

MILLENNIAL WORKFORCE AND THE FUTURE OF FORMAL ORGANISATIONS IN NIGERIA

AKINBODE, JAMES O.

*Bowen University, Iwo
james.akinbode@bowen.edu.ng*

OYELUDE, OPEYEMI O.

*Bowen University, Iwo
&*

UNUAFE, FRANCISCA

Federal Polytechnic Offa

Abstract

In an attempt to explore the reality and x-ray the future of formal organisations in Nigeria, this paper reviewed millennial workforce as well as formal organisation concepts. Through desk review research approach, positions of existing studies were considered to generate views for this discourse. System theory was found suitable in explaining issues and was adopted. Issues highlighted included the future of hierarchical organisation belief, organisational structures, emerging organisational culture, remote working and flexible working arrangements, and priority on titles and positions by employee. It was opined that conventional formal organisation has to play down own on some of these generic features as determined by growing millennial workforce as it was also suggested that different generational mix should be encouraged in formal work system. This review concludes that the current formal organisation outlook be reconfigured to accommodate the millennials for it to remain sustainable.

Key Words: Formal organisation, Generational mix, Millennial workforce, Nigeria

Introduction

Workforce demographic composition is dynamic and has significant impact on organisation's bottom lines that is why contemporary organisational analysts have advocated for the understanding of workforce generational diversity for organisations to be sustainable amidst the increasing challenges (Cahill & Sedrak, 2012). Conventional formal organisations in developing economies are beginning to feel the inclination of multi-generational workforce. However, an irresistible group of this workforce called 'millennials' are perceived to be challenging the existing order as entrenched in the tenets of formal entities (Onukwuba, 2020). This category of employee desire to work from anywhere outside office, prefer flexible opening and closing time at work, customised compensation, and few years of job tenure, among others. To the millennial workforce, conventional formal organisations in this part of the world are gradually becoming less attractive because less results are yielded. As such, they have become more uncomfortable with the tenets such as

physical present at work, confinement to office location to discharge official responsibilities, abstract rules and regulation among others as entrenched in bureaucratic type of organisation.

In Nigeria, business managers in the private sector and administrators in public sector are contending with how to efficiently manage this category of employees without losing the strength and dignity of formal system owing to the characteristics of the millennials which some considered as myths and misconceptions. Current trend about the behavioural tendencies of millennial workers such as working from remote, work two or three days in the week, and assumption of leadership/managerial position in early career, among others suggest anti formal organisation practices. This trend will be more pressing in few years to come as formal organisations would be dominated by these millennials when the non-millennials (silent generation, baby boomers and generation X) would have bowed out of service. Extant studies (Isa, 2016; Spencer and Muchnick, 2015) have

identified the complexities in formal tall organisation as blessings and advantages to organisational performance while other studies (DuGay and Lopdrup-Hjorth, 2016; Karsh and Templin, 2013) perceived these complexities as a way to change the status quo that is the formality structure which over the years have retarded progress, promoted inefficiency and forestalled employees' creativity and innovation.

The question is does it mean that the traditional perception and description of formal organisation would have to be redefined beyond the modified bureaucratic organisational system as advocated by Amir, Tikson, Haning & Bailusy (2014), and Farrell & Morris (2013, 2003) for Nigerian formal organisations or is there need for a new form of organisation that is neither formal, informal or spontaneous? An emerging challenge is how to handle the millennial workforce in the formal organisations in the recent years. It is against this backdrop that this paper provoked thoughts as it discussed formal organisation and millennial workforce to x-tray the future of formal organisations in the Nigerian formal employment space.

Literature Review

Formal Organisation

Organisation is about people and when two individuals or more comes together in a synergistic manner to do what individuals working alone could not have done alone put together, organisation is already formed (Akinbode, Opayemi & Sokefun, 2013). According to Weber (1947), organisation is a group of people defined by their function, whose culture determines what and how they operate. Similarly, Robbins (1993) suggested that an organisation is 'a consciously coordinated social unit, composed of two or more people that functions as a relatively continuous basis to achieve common goals or set of goals'. This presupposes patterns of ways in which a group of people too large to have one on one contact may be due to social distance or technological effect engage in a complex task, relate themselves together in a conscious manner, systematic establishment and accomplishment of mutually agreed purpose.

