method, whereby number of questionnaires was distributed in the field. The study empirically tested 4 hypotheses from the quantitative point of view in which 3 are supported and only 1 is not supported. The result indicates that there is significance relationship between organizational policies, infrastructural facilities and staff welfare to staff performance, while staff development has no significant effect to staff performance. The study recommends that governments of the regions should put effective institutional framework that will immensely help in improving performance of personnel which would serve as panacea to border management crises bordering in the regions at large.

Keywords: Border Management, Staff Development, Sub-Sahara Regions West African,

1. Introduction

Border management has become a central issue in the contemporary global arena. Globalization has led to increasing flows of people, goods and services across regional borders. Countries around the world focus more attention and given more priority toward developing a sound border management strategy. Several initiatives on coordinated border management had been made in the world, both at continent and regional level with the aims of addressing the issues related to border management problems. Yet there is growing number of concerns on how border will be managed effectively. Berry (2010) conducted a study on effective criteria to border regulations. Suggesting a proper means of dealing with potential immigrant on

their attempt to cross border. Jain et,al, (2023) Border management control systems at the worldwide level and specifically in Europe's Schengen and other borders which are necessary to alleviate cross-border harassment, but are perceived as free-traveling bottlenecks.

Comfort, David and Moses (2013) It was formed as a basic criterion and elaborated clearly in respect to individual's permission to grant access of entry and others to be denied. In his work two arguments were put forward regarding to undocumented immigrant and all of them defend on the circumstance attached to individual motive. The first argument was based on liberal ideological point of view who's justified their

argument. As beside the economic interest use to grant access of entry, there is equally recognition of vulnerable people guaranteeing of entry to the country of destination. In the contrast it was ascertained that individuals to be exclusion of entry on the basis of public order and security that seems to be tempered and lead to harmful consequences. Similarly, a study carried out by Ecowas borderless protocol and African continental free trade as sub regional and regional economic agreement with the sole aims of integrating and promoting African development. The basic idea is to remove the barriers on trade relationship through encouragements of movement of persons and good within region. Considering porosity nature of borders coupled with easy proximity and large proliferations of light arms and many more contraband items impinge the success of the program and challenged the initiative (Aja, 2023).. In another study, it was argued that border management perceived as a process which constitute similar though to different individuals (Cogin, & Fish, 2010).

Therefore, the advent of globalization affects the common discussion on whether demarcation of territorial boundaries is still relevant to the contemporary world. The study tends to perceive the idea of advancement of modern technology using cyberspace which virtually tends to remove the barriers across nation's boundaries (David, 2006). Therefore, existing wall, fence, mountain and sea, or invisible demarcation alone border line, has less impact on the contemporary or borderless world. Considering the presence border coordinated trend in many regions i.e. UK are given more emphasis on collaborative border management that enhance effective means on creating socio-economic development to the nations. Based on the aforementioned the study intent to bring the developed hypothetical assumption to uncover the possible results under the study.

2. Literature Review

This section includes the reviews of relevant and related studies on strategic means of border control using critical analysis and evaluation concerning the topic under study.

Basu (2014) posit that border control agencies typically were made to engage in a parallel mandate with purpose to facilitate the flows of licit and legal trade transaction and concurrently deterring illicit and illegal/criminal activities. Illegal trade encompasses different form of activities ranging from commodities and services that generates the formation of black markets around the globe. Illicit trade is viewed as money, goods or value gained from illegal means which was generally regarded as unethical activities that consequently generate a harmful socio-economic and political environment (*World Economic Forum, 2012*). The non-possession of the entire necessary document of crossing international borders to engage in trading activities was engendered by border officers, whose usually shows the attitude of indifference after collecting bribe from the travelers (Adeyinka, 2014).

Border control or Management comprises of measures taken by governments to monitor and regulate the movement of people, animals, and goods across land, air, and maritime borders. While border control is typically associated with international borders, it also encompasses controls imposed on internal borders within a single state ("Border Control Law and Legal Definition | USLegal, Inc" 2019).

