

Socio-economic costs of Security Services Outsourcing in Selected Institutions in Ogun State, Nigeria

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Abstract

The transition of campus security services to outsourced services, occasioned by 2005 Nigeria's national policy on public service reform, created problems about its form, content and context. Previous studies on Security Services Outsourcing (SSO) concentrated more on the Information Communications Technology aspect without commensurate attention on the socio-economic costs of human security services. This study examined the socio-economic costs of SSO in the Federal Tertiary Educational Institutions (FTEIs) in Ogun State, Nigeria. The conflict perspective was adopted as the framework while the design was survey. Multistage sampling method, which consisted of purposive, stratified and random sampling techniques, was used. The Federal University of Agriculture, Abeokuta; Federal Polytechnic, Ilaro and; Federal College of Education, Abeokuta were utilised for the study. Questionnaires were administered on 783 respondents selected through stratified and random sampling methods. Eight Key Informant Interviews and eight In-Depth Interviews were conducted with the management and stakeholders in each of the FTEIs. The socio-economic costs of SSO included engagement of police personnel during examinations, recruitment of non-professional security personnel and divided loyalty. The security services of the FTEIs were constrained by the manifest and latent socio-economic costs. The study recommended that the outsourcing policy be comprehensively reviewed.

Introduction

Scholars have argued that services are outsourced by organizations to cut down operation cost. Yushan (2009) opines that organizations treat outsourcing as a cost reduction concept and try to externalize their non-core activities to outside partners in order to focus on their core competences. Currently, we live in an age of outsourcing where firms seem to be sub-contracting an ever expanding set of activities, ranging from product design assembly, from research and development to marketing, distribution and after-sales service (Grossman, 2003). This clearly underscores the importance of outsourcing and the reason why many organizations try to outsource their non-core businesses or activities to a third party who they believe can perform it effectively and efficiently (Sang, 2010; Tayauova, 2012).

The Federal Government of Nigeria in 2005 introduced the monetization policy to reform the public service for better service delivery. The policy among others outsourced some established cadres in the public service and the federally-owned tertiary educational institutions in Nigeria were subsequently directed to outsource the security services on their campuses to private outfits. Although some of the vaunted benefits of the foregoing reformation soon became apparent, there were some untoward developments that altered the scheme of service and the work ethics in the educational institutions and brought to the fore some socio-

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economic costs, especially in the area of the out-sourced security (Adegbami, Makinde and Shiyabade, 2014).

This new policy invariably puts the managers of the institutions in a quandary, since they had to contend with the challenge of what components of the campus security to outsource that would not jeopardise their core mandates of teaching, research and community service. How would the institutions be able to afford the cost of outsourcing enough security personnel to effectively safeguard lives and properties in their institution, in view of their physical expansion and development? How would the institutions realign the prime motive of the outsourced security outfit (usually profit maximisation) with the institutional goals of safety, welfare and quality service-delivery? The issues became more dialectically challenging as Institutional Managers had to look for ways to find the right balance between successfully managing the socio-economic costs of the outsourced security services and creating an open and free environment for scholarship and upholding the duty of protecting lives and properties on their campuses. It is with a clear appreciation of the foregoing lacuna that the study attempted to contextualize the socio-economic costs of outsourcing security services in federal tertiary educational institutions within the Nigerian setting.

Literature Review

Contextualizing Outsourcing of Services in Tertiary Educational Institutions

The foregoing is in tandem with the justification by the Federal Government of Nigeria that the outsourcing of some cadres during the 2005 public service reform exercise was contingent on the need to reduce the monthly wage bill and ultimately the personnel costs incurred by the government on these categories of regular employees in the tertiary education sectors, especially in areas where it is believed that more efficient and cheaper services could be sourced from private service providers. The study carried out by Ofoegbu (2013) on the outsourcing of services in the Nigerian public service and the extent to which government objectives have been achieved however affirmed that there was no significant improvement in terms of cost reduction. The study findings also showed that cost reduction was not the principal objective of government outsourcing, rather it was to improve efficiency and effectiveness, and service delivery as quality of service is given priority consideration in the award of outsourcing contracts. Phipps & Merisotis (2005) on their own part observe that a major concern for higher education institutions in outsourcing their services is the lack of understanding of the culture and the mission of the institution that an outside vendor might have, which can directly impact on the experience of students and staff on campus. They argue that this can lead to a perception of poor service and customer satisfaction, especially where the outsourcing has resulted in redundancies in the workforce, which can threaten the sense of community and identity of a campus.