Weber (1947) and Schein (1970) identified formal organisation as one of the forms of organisation. Formal organisation is deliberately established for a certain purpose (Blau & Scott, 1962). Barnard (1968) defines formal organisation as consciously coordinated activities or forces of two or more people (p. 73) while Schein (1970) defines it as 'the rational coordination of the activities of a number of people for the achievement of some common explicit purpose or goal, through division of labour and function, and through a hierarchy of authority and responsibility'. According to Jensen (1995), such an organisation is determined by a given structure and this structure is embedded with a chain of authority and communication. Fusing these views, formal organisations have high degree of bureaucracy, formality, rules and procedures, division of work, deliberately created, impersonal, and stable. This implies that they are often deliberately constructed and reconstructed to seek specific goals. Typical formal organisations are banks, corporations, hospitals, schools and prisons but exclude classes, tribes, ethnic groups, and families.

Millennials Workforce

Millennials otherwise called Y Generation, Generation Y (Gen Y) and Nexters are those given birth to between the early 1980s and mid-1990s to early 2000s (Wen Muthuveloo & Ping, 2018; Campbell, Campbell, Siedor & Twenge, 2015). The millennials represent a group of people that shared and shaped by history with certain traits. They are realists, technoholics and career multi-stakers. In the formal work system, they constitute majority of working class. This millennial workforce according to Bovis, Cardoso, Wright and Gott (2017), would be more than half of the world workforce population by year 2025 and they would be irresistible. Their attitude and behaviours include but not limited to preference for work system with a positive diverse culture, multi-task, flexible, individualism, autonomy, social networking, and innovative communication with the use of modern technologies, among others which make them different from the non-millennials that is silent generation, baby boomers and generation X (Muthuveloo & Teoh, 2017; Özçelik, 2015; Robbins & Judge, 2013; Ferri-Reed, 2010).

The millennial workforce has been found to have preference for new forms of communication different from the various traditional means of communication in formal organisations (Ramli & Soeltan, 2019). Also, retaining millennial workforce has been a major challenge unlike the non-millennials that would prefer to start and end their career in an organisation, the millennials are always ready to move either to another organisation within a short period/years of joining or start their own business (Özçelik, 2015; Prokopeak, 2013; Kelleher, 2011).

Theoretical Review

A biologist named Ludwig Von Bertalanffy introduced systems theory in the year 1940s (Von Bertalanffy 1968), it was furthered by Ross Ashby (1956) and George Bateson Bateson (1979) to explain living being. System theory of organisation within formal concept perceive organisation as a functional whole with human beings championing the process of organisation (Akindele, Afolabi, Pitan & Gidado, 2016). Human beings in the organisation are guided by rules and regulations to keep the system on. John B. Watson introduced the behavioral approach in the 1960s, this theory emphasized individual personalities as a major input into an organisation. According to this theory, individuals are concerned with their roles, statuses, perception of authorities and leadership (Waldo, 1961). Individual as a product of its generation is bound to act within dictates of what others are doing in terms of their behavioural pattern. Furthermore, bureaucratic model was established by Max Weber, it explains the guide to include fixed division of work, hierarchical structure, specialisation and full-time employment of employees. Specifically, the features are:

- i. Division of labour: Employees have specific responsibilities that must be fulfilled which are coordinated towards organisation objectives.
- ii. Hierarchical structure: The responsibilities flows downward while accountability flows upward.
- iii. Codified rules: To guide against frictions, rules are put in place to promote cordial and professional relationship among employees.
- iv. Official communication and documentations: Information dissemination is often through

black and white to have evidence and claims. This is subsequently properly documented for ease of reference.