Border control measures serve a variety of purposes, ranging from enforcing customs, sanitary and phytosanitary, or biosecurity regulations to restricting migration. While some borders (including most states' internal borders and international borders within the area are open and completely unguarded, others (including the vast majority of borders between countries as well as some internal borders) are subject to some degree of control and may be crossed legally only at designated checkpoints. Border controls in the 21st century are tightly intertwined with intricate systems of travel documents, visas, and increasingly complex policies that vary between countries (Bernstein & Cashore, 2012).

It is estimated that the indirect economic cost of border controls, particularly migration restrictions, cost many

trillions of dollars and the size of the global economy could double if migration restrictions were lifted ("Do global migration barriers cost trillions?" (American Economic Association. Archived, 2023).

Border Insecurity

A study conducted has examined the challenges and complications of border management in South Africa has exposed that despite the present challenges and even though technology can play a role in border security, equally advocate that concerted effort need to deploy in South Africa to address issues such as paucity, inequality, and joblessness prior to injecting the huge amount of financial commitment on border technology that may not yield the desired results (Mlambo & Adetiba, 2023). In another study conducted by Babatunde (2009) on migration challenges to the national security in Nigeria and other Sub-Sahara African countries revealed views of some scholars who emphasize the need to have an adequate knowledge of the geographical location. Especially in terms of socio-economic and political situation of the country, as the most paramount important aspect serving as a catalyst in initiating good policy in the nearest future of the state (Bhaskar, et'al, 2012). Furthermore, the study spelt out the role of Nigeria immigration service as security agent charge with responsibility of regulating movement of entry and exit within the country. In addition to that the issuance of E-passport that captured biometrics data and finger prints of the holder which are stored in central data base is attached to the organization. Finally, the study make an appropriate recommendation of strategic measures to be taken in order to secure the borders and create peaceful co-existence and harmony in Nigeria and other country in Sub-Sahara Africa (Babatunde, 2009).

Another important challenges Nigeria witnessed is issue of unprecedented security situational the activities of militants in virtually all part of the nation's ranging from kidnappers, violent armed robbery as well as political assassination. The social menace, inclusively affect and deterred Nigerian attainment to be part of twenty (20) countries of the world as projected by the

year 2020, in the document of vision 20: 2020 (Udeh & Ihezue, 2013).

Similarly, a study conducted in Asia and pacific region on coordinated border management with the aim of addressing obstacles that impede trade and transportation in the region. An important effort was made in promoting regional connectivity in order to enhance both trade and transportation. Experience has shown that border delays are the major impediment which negates the smooth movement of goods and services across borders in the region. Therefore, this study encourages the coordination among the countries and supports the idea of investment on infrastructure that can help in boosting regional integration in order to address the barriers of trade and transportation (Jain, 2012).

In another study carried out by Badunde et. al (2014) asserted that despite the existence of the large number of various security agencies that many of them are set to complement the Nigeria police force. Some of the agencies include are Nigeria Prison Service (NPS), Nigeria Immigration Service (NIS), State Service Security (SSS), Nigeria Armed Forces (NAF), Federal Road Safety Corps (FRSC), Nigeria Fire Service (NFS), and Nigeria Custom Service (NCS) etc. as one of the most paramount important security organizations tight with responsibility of security live and properties of Nigerian citizens. Hence, the existence of these agencies appears to be inadequate enough to secure the nation security wise. Most of the challenges faced by some of the security agencies is largely due to existence of so many illegal routes in the country borders (Collantes & Juncos, 2012). The infiltration of small light weapons, human trafficking, organized criminal activities and other contraband goods influx to the country on daily basis without proper documentation by security agencies responsible (Badunde *et al.*, 2014). In securing a country it means the ability of government to institute agencies with proper mechanism of modern techniques that can protect and develop the courage of promoting nation precious values, which meets the yearning, needs and aspirations of its citizens and provide them with safety atmospheric condition for

self-improvement. According to Buzan (2014) refers the concept of security as about the freedom from threat and ability of state and society to maintain independent identity and their functional integrity against forces of change which result to humanitarian peaceful state of desire

