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## **Influence of Peace and Effective Community Policing on Performance of Oil and Gas Companies in Nigeria**

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### **Abstract**

*An insecure environment constitutes threat not only to lives and property of individuals but also to corporate citizens. It hinders business activities. Oil and gas companies operating in Nigeria's Niger Delta incur huge operational costs due to lack of effective policing and these have significantly impacted on their operations and profit margins. This study examined the influence of effective policing on profitability of oil and gas companies in Niger Delta, South-south Nigeria. Data collected through the questionnaire and other secondary data sources (companies' financial statements) were analyzed by means of descriptive statistics and the Pearson product moment correlation. The statistical values of coefficient of correlation indicate 0.572 and 0.453 for the relationships between effective policing and return on total assets on one hand; and effective policing and operating profit margin on the other hand. The study therefore concludes that effective community policing influenced profitability of oil and gas companies positively. It was recommended that government should not merely pay lip service to security issues, but to ensure concrete steps are taken to curb insecurity, for businesses to thrive.*

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**Keywords:** *Effective policing, Profitability, Nigeria Delta, Oil and gas Companies.*

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### **Introduction**

Crime and insecurity are hindrances not only to societal peace but also businesses. A business environment that is not secured drives away existing and potential investors. It increases business risks and uncertainty. Provision of adequate security framework and effective community policing is therefore a *sine qua non* for businesses to thrive. Nigeria, adjudged Africa's most populous country with its major revenue source - crude oil, has been witnessing very alarming level of insecurity for the past two decades. The Global Peace Initiative (GPI) recently observed that there was a huge decline in security in Nigeria (Ewetan & Urhie, 2014). According to their report Nigeria dropped to 146 out of 158 countries that were evaluated during the Global Peace Ranking in 2012. They opined that Nigeria, had been tagged the "least-secure" country in the West African sub-region, whereas Ghana, was assumed to be the most peaceful and secured country in West Africa. Again, the Economist Intelligence Unit (EIU), an organization that evaluates the business environment by evaluating the safety countries, using its 'Risk wire' unit, recently assigned Nigeria a rank of 75 out of 82 countries globally, and number 13 out of the 17 West African countries examined (EIU, 2006). The EIU opined that Nigeria was environmentally insecure for business operations. This was not unconnected with the incessant cases of pipeline vandalism, militancy, kidnappings, youth restiveness and

other security breaches recently faced by companies operating in Nigeria. The case of the Niger Delta Region is really pathetic, as companies operating in the region variously attribute the rate of insecurity in the Niger Delta as that posing threats to their survival and investments. As a result, many of the companies and businesses had either stopped operations or relocated their operational bases from the region. Sadly too, the cost of lives and material resources loss in the region due to these security problems cannot be quantified. Poor security in the region has also caused increases in the costs of doing business, through hiring of private security companies, hire of police and military escorts, hire of patrol vans, building fences, or installation of security alarm systems by companies operating in the region. These impede business growth and profitability among the firms in the region.

Previous empirical studies have been carried out on security challenges and their implications for business activities in Nigeria. Arong & Ikechukwu (2013) investigated the effect of the cost of militancy and unrest on the productivity of firms in Nigeria's Niger Delta. The study revealed that the cost of peace keeping in the Niger Delta has a negative and significant impact on the productivity of firms and economic development of Nigeria. Olusola, (2013) examined the effect of Niger Delta Militancy on the Nigerian economy. His study showed that agitations by militants inflicted series of challenges including developmental, socio-cultural, economic and political problems in the country. Akeem & Erhun (2010) opined that the recurrent expenditure of the Federal Government increases at an average of 12.69 percent due to security measures taken by the government to ensure peace in the Niger Delta. No known study has examined the influence of effective community policing on the profitability of oil and gas companies in Nigeria's Niger Delta region. This paper attempts to fill that gap.

### **The problem and Study Objectives**

Insecurity affects businesses. Under the threat of widespread insecurity, violence and criminality, businesses and social institutions cannot function at their optimum, people cannot go about their normal businesses and plans while financiers cannot invest (Halle et al 2004). These costs or expenses incurred that are insecurity related may not be sustainable at the long run and can greatly impede business development and progress. The end result is great losses on the side of the oil exploration companies and consequent poor financial performance. This paper investigates the implications of peace and effective community policing on the financial performance of oil and gas companies in Nigeria. Specifically, the objectives of the paper are to:

1. Investigate the relationship between Peace/effective community policing and Return on Total Assets (ROTA) of Oil and gas companies in the Nigeria's Niger Delta region.
2. Investigate the influence of Peace/effective community policing on the Operating Profit Margin (OPROM) of oil and gas firms in Nigeria's Niger Delta region.