- v. Impersonality: Artificial person is clearly distinguished from natural person while in office. As such, it is not individuals that holds office but the artificial person. Therefore, employees in formal organisations have their allegiance to the organisation and not to any individuals.

Contrary to above realities, post-bureaucratic approach advocated for team-based, general decision-making roles, fuzzy role description, and reliance on horizontal and relationship-based modes of coordination, resource control and allocation (Barley & Kunda, 2001; Child & McGrath, 2001).

Empirical Review

There are evidences that millennials appear to be uncomfortable with dictates of formal organisational practices (Onukwuba, 2020; Bannon, Ford & Meltzer, 2011). Myers and Sadaghiani's (2010) position that millennials are "self-centered, unmotivated, disrespectful, and disloyal ...", suggest that it has been posing challenges to formal organisation. The study of Bannon *et al.*, (2011) which attempted to explain millennials in the workplace clearly affirmed that millennial workforce tends to be less formal in the workplace while Onukwuba's (2020) study admitted that millennials are less interested in adapting to organisational routines.

In spite of the strengths of formal organisations as entrenched in either bureaucratic or post bureaucratic organisations, studies (DuGayet *al.*, 2016; Isa, 2016; Prahalad and Ramaswamy, 2004; Perrow, 1986) have criticised its usefulness in all situations especially with basic mismatch between the dictates of the formal organisation and individual needs, emergency, and changing characteristics of employees, among others. Isa (2016) study on bureaucracy and organisational performance in Nigeria is among the recent studies that has called for the need to refine structure in formal organisations to facilitate a more stable system. The author remarked on the loss of innovation, communication breakdown, bad dealings with unexpected situations, and above all loss of competitive advantage as evident

challenge of formal organisation that is bureaucratically inclined.

Again, in the study of Billinger and Workiewicz (2019), organisational hierarchies were admitted to be fading as the authors partly attributed this to attempt to attract millennials into workplace while Hershatter and Epstein's (2010) study identified increasing complaints of millennials to structure clarity and details. Also, another instance is the preference of millennials for a flexible work environment (Ertas, 2015; Walsh, 2015). Other studies like Caraher (2015), and Winograd and Hais (2011) found that the millennials seek flexibility at work. While majority of the studies appears to have been carried out in the private sector, Viechnicki's (2015) study in the public sector was not different as it found that possible career growth myth of public sector is not cherished by the millennials. The study affirmed that priority of the millennials is not job security and there are cases of hierarchy complaints from young civil servants.

Furthermore, whilst formal organisation believes in collectivism, studies (Harris-Boundy & Flatt, 2010; Ng, Schweitzer & Lyons, 2010) have however shown that individualism is preferred by the millennials. For instance, Harris-Boundy and Flatt's (2010) study which investigated cooperative performance of Millennials in teams revealed that millennials demonstrate higher levels of individualism than collectivism. In a related study, Ng, Schweitzer and Lyons (2010) also emphasised individualism as part of the common feature of millennial workforce. This according to Kornelsen (2019) is due to the millennials strong independent minds and capability of self-management. Wiedmer (2015) study on generations do differ appears to be right as it explains that the millennials rarely seek guidance and support from superior managers.

In another related studies, formal communication which is another hallmark of formal organisation have been challenged as millennials seem not to be pleased with it as mentioned in some studies like Kornelsen (2019) which reiterated that millennials do not appreciate extensive communication with supervisors. Omilion-Hodges and Sugg (2019) study remarked that the

millennials prefer face-to-face, open, direct, mentor-like, friendly, professional, and personal communication. This is less of formal communication. One of the issues tied to communication in organisations is position and title which the study of Caraher (2015) found to be irrelevant to the millennials as they do not see seniority and structure as vital in work relationship.