Staff Development

Staff development is seen as the process of development that assist the organizations to ensure its members possess the skills and knowledge they require as the basic requirement needed in performing jobs effectively. It is apparently clear that most of the organization and agencies do not seriously invested in on-going quality staff development and training (Angela, Joyce & Marcia, 2003). Training is perceived as the most effective means of staff development that improve the quality of the existing staff with motive toward achieving organizational objectives. Udeh, and Ihezue, (2013) Training and development support organizational members to have an adequate skills and knowledge in performing their jobs effectively. Unfortunately, in the Nigerian context the reverse is the case.

Training as a concept had been perceived differently among various scholars and mostly considered it as the most important strategy to improve the quality of existing knowledge and skills, experience and abilities of individuals leading toward attainment of organizational goals (Naqvi & Khan, 2013). Training is mostly initiated with the motive to increase the member staff with technical know-how and skills needed to discharge their duties effectively. In order to expand the level of welfare in a safety critical environment, a method for analyzing incident is essential. Traditionally, in incident analyses, the emphasis has been on factors causing hitches to organization. However, to motivate the personnel and managers of the particular organization in this study it was considered important to highlight the positive role of human activity in handling with unexpected events, and the strengths and capabilities of human operators, rather than focus on human errors and risks. Such a pro-active approach to safety management emerged within the

Human Factors organizations public during the 2000s, and even marked a real paradigm shift in safety management (Teperi, Leppänen & Norros, 2015). This method, resilience engineering, stresses the organizations' mechanisms via which people continuously cope with unexpected happenings and create abilities in the organization to adaptively solve problems (Hollnagel, 2004; Hollnagel *et al.*, 2006).

Information Communication Technology (ICT)

In the same vein, this research spelt out the various levels of technologies attained by developed countries, in the area of border control. Provision of sophisticated devices that can policing potential travellers prior to their arrival in the border, so also at the point of arrival in the American soil (Salter, 2004) in the work of William, (2006). Moreover, in the case of European Union it has gone to the extent of using sophisticated devices, remote control regulates and screening the activities of potential legal and illegal migrants far away from border zones. However, emphasis more was given toward the dimension of border control in western world, as a result of current events associated with the organized crime, human and drugs trafficking, illegal migration, smugglings and other dangerous activities in the border areas (Achumba, *et al.*, 2013).

Similarly, this study examines the role of IT infrastructure capabilities in mediating the effects of IT personnel capabilities on the organizational agility afforded by IT. The findings revealed that the behavioural and technical capabilities of IT personnel have significant effects on infrastructure capabilities that positively affect IT-dependent system, toward information, and strategic agility. The findings also confirm that the positive effect of IT-dependent system agility on IT-dependent information agility. Research has recognized the strategic value of IT personnel knowledge and skills (Bharadwaj, 2000; Melville *et al.*, 2004; Ross *et al.*, 1996). This study recommends one kind of rationalization, which supported by empirical evidence. It also describes the extent of Bello (2003) opined that infrastructure services have the capability to accommodate change in information systems and the information serve as mechanisms responsible for the

strategic value of IT personnel capabilities. While other mechanisms certainly exist, this study emphasizes on the contribution of infrastructure capabilities in gaining agility from human IT resources (Adams, et'al, 1992).