Statistics also show that federal government expenditure between 1997 and 2000 had been below ten percent (10%) of overall expenditure, while the national expenditure on education could not be computed because various states expenditure on education was not equal to the UNESCO recommendation of twenty-six percent (26%) of the national budget (Fagbemi, 2010). This apparent shortage of funds has had a multiplier effect on teaching, research and development, which are the core mandates of the universities. Jega (2007) had raised an alarm on the foregoing, when he claimed that Ohio State University in the United States had an annual budgetary expenditure of \$3.48 billion which was equivalent of 230% of the total Nigerian Federal Government's expenditure on education in 2007. Oyewole (2008) similarly notes that public expenditure to education is still rather too low as Nigeria contributes less than one (1%) percent of her gross domestic product to education, yet the government promotes a policy of free education without non-committal financial commitments to back it up in many cases.

Faced with the challenge of dwindling allocations, universities today are expected to generate a certain percentage of their revenues from sources other than the government (Banjo, 2001; Oyewole, 2008; Ogunraku, 2012; Awosusi, 2013). Indeed, the efficiency of a Vice Chancellor is increasingly being judged in terms of his ingenuity in supplementing government subventions with internally-generated funds. Many universities have now commercialized those of their activities and operations which lend themselves to this mode of management. Examples are bookshops, guest houses, internal transportation, the conference centre, the printery (and to some extent, the publishing house), the petrol station, farms, etc. It is the duty of the Vice-Chancellor, in consultation with council to bring as many operations of the university as he/she considers appropriate under this mode of management, but without losing sight of the primary function of the

university as a centre for teaching and research which must not be compromised (Banjo, 2001). Sang (2010) further validates the position by observing that financial limitations still remain the universities' challenge; notwithstanding the fact that these institutions are expected to provide quality education to their clients (students) whose population has been growing rapidly. Thus, the institutions in their attempts to be frugal in expenditure have considered outsourcing as an option in their efforts to cut costs, improve efficiency and meet the demands for greater accountability.

With respect to other municipal services outsourced by the tertiary educational institutions, Ikeije and Nwaoma (2015) also notes that the University of Lagos and Michael Okpara University of Agriculture, Umudike, Abia State have contracted their cleaning services; University of Uyo contracted out the security services; University of Ilorin has contracted thirty percent (30%) of its security and porters' services; University of Lagos contracted part of its security and hostel services. Similarly, most of the universities in Nigeria have outsourced their information and communications technology (ICT) services with a few yet to join the cue. The rationale behind this was that most of the universities lacked the internal competence in providing ICT services for their operations. However the situation posed a security challenge as a totally outsourced ICT in the universities may affect grading and result computation. Thus, there is the tendency of compromising standards (Ikeije and Nwaoma, 2015).

The main assumption for outsourcing, whether it is business process outsourcing or in the universities scenario, is that if an institution cannot provide a service or product at a less cost than, and of equal quality to, an external provider, then it should purchase the service or product from an external provider. Advocates of outsourcing argue that the private sector provides service more efficiently and at lower cost than the public sector, which is unmotivated by profit (Jefferies, 1996).

