

# Enhancing Nigerian Army welfare schemes towards improved personnel motivation


*Perfeccionamiento de los esquemas de seguridad social del Ejército Nigeriano para mejorar la motivación del personal*

**Abstract:** Members of the Armed Forces of Nigeria (AFN) are among the most vulnerable populations in the country due to hazards associated with the profession and the rising security challenges in the country. The AFN are involved in counter terrorism, insurgency, kidnapping, cattle rustling, banditry, secessionism and separatism operations across the country. These operations have resulted in loss of lives, permanent disabilities and other forms of hardships to members of the armed forces, especially Nigerian Army. For this reason, the Nigerian Army have found ways and means to improve the motivation of personnel through a variety of Welfare Schemes (WS). The main objective of this study, therefore, is to examine ways to enhance the welfare of Nigerian Army personnel towards improved personnel motivation. This paper proposes strategies improve staff welfare in order to enhance PM in NA. The collected data were analysed using a qualitative method and presented in a descriptive analytical form.

**Keywords:** Welfare Schemes. Personnel Motivation. Nigerian Army

**Resumen:** Los miembros de las Fuerzas Armadas de Nigeria (FAN) se encuentran entre las poblaciones más vulnerables del país debido a los peligros asociados con la profesión y los crecientes desafíos de seguridad en el país. Las FAN participan en operaciones de combate al terrorismo, la insurgencia, los secuestros, el robo de ganado, el bandidaje, el secesionismo y el separatismo en todo el país. Estas operaciones provocaron la pérdida de vidas, la invalidez permanente y otras formas de daños a los miembros de las Fuerzas Armadas, especialmente del Ejército nigeriano. Por esta razón, el Ejército de Nigeria ha encontrado formas y medios para mejorar la motivación del personal a través de diversos Esquemas de Seguridad Social (ESS). Por lo tanto, el objetivo principal de este estudio es examinar las formas de mejorar la seguridad social del personal del Ejército Nigeriano (EN) para aumentar la Motivación del Personal (MP). Este artículo propone estrategias para mejorar la seguridad social del personal con el fin de mejorar la MP en el EN. Los datos recogidos se analizaron mediante el método cualitativo y se presentaron en forma de análisis descriptivo.

**Palabras clave:** Esquemas de Seguridad Social. Motivación de Personal. Ejército Nigeriano..

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## 1. Introduction

Governments maintain military forces principally to preserve its territorial integrity and defend national boundaries against external aggression. These force maintenance measures which often bolsters the morale component of fighting force are achieved via various personnel motivation (PM) initiatives implemented through diverse welfare schemes (WS). Such schemes powered by a robust defense strategy enhance the success of the military in combat operations and overall national defense. As human resources are essential to the success of organizations, personnel welfare has become a critical component in the formulation of military welfare schemes.

The term Welfare Scheme (WS) is defined as ‘a carefully coordinated arrangement towards improving the social conditions of personnel in the armed forces (COUNCIL OF SUPPLY CHAIN MANAGEMENT PROFESSIONALS, 2012). It also refers to a range of government programmes that provide financial or other aids to individuals or groups to support or motivate them. The goals of WS are thus to promote the pursuance of work, education, a better standard of living and improved personnel motivation. Personnel Motivation (PM) simply refers to the way to get soldiers to work together and make them feel part of a worthy fighting group. PM entails the strategic and tactical troop readiness required to accomplish military objectives and tasks in support of national security imperatives (KAYE, 2005).

The US Department of Defense (DOD) established funding targets to enhance the delivery of 2 categories of its Morale, Welfare, and Recreation (MWR) Programme towards improved PM. These are Category A, which promotes the physical and mental well-being of service-members, and Category B, which funds community support systems for service-members and their families. DOD’s MWR policy identifies six broad performance indicators for its WS. These targets are designed to ensure that military WS are adequately funded with appropriated resources to enhance PM instead of requiring service-members and their families to pay fees to cover costs (GAO, 2018).

The Ghanaian Army (GA) realized that most of its institutions are not productive due to ineffective WS. This affected human capital development and was difficult for management to achieve organizational goals and objectives (AMPOTY, 2014). Increasingly, the GA began to pay detailed attention to the development of personnel skills and made personnel development a central theme in the practice of Human Resource Management (HRM). This high level of commitment on HR practices improved GA outcomes by shaping capacities, behaviours and attitudes to work thereby increasing productivity (BARUCH, 2016).