Broeders (2007) in the work of Dennis and Godfried (2007) brings the issue of digitalization of border that the Europeans government is developing a network of immigration databases for the purpose of documenting history of migration database in order to re-identify the over stayed illegal migrants and aliens in the territories of the member states. This strategy serve as a panacea to the lasting solution in dealings with migration problems at any point of time need arise. Okumu (2015) asserted that most of the challenges faced on African borders could not be disassociated with government high level of negligence on border management personnel from all area of ramification. Factors influencing in efficiency of border management in Africa is lack of political will by government to institute relevant institutions with well-equipped machineries in monitoring their boundaries. Lack of cooperation of relevant stakeholders at different levels local, governmental and regional. More importantly integration among the various agencies of border management.

3. Methodology

Survey design employed quantitative approach is based on assumption on anything exists does so in quantities and can be measured numerically, this approach is appropriate because variables of interest are possibly measured. One of the important motives to adopt quantitative approach in research is due to the fact that its power of predictive capability, generalization and full clarifications of casual relationship (Tashakkori & Teddie, 1998).

Instrumentation the questionnaire used designed considering the variables of study and the study for factor analysis by using PLS statistical package for the purpose of analyzing data. Questionnaires this research employed the use of questionnaires with the purpose of

answering research the questions where the target respondents will be given questionnaires to fill in order to have optimal reliability and validity of result (Adams, 2006).

Population of the Study the population is the complete collection of the subject of interest to be studied in research (Cavana *et al*, 2001). The population of this study will be north-eastern zone C office and south-west office zone A of Nigerian Immigration Service. The number of staff in zone C is 2,473, while zone A constituted 5,000 staff. Sampling number of population is 382 and the number of questionnaires distributed is 600 in which the researcher decided to increase the size due to the nature of Nigeria response rate.

Sampling refers to the collection of a smaller cluster to participate in a research project with the goal of being able to use the information found from the group to make inference about the population (Kerlinger & Lee, 2000). However, stratified proportionate sampling was employed in this study because this give opportunity for every stratum of the population to be represented in proportion to its size (Moh'd, 2008).whereas the sample size of the study is 382.

4. Results and Discussion

This section highlighted research model, developed hypotheses and justification of its statement. PLS was used in analyzing the study, The study also reported the results of structural model that is significance of the path coefficients level of the R-squared values, effect size, and finally predictive relevance of the model.

Assessment of Significance of the Structural Model

Since the measurement model had been ascertained, then this study assessed the structural model. The study further applied the standard bootstrapping procedure with the number of 5000 bootstrap samples and 382 cases to assess significance of the path coefficients (Hair *et al.*, 2014; Hair *et al.*, 2012; Hair *et al.*, 2011; Henseler *et al.*, 2009).

Structural Model

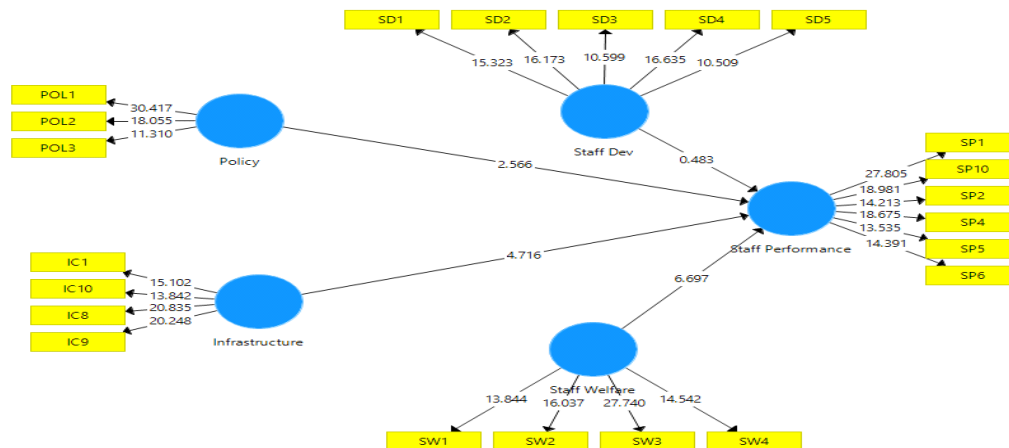


Figure 1 Structural Model Assessment

Relationship between Hypothesis of the Constructs

On the overall hypothesis relationship of the main model of this study shown the result at follows: -

At the beginning, hypothesis 1, of staff development, and staff performance predicted that staff development is negatively related to staff performance. The result revealed no significant positive relationship between staff development and staff performance ($\beta = .023$, $t = .488$, $p > 0.10$) not supporting Hypothesis 1 (table 1).