Linder, Jarvenpaa, and Davenport (2003) state that, few companies can afford to develop internally all the technologies and the competences that might lead to or enhance competitive advantage. And by nurturing a smaller number of capabilities, a firm can increase the probability of developing a competitive advantage because it would not become overextended - which is protective against the great risk of loss in outsourcing. Meanwhile, by outsourcing the personnel, it makes the firm concentrate on those areas in which it can create value (Click and Duening, 2005). The resulting savings allow the institution to focus more resources on its core educational operations which are teaching and research (Ender and Mooney, 1994). Kirp (2004) further adds that if a higher institution is to thrive as an academic venture, then teaching, learning and research - the core of the institution - must remain the responsibility of its members. Colleges and universities are testing these theories through increasingly outsourcing more of their functions in an effort to reduce costs, increase service efficiencies, and boost income (Jefferies, 1996). To what extent the foregoing goals are achievable still remain contentious among scholars. Similarly, the literature was not very explicit as to what extent the cost of administering institutions has been reduced through outsourcing.

As in all civilized societies, worldwide, the arduous task of preserving law and order is better complemented by the services of well-trained and disciplined corporate guards (Compass, 2010). The critical role performance and quality expected of the private security guards to be outsourced by the Tertiary Educational Institutions can therefore be justified within the aforementioned context. Contrastingly however, private security firms are often criticised for absent or inadequate pre – employment screening, training, standards, certification and regulation and high turnover rate (Abolurin, 2014).

Cost Analysis of Outsourcing Security Services

In tandem with the issue under consideration, Scheepers (2015) posits that in analyzing the cost of security services, it is important that the costs be properly defined and the following aspects be considered: capital costs i.e. CCTV systems, alarm systems, etc.; direct costs i.e. salary, overtime, etc., and; indirect costs. He opines that it is fairly common practice to add a percentage of about 38 % to the salary bill for perks. These include: annual bonus, pension, sick fund, insurance, and unemployment contributions made by the organization etc.; operating costs i.e. informal transport for security employees, etc., and; support service costs. These are sometimes ignored but they are very real i.e. personnel department (selection, administration), wages department (salary administration and other similar related costs).

Theoretical Framework

The study employed the Conflict theoretical perspective that guides sociological thinking on social problems in investigating the socio-economic costs of outsourcing security services in the selected institutions. The outsourcing of the security services in the selected institutions can be further x-rayed within the context of the conflict theory of Karl Marx. Applying this theoretical strand to the subject matter, the outsourced security services brought to the fore some socio-economic costs in the institutions. These costs are often in varying and divergent degrees relative to the peculiarities of each institution. To an extent, it could be argued that conflicts are bound to occur, in as much as the outsourcing of security services by the proprietors of the tertiary institutions was informed by the need to reduce the overhead cost without compromising the quality of service. This largely conflicts with the prime motive of the outsourced service providers, which is profit maximization. Marx and Engels (1962) posit that profit is the main goal of capitalism and the bourgeoisie's interest lies in maximizing profit. Hence the capitalists (as may be represented by the outsourced security outfits) try to keep wages as low as possible and spend as little money as possible on working conditions. It is on this premise that Barkan (2012) anchors his submission that Marx and Engels' view of conflict as arising from unequal positions held by members of society lies at the heart of today's conflict theory, which emphasizes that different groups in society have different interests stemming from their different social positions.

The transition of institutional security management from the ambit of social service delivery to the contractual level had an underlying current of commodification of security services in the tertiary institutions, which significantly altered the existing orientation and work ethics of the security department as the primary motive of the outsourced company is profit-making. Conflict theory in its various forms views social problems as arising from society's inequality. The inequality that contributes to the social problem in this regard may be based on some dimensions of the institution's hierarchy, e.g., like the new classification of the workforce status as regular and outsourced along with the accruable remuneration, sense of belonging and job security.

Methodology

Research Design

The research employed the descriptive (non-parametric) design. The principal method of data collection employed under this research design is the survey method. Data were collected from a subset of the population and the analyses there from were subsequently generalized on the entire population under investigation. In addition, in-depth and key informant interviews were used to complement the data generated through the survey method.