### **Literature Review**

#### **Theories Backing the Study**

The study was anchored on the 'Democratic peace' and the 'Performance' theories. Firstly, the Democratic Peace theory (first found in the works of Michael Doyle Doyle, 1998), advocates that insecurity in the business environment is mostly caused by failure to encourage democratic institutions and persons to discharge their responsibilities creditably. Hence, the way to peace and tranquility is to encourage democratic institution and processes in the society or environment and ensuring the respect for human rights in the society. It further advocates that democratic nations or societies don't embark on unnecessary wars against one another. The relevance of the democratic peace theory to this study is that the more liberal and democratic the Niger Delta society is, the more peace and security will prevail in the region.

Secondly, the performance theory emphasizes that 'to perform' involves taking or embarking on series of actions, activities or processes that integrate skills and knowledge to produce a sound and valuable result or outcome. Proponents of the theory also believe that the location or destination in the journey becomes the level of performance, emphasizing that the performer may either be an individual or a collection of people who come together to achieve or produce common valued results, such as the business enterprise. The relevance of the Performance theory to this study is pertinent as every organization seeks to improve their level of performance, in terms of operational efficiency, or profitability. The organization, just like individuals, live in the environment, responds to environmental stimuli and also give account of their stewardship to the stakeholders. It therefore means that insecurity in the environment could influence the performance of the organization, hence the need for organizations to pay attention to its environmental factors sufficiently, considering the cost implications it has on its sustenance, growth and performance.

### **Conceptual and Review of Prior Studies**

#### ***The Concept of Peace and Effective Community Policing***

Sohnen (2012) posits that businesses incur direct financial costs because of damage to company property and other litigation costs. He argued that rule of law has been found in Latin America to be the major determinant of firm performance, saying that companies which experience insecurity and crime have been found to record losses and by extension, lower productivity, and lower investment rates. He further advocates that firms which spend huge amounts of money on preventive security also experience decline in productivity. He concluded that security expenditures increase operational expenses, affects the price of new entrants into the market, repel investors from starting a new.

The concept of peace connotes different meanings to different people. To some, it entails presence of safety; lack of danger in the environment; and no risk; and even presence of protection. A peaceful and effectively policed environment or community could be described as a state of safety and absence of fear or anxiety resulting from an alleged absence of security or safety. It also refers to situation of relative freedom from environmental danger. Achumba et al (2013) posits that insecurity refers to a situation of being exposed to impending societal danger from the environment or avoidable threats of danger, which can lead to harm or injury. A peaceful and well policed community is that which is less exposed to insecurity and societal risks that may lead to some outright calamity or misfortune. It entails an environment devoid of threats and insecurity issues. Okonkwo et al (2015) carried out a study on "security challenges and the implications for business activities in Nigeria". They concluded that security challenges in any environment constitute threat to lives and property, hindered business activities, and discouraged local and foreign investors, which retards socio-economic development of the country. On their part, Umaru et al (2015) studied the "impact of insecurity and poverty on sustainable economic development of Nigeria" and opined that insecurity affects businesses negatively.

#### ***Brief History of Nigeria's Niger Delta Region***

The Niger Delta area is one of the largest delta regions in the world. It is said to be probably the second largest deltas in the world. The region is seen as one of the most difficult regions of the world comparable to the others such as the Amazon, and the Ganges. It is in the central part of southern Nigeria. As a geo-political zone, it is mostly occupied by minority peoples of the Southern part of Nigeria. Geographers say it lies within latitudes 4 degrees north to 6 degrees north, and longitude 5 degrees east to 8 degrees east. (Azaiki, 2007). It has an area of over 70000 square kilometers, noted for sandy ridges and barriers, mangroves and fresh waters,

swampy forests, etc. The Niger Delta, also called the delta of the Niger River in Nigeria, is a densely populated. It was sometimes called the Oil Rivers because it was once a major producer of palm oil in Nigeria. According to the NDDC ACT (2000), the Niger Delta composed of nine states, namely; Abia, Akwa – Ibom State, Bayelsa State, Cross Rivers State, Delta State, Edo State, Imo State, Ondo State and Rivers State.