The next hypothesis 2 predicted that organizational policies are positively related to staff performance. Result (table 1) shown that positive relationship

between organizational policies and staff performance ($\beta = .147$, $t = 2.542$, $p < 0.01$), therefore it is supporting Hypothesis.

In the same vein, next hypothesis 3 of staff welfare also indicated that the hypothesis has a significant relationship between staff welfare and staff performance ($\beta = .406$, $t = 6.922$, $p < 0.01$) (See table 1). There is supporting hypothesis.

Hypothesis 4 revealed that there is no positive relationship and the result shown that, there is no significant relationship between infrastructural facilities and staff performance ($\beta = .259$, $t = 4.394$, $p < 0.01$) (See table 1), hypothesis supported.

Table 1: The Overall Hypothesis of the Study

Hypothesis	Relationship	Beta Value	Std. Error	t-value	p-values	Decisions
H1	Staff Development -> Staff Performance	.023	.048	.483	.315	Not Supported
H2	Organizational Policies -> Staff Performance	.149	.058	2.566	.005	Supported
H3	Infrastructural Facilities -> Staff Performance	.261	.055	4.716	.000	Supported
H4	Staff Welfare -> Staff Performance	.403	.060	6.697	.000	Supported

Note: *** significant at 0.01, **significant at 0.05, * significant at 0.1.

4.1 Discussion of Findings

The results have shown that no significance relationship between staff development and staff performance.

Hypothesis 1 stated that is negatively related to staff performance, therefore the results here shown the no significant positive relationship between staff development and staff performance ($\beta = .023$, $t = .488$ $p > 0.10$), this indicated that hypothesis not supportive. This is in line with (Marinez & Kennerley, 2005) found insignificant relationship concept of performance reviews to organizational performance.

The next hypothesis of variable organizational policies result revealed that there is significant relationship between organizational policies and staff performance ($\beta = .147$, $t = 2.542$, $p < 0.01$). Morris and Snell (2010) revealed that organizational policies were found to be positively related to staff performance, which is in consistent with the result of present study which indicated that organizational policies is related to staff performance. Similarly, this present study is in line with (Serpell & Ferrada, 2007), conducted study of organizational policies and found there is positive relationship of adherence of modern trend of human resource management as against to the use of crude or traditional way of operation. Therefore, the results of the aforementioned studies is in consistent with the present study which revealed that introducing sound organizational policy will improve the performance of the Nigeria Immigration Service.

The result of staff welfare to staff performance also indicated that there is significant relationship between the variables ($\beta = .406$, $t = 6.922$, $p < 0.01$). Okereke & Daniel (2010) ascertained that there is significant and positive relationship between staff welfare and staff performance. Hypothesis clearly indicated the significant relationship between staff welfare and staff

Hypotheses 4 the results revealed the infrastructural facilities has positive relationship to staff performance ($\beta = .25$, $t = 1.640$, $p > 0.10$) the hypotheses is supportive. This is as because none of the study found use infrastructural facilities to mediate relationship between the variables of this study (Ogedebe, & Babatunde, 2012). Research has recognized the strategic value of IT increase personnel knowledge and

skills (Bharadwaj, 2000; Melville *et al.*, 2004; Ross *et al.*, 1996). Similarly, in the work of Broeders and Gardon (2007) ascertained that measures should considered to some extent in provision of ICT system for border to be digitalized, in solving the Nigeria's problems. Therefore, the non-positive relationship of staff development and staff performance these may be attributed to Nigerian factors of lacking the IT system. As the current generation inspire and move from analogue to digital world, therefore effort need to be intensified in ensuring the compliance of Nigeria Immigration Service shift it paradigms from crude way of operation to modern method of technology so as to enhance their performance effectively.