The Study Area (Ogun State)

Ogun State was purposively selected because of the presence of many security outsourcing models in its tertiary educational institutions. The State is located in the Southwest Zone of Nigeria with a total land area of 16,409.26 square kilometres. The three federal tertiary educational institutions in Ogun State were also purposively selected for this study, viz: Federal University of Agriculture, Abeokuta (FUNAAB); The Federal Polytechnic, Ilaro (FPI) and; Federal College of Education, Abeokuta. The three institutions had implemented the public service reform policy on the existing security cadre and outsourced the security services on their campuses. The target population of this study are the management and stakeholders; staff and students, and; outsourced security staff of the selected institutions.

Data collection instruments

The study employed a combination of both qualitative and quantitative instruments. The principal method of data collection employed in this study is the survey method. The primary data were generated through the use of structured questionnaire that consisted of open and close-ended questions, in addition to key informant interview and in-depth interview where necessary; while the secondary sources were essentially the use of other ancillary instruments like literature searches and use of available records and documents. Seven hundred and eighty-three (783) copies of a set of questionnaire were administered on the target sample population. A total of seven hundred and seven (707) copies of questionnaire were completed and returned. The statistical response rate to the questionnaire administration summarily translates to 90.3%. The quantitative data generated through the foregoing response rate gave acceptable, valid and reliable results for the focus of study.

The qualitative instruments used in the study were the in-depth interview and the key informant interview. Twenty-four (24) Key Informant Interviews (KIIs) were conducted in the three FTEIs. These key informants were selected on the basis of their positions in the institutions and their ability to supply specialized kind of information on security services outsourcing in the institutions. In addition, In-depth Interviews were also conducted in the three FTEIs on sample targets like the principal officers, outsourced security personnel, chairmen of staff unions and other outsourcing agents.

Sampling Procedure and Sample Size

The provisional matrixes for finite population by Yamane (1976) was employed by the study and statistically illustrated as follows:

$$n_y = \frac{N}{1 + N(e)^2} \quad \dots \text{ where } N = \text{known population and } e = \text{error level or \% percent confidence interval or alpha level. For 0.95 confidence interval, } e = 0.05.$$

A combination of the probability and non-probability sampling technique was employed in generating the study sample. The probability sampling technique included the simple random and stratified sampling techniques; while the purposive sampling method was also employed as the non-probability sampling technique. The sample size for the outsourced security staff was determined at the five (5%) per cent precision level, while the samples for the staff and students were based on the ten (10%) per cent precision level. This was premised on the need to successfully conduct the research within the available time frame, while giving prime attention to the outsourced security staff and the staggered nature of the academic calendars of the selected institutions.

Findings

Socio-economic costs Experienced by Selected Institutions in the Outsourcing of Security Services

The study examined the socio-economic costs experienced by the three FTEIs that outsourced their campus security services. Due diligence was exercised in order to identify the social and economic costs that bordered on the operations of the system and the ones emanating from the operations and interactions of the outsourced security personnel with the institutional communities, viz: management, staff and students. The synopsis of the costs as revealed through the In-depth interviews and key informant interviews conducted are hereby presented:

(i.) Engagement of Police Personnel During Examination Periods

The managements of FPI and FCE, Abeokuta had to engage the services of the Nigeria Police Force during the periods of examination to complement the efforts of the outsourced security outfits in ensuring a hitch-free conduct of the exercise. In deference to the subsisting policy of the Federal Government of Nigeria that restrains the direct involvement of the police in the administration of tertiary educational institutions in the Country however, the police teams were usually positioned on standby at the campus gates so as to deter

misconduct among the students and to ensure conformity with the rules and regulations guiding examinations. The police presence reportedly created a sense of fear and intimidation among the students' populace, as well as sense of insecurity among visitors to the FTEIs.

(ii.) Insufficient Internally Generated Revenue

On the economic side, the management members interviewed from the FTEIs affirmed that the outsourcing policy directive of the Federal government of Nigeria that the institutions should bear the cost of outsourcing the security services from their internally generated revenue brought significant pressures to bear on the dwindling internally generated revenues of the three selected institutions.