### ***Curbing Insecurity in the Niger Delta through Effective Security/Community Policing***

The implications of lack of security in the country for business activities cannot be overemphasized. Insecurity discourages investment and makes it unprofitable and unattractive to entrepreneurs. Notably, it increases the cost of operations of people doing business in the country. This hike in costs may either be through direct damages to goods and properties or the cost of embarking on preventive measures to mitigate business risks. These costs have significantly adverse impacts on business development and progress. The link between a typical insecure environment and business investment is that insecurity constitutes a huge cost and hindrance to business growth, development, and investments. Ewetan & Urhie (2014) posits that insecurity affects business enterprises and tends to discourage investors, foreign and local. Adegbami (2013) sees insecurity as the bane behind to the general well-being of the citizens and has contributed to the destruction of businesses in Nigeria through the repatriation of local and foreign companies. Arong & Egberé (2013) reported that the insecurity in the Niger Delta region resulted in the disruption of business activities and the downsizing of employees by companies. He argued that insecurity has reduced the development and growth of businesses, hereby forcing the oil production per day to drop significantly.

To maintain a peaceful and well policed environment, devoid of restiveness in the Niger delta, there is urgent need for effective intelligence gathering by security agencies. The security agencies and other law enforcement agents should also be proactive and reasonably forecast and predict potential crime with some degree of accuracy rather than being reactive in their approach. The Companies operating in the Niger Delta region must be socially responsible to its responsibilities in their various host communities. They must ensure that MOUs and other agreements entered with their host communities are duly implemented to ensure their smooth, seamless and peaceful operation in the region. Additionally, there is also the need to be proactive in the drive to modernize the security agencies with needed training on the use of advanced technology, provision of adequate logistics, staff motivation and deliberate change of orientation of our security personnel. This will foster the efficiency of the Nigerian security agencies. Again, it will make them to easily respond appropriately to internal security challenges and other threats.

### ***Profitability Measures***

Generally, businessmen are mostly driven by profitability. Profit making is therefore the driving force behind private sector investments. Profitability, as a measure of performance, is the firm's ability to make profit from its core activity or trade. Profitability ratios (usually in the form margins and returns) measures firm's ability to earn profit for its owners. Common profitability ratios include: gross profit margin, operating profit margin, return on assets, return on equity, return on capital employed and earnings per share. The company with a higher level profitability ratio is considered to be doing well than its competitors. For this study, two profitability measures were used. They include; Return on Total Assets (ROTA) and Operating profit margin (OPROM).

### Formulation of Hypotheses

From the literature review and objectives of the study, the following hypotheses were formulated and tested:

*H01: There is no significant relationship between Effective Community Policing and Return on Total Assets of Oil and gas companies in the Niger Delta region*

*H02: Peace and Effective Community Policing does not significantly affect Operating Profit Margin of Oil and gas firms in Nigeria's Niger Delta region*

### Research Methodology

The study adopted the Survey Research Design. Data were collected through the questionnaire drawn up on a Five Point Likert-type scale. Respondents were requested to rate the influence of effective security/community policing on profitability ranging from 'strongly agreed' to 'strongly disagree'. Convenience Sampling technique was employed to select Six (6) quoted oil and gas marketing companies operating in Nigeria's Niger Delta region used for the study namely; Forte Oil Plc, Eterna Plc, Con Oil Plc, Oando Nigeria Plc, MRS Nigeria Plc and Total Nigeria Plc. Senior and management staff these companies constituted the respondents. Out of 156 copies of the questionnaires distributed, a total of 151 copies were returned, representing more than ninety six percent. The simple regression analysis and the Pearson product moment correlation statistical tools were employed for the analysis of data. The significance of the variability was tested using the ANOVA. The various tests were carried out using the SPSS Version 21.

### Data Presentation and Analysis

**Table 4.1: Questionnaire Distribution and Retrieval**

Number Distributed	Questionnaires	Percentages (%)
Number Issued	156	100
Number Received	151	96.80
Number not Received	5	3.20

As indicated on Table 4.1, a total of 156 questionnaires were distributed respondents out of which 151 representing 96.80% were returned. Five (5) representing 3.20% questionnaires were not returned.