5. Conclusion

Strategies Means for Improving Development of the Regions the porosity of border in Sub-Sahara region of west Africa is another major impediment hindering the economic development in the countries, Nigeria is one of the biggest country in Africa and about 90% of its border is land and mostly without either natural or artificial variance. As such it has easy proximity of massive influx of people from the neighboring countries with contraband goods or organized criminal activities always going on in the borders. On this part where it provided suitable solutions on how to improve the quality performance service. The beginning of the discussions some challenges was mentioned above which includes shortage of manpower, training and development, infrastructural facilities and porosity of border. While based on the discussions conducted with the respondents in the field this study identified some ways of improving the quality performance of personnel working in borders of the regions that future study should consider, such as building of precise points various borders entries, manpower development, adequate training and retraining of staff program and provision of relevant infrastructural facilities etc.

ACKNOWLEDGEMENT

This research work is funded by Tetfund through IBR

REFERENCES

- Abizadeh, A. (2008). Democratic theory and border coercion: no right to unilaterally control your own borders. *Political Theory*, 36(1), 37–65.
- Achumba, I. C., Ighomereho, O. S., & Akpor-Robaro, M. O. M. (2013). Security challenges in Nigeria and the implications for business activities and sustainable development. *Journal of economics and sustainable development*, 4 (2), 79-99.
- Act, A. (1963). Immigration Act, 1963(August), 1–25.
- Adams A.U. (2006). Qualitative, quantitative and mixed research methodologies. *Readings in Social Science Research*, 1, 59-73
- Adams D. A., Nelson, R.R., and Todd, P.A. (1992). Perceived usefulness, ease of use Usage of information technology; A replication. *MIS Quarterly*, 16(2), 44-455
- Aja, U. A. (2023). ECOWAS Borderless Protocol, AfCFTA and Cross-Border Criminalities and (in) Security Challenges in West Africa. In *ECOWAS Protocol on Free Movement and the AfCFTA in West Africa: Costs, Benefits and Challenges* (pp. 213-237). Singapore: Springer Nature Singapore.
- Adeyinka, A. M. (2014). Trans-Border Movement and Trading Activities across Nigeriaâ Benin Republic Border. *Mediterranean Journal of Social Sciences*, 5.
- American Economic Association. "Do global migration barriers cost trillions?" Archived from the original on 15 November 2023. Retrieved 15 November 2023.
- Babatunde, (2009) on migration challenges to the national security in Nigeria and other Sub-Sahara African countries revealed views
- Bello, H.M. (2003). The role of information and communication technology in the fight against poverty: The Nigerian experience. *Paper presented at the Symposium on ICT and the society of information*, 9th-11 December, 2002, Algiers.
- Bernstein, S., & Cashore, B. (2012). Complex global governance and domestic policies: four pathways of influence, 3(1992), 585–604.
- Bodunde, O.O., Adegboyega, A.& Bamidele (2014). Internal insecurity in Nigeria, the irony of multiplicity of security outfits and security challenges. *International Journal of research in humanities, arts and literature Vol. 2, Issue 5*, 213-220.
- Bharadwaj, A. S. (2000). A resource-based perspective on information technology capability and firm performance: an empirical investigation. *MIS quarterly*, 169-196.
- Berry T. (2010). The changing border: developments and risks in border control management of western countries development in developing countries: *lessons from Korea and Japan* 234-256
- Bhaskar, R., Kapoor, B., & Sherif, J. (2012). Managing homeland security: deployment, vigilance and persistence. *Kybernetes*, 41(7/8), 1072–1086.
- "Border Control Law and Legal Definition | USLegal, Inc". Archived from the original on 21 March 2019. Retrieved 3 August 2018.
- Broeders, D. (2007). The new digital borders of Europe: EU databases and the surveillance of irregular migrants. *International sociology*, 22(1), 71-92.
- Buzan, B., & Lawson, G. (2014). Rethinking benchmark dates in international relations. *European Journal of international relations*, 20(2), 437-462.
- Cavana, R., Delahaye, B.B.L., and Sekaran, U. (2001). *Applied business research: qualitative and quantitative methods*, Singapore: Markono Print Media Ltd.
- Cogin, J., & Fish, A. (2010). Modelling and predicting the performance of cross border managers. *Personnel Review*, 39(4), 432–447.
- Collantes-celador, G., & Juncos, A. E. (2012). The EU and border management in the Western Balkans: *preparing for European integration or safeguarding EU external*, 12(2), 201–220.