The Nigerian Army (NA) in recent times has undergone series of transformations. The period from 2010 – 2020 witnessed great expansion in almost all spheres of influence ranging from welfare schemes, training, courses, increased manpower and infrastructure development. Consequently, the NA established the Army Welfare Holdings Limited (AWHL) in 2008. The AWHL later metamorphosed to the Nigerian Army Welfare Limited/

Guarantee (NAWL/G). The primary mandate of the NAWL/G was to coordinate the welfare of the NA personnel. The NAWL/G is also tasked to provide strategic policy direction, streamline, harmonize and coordinate the activities of hitherto independent subsidiaries. Its strategic mission is to harness opportunities within the Nigerian environment to improve the welfare of troops and ensure profitability for the NA. Despite these efforts, it is arguable if adequate WS are emplaced to enhance PM in the NA.

In the NA, WS are meant to assure personnel that their welfare and family's well-being are being taken care of. Accordingly, the Army Headquarters (AHQ) has implemented several WS including the Nigerian Army Insurance Scheme (NAWIS), Post Service Housing Development (PHD) and the Nigerian Army Post Exchange (NAPEX) among others. These schemes achieved some results in the areas of housing and monetary compensations given to the families of some personnel that were killed in active service. However, the implementation of WS in the NA is plagued by systemic inefficiencies and perceived insensitivity to the aspirations of personnel. Some of these deficiencies were attributed to declining NA resources, undue delays in accessing benefits and mismanagement of funds meant for WS implementation.

The purpose of this study is to identify ways of enhancing the efficacy of WS to improve PM in the NA. The study is motivated by the welfare plight of personnel and the prospects of an enhanced WS as the panacea for improved PM in the NA. Ordinarily, the WS available to NA personnel are reasonably adequate to improve PM in operational areas. However, NA does not have a flexible and adaptable WS structure that is able to keep pace with the dynamics of the operating environment. This necessitates the reappraisal of the objectives of NA WS to meet expected challenges. It is in view of this that this study seeks to find ways to proffer solutions to the challenges militating against WS in the NA for improved PM.

The study will discuss the prospects of improving WS in the NA for improved PM and highlight strategies to mitigate the challenges militating against the implementation of effective WS in the NA to improve PM. The scope of the study covers the period 2015 to September 2021. This marks the period of increased efforts to ensure effective and reliable WS for the NA to meet up with its requirements at various levels of operations. In terms of space, the study concentrates on NA WS in Nigerian Defence Academy (NDA) Kaduna, due to its relevance in recruiting and training of personnel. The Space will also include FCT Abuja because it is the location of the AHQ where policies regarding WS in the NA are developed and numerical benchmarks established to monitor and evaluate the progress of any program. The general focus of the study examines NA WS towards improved PM. However, specifically, the content of the study will focus on appraising the integrative roles of the existing WS in the NA towards improved PM.

## 2. Literature Review

### 2.1 Conceptual Discourse

The 2 key variables in this study are WS and PM, which are the independent and dependent variables respectively. These variables are conceptualized and their relationship established subsequently.

#### 2.1.1 *Welfare Scheme*

Briggs (1961) sees WS as an organized effort deliberately used through politics and administration to modify the play of market forces in at least three directions. Firstly, by guaranteeing individuals and families a minimum income irrespective of the market value of their work or their property. Secondly, to narrow the extent of insecurity by enabling individuals and families to meet certain 'social contingencies' which could lead otherwise to individual and family crises. Thirdly, by ensuring that all citizens without distinction of status or class are offered the best standards available in relation to a certain agreed range of social services. This view is too narrow and not apt for this study because it does not consider the variance of models in WS.

Anderson and Ytrehus (2012) intellectualize WS as universal services that should not stigmatize. It should be available and accessible without involving any loss of dignity or self-respect. They argued that it should be a system which involves even the military to enjoy a comprehensive set of services, social security, education, personal social services, health care and housing. Some additional selective, specialist services may still be required to meet special needs or respond to the exclusion of some groups from services which ideally should be available to all. This view is military-centric and articulates other aspects of welfare schemes. Therefore, it is appropriate and is thus adopted as the operational definition for this study.

#### 2.1.2 *Personnel Motivation*

According to Trevor (2007), PM is a measurement concept involving performance in relation to outcomes during the accomplishment of an assigned function. This view captures some fundamental basics of PM such as performance, outcomes and management control. However, Trevor's perspective did not view PM from the military operating dimension such as quality manpower, combat readiness and personnel proficiency. This perspective is not comprehensive enough for this study and is therefore not adopted.

Metz (2015) conceptualises PM as a measure of the ability attained by flexibly generating and maintaining an operationally ready force deployed with a right mix of platforms, personnel proficiency, effective welfare, logistics organisation and well-developed human resources to meet strategic objectives in a cost-efficient manner. Metz further posited that PM is attained through effective leadership, good state of equipment, optimum serviceability rate, personnel motivation and psychological readiness of troops with a view to achieving operational goals. Metz's view highlights combat efficiency, mission success, minimum casualty and cost effectiveness in the use of resources as indices of PM. It also considers personnel proficiency, right mix of platforms and effective welfare as well as logistics support as critical factors to PM. Metz's conceptual exposition is holistic, logical and adequate in the context of this study and is thus adopted.