### Demographics of Respondents

The tabular demographic analyses of respondents are presented in this section.

**Table 4.2: Gender of Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	106	70.2	70.2	70.2
Valid Female	45	29.8	29.8	100.0
Total	151	100.0	100.0	

The table above indicates that 106 respondents representing 70.2% were males while 29.8% were females.

**Table 4.3 Job Position of Respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	junior staff	1	0.7	0.7	0.7
	senior staff	119	78.8	78.8	79.5
	Management	31	20.5	20.5	100.0
	Total	151	100.0	100.0	

Table 4.3 indicates that 119 respondents or 78.8% represent senior staff, 31 respondents or 20.5% were management staff while 1 respondent or 0.7% is a junior staff.

### Test of Hypotheses

*Hypotheses 1: There is no significant relationship between Effective Community Policing and Return on Total Assets of Oil and gas companies in the Niger Delta region*

**Table 4.4: Correlation between Peace and Effective policing and Return on Total Assets**

		EFPOL	ROTA
EFPOL	Pearson Correlation	1	.572**
	Sig. (2-tailed)		.000
	N	151	151
ROTA	Pearson Correlation	.572**	1
	Sig. (2-tailed)	.000	
	N	151	151

\*\* . Correlation is significant at the 0.01 level (2tailed).

The results of Pearson product moment correlation as shown on table 4.4 above indicates that the coefficient of correlation is 0.572\*\* at a significant or probability value of less than 0.05 (pv = 0.000 < 0.05). This indicates a significant but positive relationship between Effective Policing of the Niger Delta communities and their Return on Total Assets. The significant relationship implies that most of the variables used in the model are supported and that a rise in the level of policing in the Niger Delta will result in an increase or rise in the Return on Total Assets of Oil and gas companies in Nigeria. In the same vein, a reduction in the level of security will increase their operational costs and will cause a reduction in the profitability of Oil and gas companies Operating in Nigeria's Niger Delta region.

### Regression Analysis

**Table 4.5: Model Summary of Peace and Effective security/ policing and Return on Total Assets**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.800 <sup>a</sup>	.740	.635	.33647

a. Predictors: (Constant), EFPOL

The regression outcome shows the impact of the independent variables (Effective security/community policing) on the Return on Total Assets of Oil and gas companies. The coefficient of determination R<sup>2</sup> indicates that 74.0% of changes or variations in the criterion or dependent variable (Return on Total Assets) are attributable to changes or variations in the

predictor or independent variables (Effective community policing). The theoretical implication of this result is that 26.0% of variations in the Return on Total Assets of Oil and gas companies are explained by other factors outside the model. The adjusted R<sup>2</sup> value of 63.5% is a little below R<sup>2</sup> of 74.0%.

**Table 4.6: ANOVA<sup>a</sup> Peace and Effective security/policing and Return on Total Assets**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29.760	2	14.880	131.433	.000 <sup>b</sup>
	Residual	16.755	148	.113		
	Total	46.515	150			

a. Dependent Variable: ROTA

b. Predictors: (Constant), EFPOL

From the table, the F-value is 131.433 while the p value is 0.000<sup>b</sup> indicating that the independent variables jointly have a significant effect to the extent of 131.433 at a p-value of less than 0.05 (p=0.000). The implication is that effective community policing has significant effects on the Return on Total Assets of oil and gas companies in Nigeria and therefore indicates the fitness or suitability of the model to be relied upon to predict the dependent variable.

**Hypothesis 2: Peace and Effective Community Policing does not significantly affect Operating Profit Margin of Oil and gas firms in Nigeria's Niger Delta region**

**Table 4.7: Correlations between Peace and Effective Policing and Operating Profit Margin**

		EFPOL	OPROM
EFPOL	Pearson Correlation	1	.453**
	Sig. (2-tailed)		.000
	N	151	151
OPROM	Pearson Correlation	.453**	1
	Sig. (2-tailed)	.000	
	N	151	151

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The above table shows a positive and moderately significant association/relationship between the effective security in the Niger Delta region and profitability of oil and gas companies as denoted by the correlation coefficient of 0.453 and a p value of 0.000 (p =0.000 < 0.05) which reveals that an efficient management of the security situation to favour the operations of Oil and gas companies will lead to an improvement in profitability of the companies and vice versa.