- Comfort, O., David, I., & Moses, U. U. (2013). Addressing the insecurity challenge in Nigeria 13(2).
- Dennis, B., and Engbersen, G. (2007). The fight against illegal migration: identification policies and immigrant's counter strategies. *American behavioural scientist*, 50.
- Jain, A. K., Ruiters, J. D., Häring, I., Fehling-Kaschek, M., & Stolz, A. (2023). Design, Simulation and Performance Evaluation of a Risk-Based Border Management System. *Sustainability*, 15(17), 12991.
- Jain, S. R. (2012). Coordinated border management: the experience of Asia and the Pacific region. *World Customs Journal*, 63.
- Kerlinger, F.N., and Lee, H.B. (2000). *Foundation of behavioural research*. (4th Ed.). Holt, NY: Harcourt College Publishers.
- Marinez V. and Kennerley M. (2005); Impact of performance management reviews; Evidence from an Energy Supplier, *Conference proceedings EUROMA operations and Global Competitiveness; Budapest, Hungary, June 19-22*
- Mlambo, V., & Adetiba, T. C. (2023). Undocumented Migration, Cross Border Crime and The Role of Technology in Securing Borders: A South African Reflection.
- Morris, S., & Snell, S. (2010). The evolution of HR strategy: adaptations to increasing global complexity. *The SAGE handbook of human resource management*, 84-99.
- Naqvi, S. M. H., & Khan, M. A. (2013). Employees training and organizational performance: Mediation by employee's performance.
- Okereke, C. I., & Daniel, A. (2010). Staff welfare and productivity in Patani local government council, Delta State Nigeria, 313-320.
- Ogedebe, P., & Babatunde, P. (2012). E-payment: Prospects and challenges in Nigerian public sector. *International Journal of Modern Engineering Research (IJMER)*, 2(5), 3104-3106.
- Ross, J. W., Beath, C. M., & Goodhue, D. L. (1996). Develop long-term competitiveness through IT assets. *MIT Sloan Management Review*.
- Salter, M. B. (2005). At the threshold of security: a theory of international borders. *Global surveillance and policing: Borders, security*, 36-50.
- Štreimikienė, D. (2012). World economic forum 2012. *Intelektinė ekonomika*, 6(1), 806-810.
- Serpell, A., & Ferrada, X. (2007). A competency-based model for construction supervisors in developing countries. *Personnel Review*, 36(4), 585-602.
- Tashakkori, A., and Teddlie, C. (1998). *Mixed methodology: Combining qualitative and quantitative approaches*. Thousand Oaks, CA: Sage Publishers
- Teperi, A. M., Leppänen, A., & Norros, L. (2015). Application of new human factors tool in an air traffic management organization. *Safety science*, 73, 23-33.
- Udeh, S. C., & Ihezue, U. R. (2013). Insecurity and national economic development implications for Nigeria's vision 20: 2020. *International Journal of Development and Management Review*, 8(1), 93-109.