## **2.2 Relationship Between Welfare Scheme and Personnel Motivation**

The key attribute of WS is carefully coordinated arrangement towards improving the social conditions of personnel in the armed forces', while the attributes of PM include performance, precision and speed within the capacities of both man and the machine. An upgrade in WS facilitates the development of comprehensive social services which will enhance the performance of personnel and their ability to carry out missions with precision leading to the realisation of strategic objectives in a cost-efficient manner. Thus, an increase in WS provides a corresponding increase in PM.

Conversely, a cutback in the WS decreases the development of comprehensive social services. This will minimise the performance, speed and precision of the personnel in operations thus reducing PM. Therefore, improvement in WS would increase PM and vice versa. Hence, there is a direct relationship between WS and PM.

## **2.3 Review Of Existing Literature**

There are several books, journals and unpublished research works conducted on WS and their effects on PM in the army. Andidi (2021), in a study titled "Welfare Schemes and Personnel Motivation: The Nigerian Army in Perspective", examined the positive effect of WS on the PM. He noted that, the provision of WS has been identified as a force multiplier in ensuring PM in the armed forces. The study also proposed new initiatives to guide the provision of WS. These include the creation of a Directorate of Future Plans in the NA, adoption of a Road Map for the NA as well as leveraging on the NA IGR sources. These strategies according to Andidi (2020) would certainly enhance the ability of the NA to provide appropriate and comforting WS for its personnel towards improving PM.

Bulus (2021), in his paper titled, “Welfare and Commercial Ventures of the Nigerian Army”, noted that militaries worldwide place welfare of their personnel as a top priority. He highlighted the various welfare and commercial ventures in the NA. He brought to fore the various WS such as NAWL/G, Nigerian Army Finance Incorporation (NAFIC), NAWIS, Nigerian Army Benevolent Fund (NA BENFUND) and Directorate of Non-public Funds (DNPF). The Nigerian Army Business Ventures such as Nigerian Army Properties Ltd Group, Post Housing Development Ltd, Command Guest Houses Limited, Nigerian Army Small Scale Drug Manufacturing Unit, Nigerian Army Farms and Range Ltd and Supply & Transports Foods Limited were examined. Bulus (2021) enumerated the challenges, prospects and strategies for numerous WS and business ventures to improve the welfare of personnel as well as generate revenue for the System. Bulus (2021) believes that the NA welfare and business ventures are capable of providing massive investment opportunities for officers and men thereby improving PM.

In summary, the reviewed papers established the relationship between WS, PM and combat readiness. However, combat readiness generally cannot always translate to PM of troops. Additionally, most of the researchers descriptively analysed their works but none established the nexus between the implementation of the various WS in the NA and their impacts on PM. Thus, this study will try to bridge the observed gap by providing the linkage between the delivery of WS and PM.

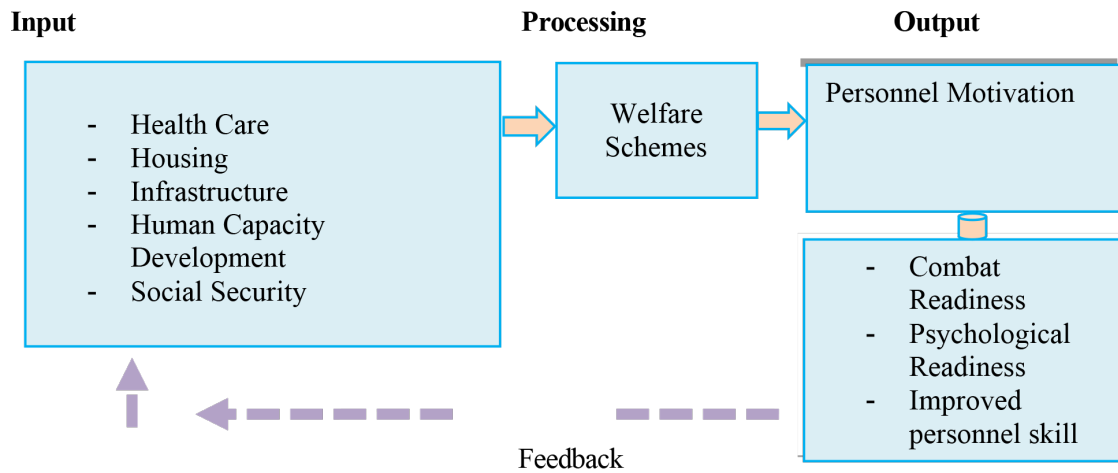
### **3. Theoretical Framework**

There are several theories that could be used to situate WS and PM in the NA. Some of these theories include the General System Theory (GST), Herzberg’s Two Factor Theory and the Maslow’s Theory of the Hierarchy of Needs, among others. Considering the focus of this study, the most suitable theoretical framework is the GST. This theory was developed by Ludwig Von Bertalanffy in 1968. Ludwig von Bertalanffy (1968) noted that, a system is a complex web of interacting elements within an environment. He advocated for GST, a process in which problems are solved in a system from a holistic point of view. Since the NA is a complex web of organizational efforts, the GST best describes the process of evolving the NA WS to improve PM.