Contending Issues

With the underlying characteristics of formal organisation and millennial workforce, can it be explored that formality is a fraud as suggested by DuGayet *al.*, (2016) or get rid of formal organisations as suggested by (Peters, 1994) and will formal organisations be replaced in the future to meet the yearnings of millennial workforce. Some of the contending issues are:

Hierarchical organisation belief to distribute, process information or authority is currently challenged by the millennials. For instance, Balda and Mora (2011) remarked that millennials desire free-flowing and bidirectional communication from organisation leadership not considering their position in the organisation hierarchy. Similarly, Hershatter and Epstein (2010) argued that millennials believe any information for decision making is easy to get in nanosecond without passing through chain of approval. This negates the traditional philosophy of formal organisation which promote systematic flow of information along responsibility and authority.

Therefore, is it that the strength of hierarchical structure is being weakened or hierarchy culture is considered a bottleneck and should be eliminated to have a more efficient formal organisation in this age? The next point partly addresses this question.

1. There are different organisational structures and these have evolved to bring about efficiency in formal organisations. Spencer *et al.*, (2015) remarked that flat organisational structure may facilitate the needs of the millennial workforce in the sense that the gap between Chief Executive Officer and subordinates irrespective of departments/units. Access to information need not travel through the chains, as every

employee in an organisation can access any kind of information at any level so desired and available. Therefore, the long wait for approval in the use of information for decision making is not appreciated by millennials and for any formal organisation that want to remain a going concern, this must be noted.

2. Organisational culture is the pattern of shared basic assumptions within an organisation. According to Dannar (2013) such culture encapsulate basic values, behavioral norms, and behavioural patterns which guide the manner people in an organisation relate and engage in their jobs. Right from the point of entry, millennials often oppose some parts of the culture. However, millennials have not found any relationship between organisational cultural identity and their performance on the job that is if the culture is to bring out high performance and sustain it. In contemporary organisations, bureaucratic culture is fast disappearing as new management approaches are emerging and new patterns and ways of relationship is being introduced to change the mind-set of employees about how to think and feel to reposition the organisation for continued relevance and survival.
3. Abstract rules such as working hours and assemblage in workplace has been questioned by the millennials. They desire flexible working arrangements and working from anywhere (home, transit, among others). Existing order is a modern slavery and should be discarded (Reisenwitz & Iyer, 2009; Martin, 2005). Therefore, convergence of workers in a place should be looked into and reconsidered as waste of resources such as time and money. In this part of the world, transiting to and fro homes and offices come with high cost and stress. This is caused by gridlocks and distance of place of residents to central business districts and industrial hubs.

4. Titles and positions are not really appreciated by the millennials. They see it as burden and strains to cordial relationship between and among co-employees in formal organisations. Although, this is highly appreciated by the non-millennials who are glue to old ordered formal organisation however, it distant work relationships, impede efficiency and performance of millennials.

Conclusion

The future of formal organisations is no doubt in the hands of the millennial workforce and they (millennials) will change a number of protocols in the current formal organisations. It is imperative for business managers and administrators in public sectors to appreciate their peculiarities and evolve a process that will accommodate multi-generational workforce. Therefore, for formal organisations to survive, the concept would have to be redefined operationally to accommodate the millennials.

Recommendations

1. Present formal organisations need to adjust their internal management strategies to accommodate millennial workforce.
2. Organisational culture in terms of work environment, rules, and the likes must be redefined to accommodate both the millennial workforce and non-millennials.
3. Evolve an ideal organisational structure that is not rigid but promote improved performance, retain millennials as well as non-millennials because structure is still germane to address possible ambiguity among roles and responsibilities.
4. Managers that belong to non-millennials and human resource department that are experienced in managing non-millennials need to be more flexible in handling issues with the millennial workforce.