**Regression Results**

**Table 4.8: Model Summary of Peace and Effective policing and Operating Profit Margin**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.606 <sup>a</sup>	.367	.358	.37505

a. Predictors: (Constant), EFPOL

The regression outcome on the table shows the impact of the independent variables (Effective policing) on profitability of Oil and gas companies in Nigeria. The coefficient of determination  $R^2$  indicates that 36.7% of changes or variations in the criterion or dependent variable are explained by variations in the predictor or independent variable. The theoretical implication of this result is that 63.3% of variations in profitability of oil and gas companies operating in Nigeria’s Niger Delta region are explained by other factors outside the model. The adjusted  $R^2$  value of 35.8% is a little lower than the  $R^2$  of 36.7%.

**Table 4. 9: ANOVA<sup>a</sup> of Peace and Effective policing and Operating Profit Margin**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.064	2	6.032	42.883	.000 <sup>b</sup>
	Residual	20.818	148	.141		
	Total	32.882	150			

a. Dependent Variable: OPROM

b. Predictor: (Constant), EFPOL

The table shows that the F-value is 42.883 and a p-value (sig) of less than 0.05 ( $p=0.000$ ) which indicates that the predictor variable Effective security system/policing had a significant relationship with Profitability of oil and gas companies in Nigeria and that the independent variable can be suitably relied upon to predict the level of operating profit margin of oil and gas companies in Nigeria.



**Financial Statements Extracts of Selected Oil Marketing Companies in Nigeria**  
Presented below are Extracts of the Financial Reports of the Companies used for the study;

Con oil Nig Plc				Total Nig Plc		
YR	2015	2014	2013	2015	2014	2013
Details	Nm	Nm	Nm	Nm	Nm	Nm
Revenue	82,919	128,352	159,537	208,028	240,619	238,163
Total Assets	69,387	86,593	82,372	83,653	95,512	79,403
PBT	3,448	1,532	4,576	6,495	6,832	9,787
PAT	2,308	834	3,070	4,047	5,290	4,800
ROTA*	3%	1%	4%	5%	6%	6%
OPROM*	3%	1%	2%	2%	2%	2%

  

MRS Nig PLC				Oando Nig Plc		
YR	2015	2014	2013	2015	2014	2013
Details	Nm	Nm	Nm	Nm	Nm	Nm
Revenue	87,099	92,325	87,786	203,431	92,912	449,873
Total Assets	26,302	25,756	25,626	50,894	43,611	162,368
PBT	1,461	1,282	1,407	-51,137	-137,696	7,712
PAT	935	746	634	-49,690	-145,655	1,396
ROTA*	4%	3%	2%	-98%	-334%	1%
OPROM*	1%	1%	1%	-24%	-157%	0%

  

Forte Oil Nig PLC				Eterna Nig Plc		
YR	2015	2014	2013	2015	2014	2013
Details	Nm	Nm	Nm	Nm	Nm	Nm
Revenue	124,617	170,128	128,028	92,066	82,330	98,296
Total Assets	121,757	139,238	104,678	10,995	9,793	9,071
PBT	7,012	6,006	6,524	1,306	1,792	1,069
PAT	5,794	4,456	5,004	1,278	1,289	703
ROTA*	5%	3%	5%	12%	13%	8%
OPROM*	5%	3%	4%	1%	2%	1%

Results presented above show that the ROTA of Con oil Plc fell from 4% in 2013 to 1% in 2014 and later increased to 3% in 2015. Equally, its OPROM dropped from 2% in 2013 to 1% in 2014 but later increased to 3% in 2015. This is an indication that the company's profitability is not steady.

The result for Total Nigeria Plc shows that its ROTA remained the same (at 5%) between 2013 and 2014 and later dropped to 5% in 2015. Also, the OPROM remained at a stagnant rate of 2% all through the three years under consideration. This shows that the company's profit is not increasing.

For MRS Nig. Plc, the result of its ROTA for the period shows that it increased slightly from 2% in 2013 to 3% in 2014. It also increased by same margin between 2014 and 2015. The OPROM, on the other hand, remained stagnant at a meagre 1% over the three years under review. This also suggests that the company is not growing in terms of OPROM.

Oando Nig. Plc during the period under review showed a steady decline in both ROTA and OPROM. Its ROTA fell from 1% in 2013 to -334% in 2014. It further fell to -98% in 2015.