(iii.) Recruitment of Non Professional Security Personnel

The cumulative total of educational levels of the outsourced security staff from the three FTEIs shows that 2.4% of the outsourced security staff respondents had no formal education; 88.6% of the outsourced security staff respondents were non-degree holders (that is, having only primary school leaving certificate; secondary school leaving certificate (WASCE or NECO), National Diploma (ND) or the Nigeria Certificate in Education (NCE)); while 8.5% of the outsourced security staff respondents were either degree holders or possessed equivalent qualification (see Table 1). Most of the outsourced security staff respondents from FUNAAB (81.8%) as at the time of the study, possessed the ND/NCE certificate; while 18.2% were either degree holders or possessed equivalent qualification. Contrastingly, 10.0% of the outsourced security staff respondents from FPI as at the time of the study, had no formal education; while the remaining 90.0% possessed at least the primary school leaving certificate, secondary school leaving certificate, technical college certificate or ND/NCE certificate. In another related vein, 85.1% of the staff respondents from FCE Abeokuta as at the time of the study 91.5% possessed at least the primary school leaving certificate, secondary school leaving certificate, technical college certificate or ND/NCE certificate; while 8.5% were either degree holders or possessed equivalent qualification as in Table 1.

Table 1: Educational Description of Outsourced Security Staff from the Three FTEIs

Educational Level	Frequency (%)			N = (176)
	FUNAAB	FPI	FCE, Abeokuta	Total
No Formal Education	0 (0.0%)	5 (10.0%)	0 (0.0%)	5 (2.8%)
Primary	0 (0.0%)	9 (18.0%)	4 (4.9%)	13 (7.4%)
Secondary	0 (0.0%)	16 (32.0%)	21 (25.6%)	37 (21.0%)
Technical	0 (0.0%)	13 (26.0%)	39 (47.6%)	52 (29.5%)
ND/NCE	36 (81.8%)	7 (14.0%)	11 (13.4%)	54 (30.7%)
HND	3 (6.8%)	0 (0.0%)	5 (6.1%)	8 (4.5%)
Degree	5 (11.4%)	0 (0.0%)	2 (2.4%)	7 (4.0%)
Salary (₦):				
6,000 – 10,000	0 (0.0%)	2 (4.0%)	4 (4.9%)	6 (3.4%)
11,000 – 15,000	1 (2.3%)	34 (68%)	61 (74.4%)	96 (54.6%)
16,000 – 20,000	37 (84.1%)	9 (18.0%)	9 (11.0%)	55 (31.2%)
21,000 – 25,000	5 (11.4%)	3 (6.0%)	5 (6.1%)	13 (7.4%)
26,000 – 30,000	1 (2.3%)	1 (2.0%)	1 (1.2%)	3 (1.7%)
31,000 & Above	0 (0.0%)	1 (2.0%)	2 (2.4%)	3 (1.7%)

Source: Field Survey (2016).

With the limited fund and human resources available to the FTEIs, the outsourced security outfits were reportedly constrained to be recruiting non-professionals as security personnel which invariably translated to be a social cost to the principal. One of the Union Leaders interviewed succinctly puts this incapacity of the security outfits to recruit quality staff in perspective:

If you employ a graduate of animal science to do security work just because there is no job, why do you think such person would want to go for security training or workshop on security. He will rather want to attend a workshop where he can learn about poultry farming, so that when he gets some money, he would go back to his job. He would see the work as a diversion or deviation from his line and so would not want to progress too much in it, but for the career security personnel, they normally lay emphasis on retired policemen who have probably done the work before. A few of them may still be very young, but they are ex-service men who probably for one reason or the other decided to leave the job and take security work in the university. (*Stakeholder/Union Leader/FUNAAB/Male/KII/2016*)

Another stakeholder from one of the FTEIs gave further graphic details of interactive circumstances that readily expose the unprofessional conducts of some of the outsourced staff as follows:

When the Dean of the College passes by, you are expected to accord him the respect due to the office. He is representing the Vice Chancellor at that level. So when the Dean says good morning, the security man is not even happy to respond because he has collected the same salary every month for two years for example for those who chose to stay on and there is no increment. So when the Dean lodges complaints to the security department, my position is that the Vice Chancellor or the Chief Security Officer should not be blamed. It is the government's policy and we are a creation of the law and we need to abide by the law. The complaints were just too much until when this new Vice Chancellor assumed office. (*Stakeholder/FUNAAB/Male/KII/2016*)

(iv.) Issue of Divided Loyalty and Maintenance of Discipline

Another social cost of security outsourcing that seemed to be commonplace in the three selected institutions vis-à-vis the operational structure and locus of control is the issue of divided loyalty and maintenance of discipline among the outsourced security staff. The fact that the outsourced security staff received their monthly salaries directly from the security companies seemed to tilt their primary loyalty to the outfits. Where the issue of discipline involved an outsourced security staff, the CSO/CEO often had to defer and report to the outsourced security manager. This invariably created some avoidable bureaucratic constraints in enforcing discipline and expected work ethics.

(v.) Loss of Managerial Control

Comparing the former career structure with the outsourced security services, a management member of one of the FTEIs strongly acknowledged the loss of direct managerial control over the outsourced security personnel. He opined thus:

The former method is better. The reason being that if the security men are completely under you. You can design training programmes for them to meet your needs. For example, they are dealing with students; it makes them different from other security people doing other jobs outside. They are in a peculiar environment and if you have control over them, you can train them to be able to understand this particular aspect of the job they are doing. Their job becomes more secured and once it is secure, they wouldn't want to lose it, so they become more committed to it. If he knows that if he loses this job, he is going to lose his pension, medical and so many other things associated with it, he would become more serious and committed. (*Management Member/Male/FUNAAB/KII/2016*)

This position also agrees with the views of Stephenson (2007), Tayauova (2012) and Mensah, Osei-OWUSU and Nartey (2013) that one of the challenges of outsourcing services is the loss of managerial control. It also corroborates the position of Fehintola (2010) that the issue of outsourced staff manning strategic duty posts in institutions/agencies poses a great danger to institutional administration and development. Government agencies/institutions being worked with have little or no influence over them. The antecedents of such staff might also not be known thereby creating a high propensity for misbehaviour and acts of disloyalty to the authority.

(vi.) High Turnover

The high turnover rate among the security personnel of the outsourced security outfits was a cardinal socio-economic cost that the three FTEIs had to contend with as part of the realities of outsourcing the security services on their campuses in line with the public service reform policy of the Federal Government of Nigeria. This turnover rate may not be unconnected with the seemingly poor terms and conditions of recruitment of the outsourced security staff. There was a consensus of opinion among the interviewed respondents from the three selected tertiary institutions that the salaries being paid to the outsourced security staff on monthly basis were poor and not in conformity with the National Minimum Wage (Amendment) Act of 2011 which stipulates a minimum monthly wage of Eighteen Thousand Naira (₦18,000) for workers (National Minimum Wage (Amendment) Act, 2011). Table 1 clearly shows that the salaries paid to many of the operative pool of outsourced security staff (54.6%) in the selected FTEIs still fall between ₦11,000 and ₦16,000. This implicitly dictated the morale and disposition of these outsourced security personnel to duties to a large extent. It equally lends credence to the position of Ikeje and Nwaoma (2015) that majority of the outsourced employees in the Nigerian universities studied did not earn up to the minimum monthly wage of Eighteen Thousand Naira (₦18,000). A reflective view was frankly expressed during the key informant interview of a stakeholder from one of the FTEIs selected for the study when he retorted thus:

How can somebody be working for an outsourced company from 2009 till date and the person is not a staff of that company? That person is treated as casual, which means that if the person is asked to go today, he collects no kobo. How can they be in a system for six years with the private security company, with no identity cards, no salary increment and no leave? So it is like a kind of enslavement. I have some friends in the army who only served for ten years and they have benefits. How then can someone be working for a private security company with no benefit? I believe that there is nothing wrong with the government (outsourcing) policy. Rather, the NSCDC (Nigerian Securities and Civil Defence Corps) should monitor the private companies to identify and protect the welfare of those guys that have been here since 2009 and are supposed to have reached the supervisor's cadre but were still being treated as casual staff. (Stakeholder/Security Respondent/Male/FUNAAB/KII/2016)

The foregoing view significantly validates the position of Bhatia (2013) that any organization that fails to provide basic non-pecuniary incentives for its employees such as on-the-job training and promotion would not be able to motivate them towards increased productivity, since most of the employees want to grow in their careers.

(vii.) Lack of Sense of Belonging and Job Security

The lack of sense of belonging and job security among the outsourced security personnel and the inherent implication were also adduced as social costs that also account for the turnover rate:

So we discover that the problem is that there is no job security. The welfare is totally poor. In fact the NSCDC who are supposed to be monitoring them is not doing so. I think the body is more interested in licensing and the way I look at it is that after licensing, go there and find out whether they are actually treating Nigerians the way they should be treated. I discovered that they (outsourced outfits) are business men, they want to maximize profit. Like in our own case, they said ₦22,000, yet they pay their security men ₦18,000 with no bonus. So whenever they pay bonus to staff of this university, they will not be paid and somebody in the same environment hears that by December, the university staff are being paid bonuses. You begin to ask yourself questions like, am I part of this system? Or, is it because I am a private security? So there is no sense of belonging. (Stakeholder/Security Respondent/Male/FUNAAB/KII/2016)

The foregoing corroborates the position of Fehintola (2010) that outsourced to a reasonable degree in practice and thought have no stake in where they serve. Their proprietors pay them very ridiculous salary hence their commitment is nil at work place.

(viii.) Threat to Campus Security

Implicit in the aforementioned social cost is the threat to the security of the campuses. This was expressed as follows by a prominent stakeholder of one of the FTEIs during the key informant interview conducted:

In security world, there is what is called local knowledge in security parlance. That is, being familiar with the environment where you are working in terms of both biotic and abiotic aspects. In terms of the biotic aspect, you must know the human beings, because these are the people you want to police, in terms of their habits so that when there is an unusual behaviour, you will be able to detect. But a situation where somebody leaves at random and you bring in new faces, they would not be able to learn. We have come to know that the usual claim of the security men being trained professionally is a ruse. For example, they just recruit someone today, give the person uniform teach him how to come to attention. In fact when you see the person coming to attention, you will know that the person is still green. (Stakeholder/Security Respondent/Male/FUNAAB/KII/2016)

(ix.) Reduction of Personnel Cost and Savings

Reviewing the economic cost incurred on the outsourcing of security services, a management member of one of the FTEIs opined as follows:

Definitely, outsourcing of security services by the College has reduced personnel cost but do we get value for what we are doing? We pay average of ₦18,000 per head to the security company because that is the minimum, but the company like I say will turn around to see that only twelve thousand gets to the personnel. What type of commitment can you get from somebody who earns ₦12,000 in a month? So what we discover is that a lot of time, some of them out of nothing will come and take the job but after they have put in about two months or three months, they see that it is better not to have job and should remain at home than to be doing a twelve thousand monthly job and they would quit. And when somebody comes in as a security personnel in an establishment and has known the inside and outside of your system and quits, he becomes a security threat. So, the turnover rate of the personnel to me is a threat. Though we may say that we have conserved fund because if you are to calculate what the salaries of these people should actually be using government scale, it could have been far higher than what we pay. So, if government looks at it from that perspective, they would say that they have saved cost, but actually it is more or less saying that we are penny wise pound foolish. (Management Member/Male/FUNAAB/IDI/2016)

A contrasting opinion was further expressed by another management member from the FTEIs studied:

The government has been able to save from its own commitment to the Nigerian people, but only to create problem for the managers of educational institutions. We are not supposed to pay from personnel grant, but from the internally generated revenue (IGR) that comes in. It is like creating problem to serve the government's own end. It is even better now that we have the Treasury Single Account. Our IGR also goes into the same account, so there is no real benefit to the government again as the payment for the outsourced service is still drawn from the government's account. (Management Member/Male/FCE Abeokuta/IDI/2016)

(x.) Poorly-equipped Security Personnel

The challenge of providing modern equipment for the outsourced security staff was also observed as a major social cost being faced by the FTEIs. This was summed up by a management member of one of the FTEIs as follows:

Well, one of the major issues we have (whether the security personnel are outsourced or are on the pay roll of the institution), is the fact that criminals operate on more advanced level than the security men that we have in the institution. Criminals today have access to lethal weapons, while our security men rely on their hands and mouth only, to raise alarm and use their fist. How do you combat these high-tech criminals? That is a serious matter, even when we say, we would retain our own security outfit and they are not empowered to carry arms. Look at cultism alone, our security services cannot contend with cultists, because when cultists are on rampage in the institution, they are fully armed and they shoot at random. You can't ask a security man who has no baton, (even if he has baton) he cannot go and confront them. So, that is one major area that I think government need to look into. I know that the argument of government will be that we have the regular police, we have the NSCDC, we have the Military, but then, if this college is under attack for example and you call on the police, before they would come from their base to this place, the deed would have been done. So, in the interim, all that we are doing is to see how on our own, we can provide camouflage to create the impression that we have serious security, that is why we bought patrol van, let them patrol, but that is the major area that is of concern to us. (Management Member/Male/FCE Abeokuta/IDI/2016)

Conclusion and Recommendations

The findings indicated that the outsourcing policy had relatively stretched the capacities of the institutions in coping with the existing and emerging challenges. The synopsis of the socio-economic costs of outsourcing security services common to the three selected institutions included: engagement of police personnel during examination periods, insufficient internally generated revenue, recruitment of non-professionals as outsourced security personnel, issue of divided loyalty and maintenance of discipline, loss of managerial control, poor work ethics, lack of sense of belonging and job security, threat to campus security and reduction of personnel cost and savings.

Sequel to the findings of the study and the subsequent conclusions drawn, the following recommendations are hereby made:

- i. The Federal Government of Nigeria, through the appropriate supervising agencies, should carry out a comprehensive re-evaluation and SWOT analysis of the policy on outsourcing of security services in federal tertiary educational institutions in the Country. Such a review is without prejudice to the global acceptance of outsourcing initiative and the vaunted benefits. It will essentially be a needs assessment move focused on the projections of the policy and the social realities.
- ii. The Federal Government of Nigeria should put in place standard and uniform regulatory framework to guide the federal tertiary educational institutions in the outsourcing of security services. The framework should however be subject to revision so as to accommodate the peculiarities and dynamics of each institution.
- iii. Similarly, the Nigerian Securities and Civil Defence Corps (NSCDC) should put in place necessary structure for the regular monitoring of all licensed private security outfits vis-à-vis the terms and conditions of service of the outfits, the quality of the service-delivery, mode of recruitment, training and capacity-building, contract-agreement and remuneration packages for the employees. It is in consonance with the provision of the International Labour Organisation. Convention on workers right that all vestiges of casualization of labour should be discouraged (International Labour Organisation, 2007); hence no security personnel should be made to earn less than the approved minimum wage by the Nigerian Government.
- iv. The Government should make due appropriation in the annual budget for the funding of outsourcing of quality security services by the Federal tertiary educational institutions.

- v. The management of the federal tertiary educational institutions should also put in place machinery for the skills auditing and performance appraisal of the private security outfits outsourced by the FTEIs.
- vi. Good career structure in terms of clear regulations for advancement of the outsourced security personnel should be provided. Such improvement will translate to professionalism; as more qualified professionals would be attracted to join the outfits. Professionalism will ensure better recognition and better pay from clients.

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