References

- Akinbode, J.O., Opayemi, A.S. & Sokefun, E. (2013). Impact of online social networking on employees' commitment to duties in selected organisations in Lagos State. *International Journal of Business and Economic Development*, 1(1), 94-100.
- Akindele, S. T., Afolabi, Y. A., Pitan, O. O. & Gidado, T. O. (2016). The threads of organisational theory: A phenomenological analysis. *Management*, 6(5), 158-184.
- Amir, M., Tikson, D. T., Haning, H. M. T. & Bailusy, M. K. (2014). Neo-Weberian state

- model in reformation bureaucracy: The health sector in Kendari City, Southeast Sulawesi. *Journal of Research in Humanities and Social Science*, 2(7), 70-72.
- Argyris, C. (1970). *Personality and organisation: The conflict between system and the individual*. New York: Harper Torch books.
- Ashby, W. R. (1956). *An Introduction to cybernetics*. London: Chapman & Hall.
- Balda, J. B. & Mora, F. (2011). Adapting leadership theory and practice for the networked millennial generation. *Journal of Leadership Studies*, 5(3), 15-22.
- Bannon, S., Ford, K., & Meltzer, L. (2011). Understanding millennials in the workplace. *The CPA Journal*, 81(11), 61-65.
- Barley, S. R. & Kunda, G. (2001). Bringing work back in. *Organisation Science*, 12, 76– 95.
- Barnard, C. I. (1968). *The functions of the executive*. Cambridge, Massachusetts: Harvard University Press.
- Bateson, G. (1979). *Mind and nature: A necessary unity*. New York: Ballantine.
- Billinger, S. & Workiewicz, M. (2019). Organisational hierarchies in workplace. *Journal of Organisational Design*, 8(17), 15-22.
- Blau, P. M. & Scott, W. R. (1962). *Formal organisations: A comparative approach*. San Francisco: Chandler Publishing Company.
- Bovis, B., Cardoso, L., Wright, R., & Gott, J. (2017). Gender matters for generation Y. <http://www.atkearney.com/gbpc/issue-papers-and-perspectives/article//asset-publisher/3iSOIX7wDpJG/content/gender-matters-for-generation-y/10192>. Retrieved March, 6 2019.
- Cahill, T.F. & Sedrak, M. (2012). Leading a multigenerational workforce: Strategies for attracting and retaining millennials. *Frontiers of Health Services Management*, 29(1), 3-15.
- Campbell, W., Campbell, S., Siedor, L. & Twenge, J. (2015). Generational differences are real and useful. *Industrial and Organisational Psychology*, 8(3), 1-8.
- Caraher, L. (2015). *Millennials and management: The essential guide to making it work at work*. Brookline, MA: Bibliomotion.
- Child, J. & McGrath, R. G. (2001). Organisations unfettered: Organisational form in an information intensive economy. *Academy of Management Journal*, 44, 1135– 1148.
- Danner, P. (2013). Millennials: What they offer our organisations and how leaders can make sure they deliver. *Journal of Values-Based Leadership*, 6(1), 21-30.
- DuGay, P. & Lopdrup-Hjorth, T. (2016). Fear of the formal. *European Journal of Cultural and Political Sociology*, 3(1), 6-40.
- Ertas, N. (2015). Turnover intentions and work motivations of millennial employees in federal service. *Public Personnel Management*, 44(3), 401-423.
- Farrell, C. & Morris, J. (2003). The 'neo-bureaucratic' state: professionals, managers and professional managers in schools, general practices and social work. *Organisation*, 10(1), 129-156.
- Farrell, C. & Morris, J. (2013). Managing the neo-bureaucratic organisation: Lessons from the UK's prosaic sector. *The International Journal of Human Resource Management*, 24(7), 12-22.
- Ferri-Reed, J. (2010). The keys to engaging Millennials. *Journal for Quality and Participation*, 33(1), 31-39.
- Harris-Boundy, J. & Flatt, S. J. (2010). Cooperative performance of Millennials in teams. *Review of Business Research*, 10, 30-46.
- Hershatter, A. & Epstein, M. (2010). Millennials and the world of work: An organisation and management perspective. *Journal of Business Psychology*, 25(2), 211-223.
- Isa, A. A. (2016). Bureaucracy and organisational performance in Nigeria: problems and prospects. *International Journal of Advanced Multidisciplinary Research*, 3(12), 12-16.
- Jensen, H. S. (1995). Paradigms of the theory-building in business studies. In T. J. Elfring, Hans Siggaard; Money, Arthur (Ed.), *European research paradigms in business studies*. Copenhagen: HandelshøjskolensForlag.
- Kaifi, B. A., Nafei, W. A., Khanfar, N. M., & Kaifi, M. M. (2012). A multi-generational workforce: Managing and understanding millennials. *International Journal of Business and Management*, 7(24), 88.
- Karsh, B., & Templin, C. (2013). *Manager 3.0: A millennial's guide to rewriting the rules of management*. New York: American Management Association.
- Kelleher, B. (2011). Employee engagement and retention. *MWorld*, 10(1), 36-39.