On the part of its OPROM, it fell from 0% to -157% between 2013 and 2014. It further fell to -24% in 2015. These suggest steady decline in the company's growth in terms of ROTA and OPROM.

For Forte Oil Nig. Plc, its ROTA, fell from 5% to 3% between 2013 and 2014. It later increased slightly in 2015 to 5%. The OPROM went in the same direction with the ROTA.

Finally, the ROTA of Eterna Nig. Plc increased from 8% in 2013 to 13% in 2014. However, it dropped to 12% in 2015. Its OPROM equally increased slightly from 1% to 2% between 2013 and 2014 and later dropped to 1% in 2015.

### **Discussion of Findings**

Insecurity is not good for business. It makes doing business difficult and risky, whether through outright damage of goods or the expenses incurred in taking precautions such as hiring military and police escorts, and other security related expenditures. The outcomes of the tested hypotheses provide answers to these important questions and the following findings were made by researcher on the bases of the results of the various tests and analysis carried out as discussed below;

#### **Peace and Effective Community Policing and Return on Total Assets of Oil and gas Companies**

*Hypothesis 1* examined the relationship between provision of effective security/policing in Niger delta communities and the Return on Total Assets of oil and gas companies. The test results showed a positive relationship between the independent variable and the Return on Total Assets of oil and gas companies in Nigeria. The implication is that as more costs associated with Insecurity in the region are reduced by the companies operating in the Niger Delta, the more their Return on Total Assets will rise in the same proportion. This finding agrees with that of Okonkwo et al (2015) and Umaru et al (2015). Okonkwo et al (2015) who in their study on "security challenges and the implications for business activities in Nigeria" concluded that security challenges in any environment constitute threat to lives and property, hindered business activities, and discouraged local and foreign investors, which retards socio-economic development of the country. On their part, Umaru et al (2015) studied the "impact of insecurity and poverty on sustainable economic development of Nigeria" and opined that insecurity affects businesses negatively, thereby having negative implications on the economy of Nigeria.

#### **Peace and Effective Community Policing and Operating Profit Margin of Oil and gas Companies**

*Hypotheses 2* examined the relationship between the prevalence of Peace and effective community policing and the Profitability. The test results indicate positive relationship between effective policing and the Operating profit margin of oil and gas companies in Nigeria. The implication is that the more effective security and policing put in place in the Niger Delta region, the more there will be peace and tranquility, which translates to smooth operations of the companies and others and this will increase their productivity and profitability. This again, agrees with the findings of Arong & Egberé (2013) and Paki & Ebiéna (2011). It also agrees with the findings of Otto & Ukpere (2012), who found out that there was a significant positive relationship between national security and economic development in Nigeria.

## Conclusion and Recommendations

This paper examined the relationship between effective security/policing and profitability of oil and gas companies in Nigeria's Niger Delta region. The study concludes that Effective security/policing had a positively significant relationship with profitability of oil and gas firms operating in the Niger Delta region of Nigeria.

Based on the findings of the study, the following recommendations were made:

1. Companies operating in the Niger Delta region must be socially responsible to its responsibilities in their various host communities. They must ensure that MOUs and other agreements entered with their host communities are duly implemented to ensure seamless and peaceful operation in the region.
2. Niger Delta youths should be given priority during recruitments by companies, especially in areas where they possess the required skills or qualifications. This will help check the high rate of unemployment in the region and by extension douse the tension associated with kidnapping, hostage takings and other restive activities.
3. The government must confront security issues vehemently. However, the use of force should be minimized as much as possible.
4. There is also the need to be proactive in the drive to modernize the security agencies with needed training on the use of advanced technology, provision of adequate logistics, staff motivation and deliberate change of orientation of our security personnel. This will foster the efficiency of the Nigerian security agencies. Again, it will make them to easily respond appropriately to internal security challenges and other threats.
5. There should be established institutions charged with security monitoring rather than the usual reactive response sometimes by the poorly armed security agents at the aftermath of such attacks. The Federal, state, and local governments should be proactive in ensuring that enforcement of laws is not compromised.
6. Training and retraining of security men and other officers must be carried out routinely and on a regular basis too. This must be done with special focus on current human rights trends, crime curbing strategies, weapon handling, and current interrogation techniques.

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