- Kornelsen, J. (2019). The quest to lead (with) Millennials in a VUCA-World: Bridging the gap between generations. Contributions to Management Science. In Kok, J., & van den Heuvel, S. (Eds.) *Leading in a VUCA World* (pp. 27-41). Springer International Publishing.
- Martin, C. A. (2005). From high maintenance to high productivity what managers need to know about Generation Y. *Industrial and Commercial Training*, 37(1), 39-44.
- Merton, R. K. (1940). Bureaucratic structure and personality. *Social Forces*, 18(4), 560-568.
- Muthuveloo, R & Teoh, A. P. (2017). RACE: The Theory of Emergence for Strategic Entrepreneurship. *International Review of Management and Marketing*, 7(1), 164-168.
- Myers, K. K., & Sadaghiani, K. (2010). Millennials in the workplace: A communication perspective on millennials' organisational relationships and performance. *Journal of Business and Psychology*, 25(2), 225-238.
- Ng, E., Schweitzer, L. & Lyons, S. (2010). New generation, great expectations: A field study of the Millennial generation. *Journal of Business and Psychology*, 25, 281-292.
- Omilion-Hodges, L. M. & Sugg, C. E. (2019). Millennials' views and expectations regarding the communicative and relational behaviors of leaders: Exploring young adults' talk about work. *Business and Professional Communication Quarterly*, 82(1), 74-100.
- Onukwuba, H. O. (2020). Managing millennials in the African workplace: What the millennials need. *Journal of Organisational Psychology*, 20(2), 139-158.
- Özçelik, G. (2015). Engagement and retention of the millennial generation in the workplace through internal branding. *International Journal of Business and Management*, 10(3), 99-107.
- Perrow, C. (1986). *Complex organisations: A critical essay*. New York: McGraw Hill.
- Peters, T. (1994). *The Tom Peters seminar: Crazy times call for crazy organisations*. New York: Vintage Books.
- Prokopeak, M. (2013). How to retain your millennial workers? *Workforce*, 92(9), 5-12.
- Prahalad, C. K. & Ramaswamy, V. (2004). Co-creating unique value with customers. *Strategy and Leadership*, 32(3), 4-9.
- Ramli, Y. & Soeltan, M. (2019). The millennials workforce: How do they commit to the organisation. *International Journal of Business, Economics and Law*, 19(5), 7-18
- Reisenwitz, T. H., & Iyer, R. (2009). Differences in Generation X and Generation Y: Implications for the organisation and marketers. *The Marketing Management Journal*, 19(2), 91-103.
- Robbins, S. P. & Judge, T. A. (2013). *Organisational behavior*. NY: Pearson Education, Inc, Prentice Hall.
- Robbins, S.P. (1993). *Organisational behaviour cases, concepts, and controversies*. New Delhi: Prentice hall.
- Schein, E. (1970). *Organisational psychology*. Engle Cliffs, NJ: Prentice Hall
- Spencer, J. & Muchnick, M. (2015). Should we undo the flat organisation: Accommodating needy millennial generation workers? *European Journal of Contemporary Economics and Management*, 2(2), 14-28.
- Viechnicki, P. (2015). *Understanding millennials in government: Debunking myths about our youngest public servants*. Deloitte University Press
- Von Bertalanffy, L. (1968). *General system theory: Foundations, development, applications*. New York: George Braziller.
- Waldo, D. (1961). Organisation theory: An elephantine problem. *Public Administration Review: The Journal of the American Society for Public Administration*, 11(4), 216-221.
- Weber, M. (1947). *The theory of social and economic organisation*. New York: Henderson and Parsons.
- Wen, C. T. Y., Muthuveloo, R. & Ping, T. A. (2018). Factors influencing job satisfaction: A perspective of millennials in Malaysia Multinational (MNC) companies. *Global Business and Management Research: An International Journal*, 10(1), 48-66.
- Wiedmer, T. L. (2015). Generations do differ: Best practices in leading traditionalists, boomers, and generations X, Y, and Z. *The Delta Kappa Gamma Bulletin*, 82, 51-58.
- Winograd, M. & Hais, M. D. (2011). *Millennial momentum*. Piscataway, NJ: Rutgers University Press.

JOURNAL OF THE MANAGEMENT (JOMAS)

Volume 57(1) June 2021

ISSN 118-6828

A bi-annual Journal of the Faculty of Management Sciences

Nnamdi Azikiwe University, Awka, Nigeria

P.M.B 5025 Awka

Anambra State-Nigeria

Email: fms@journals.unizik.edu.ng

Homepage: boldscholar.com/journal/management-sciences

Journal of the Management Sciences

© Faculty of Management Sciences

Nnamdi Azikiwe University, Awka

Published June, 2021

By

*Faculty of the Management Sciences,
Nnamdi Azikiwe University, Awka, Nigeria*

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or any other information storage and retrieval system, without prior permission of the publishers.

Leadership and Accountability for Sustainable Development in Nigeria: Challenged and Prospect Solomon B. Adekunle & Fabian Benjamin	126
Millennial Workforce and the Future of Formal Organisations in Nigeria Akinbode James O., Oyelude Opeyemi O., & Unuafe Francisca	133
Policing and Human Rights Violation in the Covid-19 Lockdown in Nigeria: The Role of the Police in Crisis Intervention Arimie Chukwuyem Joel, Eghaghe Ambrose & Omage Mannie I.	140
An Exploration of Internal Security Challenges and the Consequences on Police Image in Nigeria Ayo Awopeju	153
Rural Development as A Tool for Sustainable National Development, 1972 – 2012 Kayode Asaju & Ayeni Evans Oluwagbamila	164
The Failure of Nigeria Security Structure and the Crisis of National Development: A Prismatic Assessment Augustine Ejiofor Onyishi, Cyriacus Chijioke Oji & Chidozie B. Obiorah	174
Which One Theoretical Model Suffices in Public Policy-making Process? Umar Elems Mahmud, Yusuf Abdullahi Ogwuzebe & Bage Yahaya Ahmad	190
Examining the Interface between Mentoring and Human Capacity Development in Selected Universities in South-East, Nigeria 2010-2020 Chinyeaka Justine Igbokwe-Ibeto & Kehinde O. Osakede	199
Global Supply Chain Management and Organizational sustainability of Selected Beverage Companies In South-East, Nigeria Obialor Donatus Chukwuemeka & Obialor Chinenye Ehikem	211
Health Policy and Women Development in Ondo State, Nigeria: A Critical Assessment of the Mother And Child Hospital, Akure, 2009-2018. Tolu Lawal & Alonge Opeyemi M.	221
Covid19 Pandemic and its Implications on Governance in Africa: The Nigerian Experience Osakede Kehinde O., Ijimakinwa Samuel O., Adesanya, T. O. & Oshineye, A. A.	231
The 2019 Oyo State Local Governments’ Imbroglio and the Federal Government Involvement: Constitutional and Partisanship Dimension Martins Olugbenga Lawrence & Ayo Awopeju	244
The Informal Sector as A Catalyst for the Economic Development of Nigeria: Emerging Issues Okeke Mary Nneka & Okeke Onyeakachi O.	257