The main criticism to the GST is that it is too vague, lacking in accepted definitions and its approach to an individual’s issues is not always adequate to explain their present circumstances. However, despite these weaknesses, this study still adopts the theory because, it enables the interrelations among the variables and also defines the system in relationship with the environment. In this way, the organisation is compelled to explore its relationship with the environment to meet expected goals.



Figure 1 – Diagram of the General System Theory



Source: Lucey (2004).

### 3.1 Overview of Welfare Scheme and Personnel Motivation

The British colonial authorities at inception, bequeathed to the NA welfare packages aimed at maximizing personnel output at independence in 1960. The WS included free medical services, free uniforms and furnished accommodation, good salaries as well as allowances, among others. However, the old WS installed right from the independence era was made ineffective by inflation and population growth, subsequently affecting PM. The resulting inadequate WS was created by the Government's inability to anticipate new economic realities alongside the expansion of the NA. This negatively affected PM.

In 1990, additional WS were introduced for the NA personnel in efforts to mitigate the effects of the institutional expansion thereby enhancing PM (IBRAHIM, 2016). Such WS included the famous IBB Spirit that saw the distribution of brand-new Peugeot Cars to officers in the NA as well as other vehicular subsidies for soldiers. These WS brought about increased PM and extracted outstanding loyalty from the personnel. However, this scheme did not anticipate the rapid expansion of the military and hence was unable to accommodate the resultant expansion in strength and operations of the NA. The other WS at the time was capacity development through foreign trainings. This WS enabled most officers to travel abroad for professional courses aimed at enhancing their capacity thereby improving PM. The resultant effects of these WS were highly motivated NA personnel that were willing and ready to defend the territorial integrity of the country as well as aid the civil authority when required.

By the 2000s, leadership of the NA continued to initiate various WS for the personnel that were aimed at improving PM with attendant operational efficiency (SHEHU, 2017). Such WS included massive barrack rehabilitation initiatives that saw most of the barracks renovated and new ones constructed. This ensured that personnel were accommodated in decent living quarters that helped enhance PM within the Service. Additionally, the Armed Forces Terms and Conditions of Service were reviewed and harmonized in 2004. The review was aimed at enhancing WS for the personnel in order to improve PM for better output (DHQ, 2019). The implementation of these efforts, was however, scuttled by change in leadership and absence of an institutional framework for policy implementation in the NA.

In efforts to mitigate the issue of inconsistent policy implementation, the AHQ reorganized the existing WS in 2007, aimed at enhancing PM. This initiative gave rise to the creation of the AWHL which eventually metamorphosed into the NAWL/G. The primary mandate of the NAWL/G was to coordinate the welfare of the NA personnel and independent subsidiaries. These are designed to generate wealth by exploring opportunities within the environment to improve the welfare of troops for enhanced PM and profitability of the NA. The noble ideals of the NAWL/G could however not be realized due to paucity of funds to implement the Company's agendas.

The overview of the various WS in the NA aimed at enhancing PM has highlighted some issues and challenges that would need to be addressed. This would ensure that the ambitious WS intended for the NA personnel are effectively implemented in order to achieve improved PM in the Service.

### **3.2 Highlight of Issues Associated With Welfare Scheme and Personnel Motivation in The Nigerian Army**

Some of the issues associated with WS and PM in the NA include expansion realities, policy implementation and funding capacity. These issues and their corresponding challenges will be discussed and reliable strategies outlined for possible implementation.

#### ***3.2.1 Expansion Realities***

The expansion realities of the NA from inception have been an issue in the provision of adequate and requisite WS to enhance PM. The NA's participation in counterinsurgency operations in the country has exerted significant strains on available manpower leading to increased recruitment. The resulting increase in personnel strength from 80,000 to about 120,000, within 3-year span was not envisaged in the development of the various WS. This limited the capacity of the WS to improve PM in the NA (NIGERIA, 2020). Thus, the NA has expanded at a faster rate than its WS could accommodate and this has negatively impacted PM.



### *3.2.2 Policy Implementation*

The mechanisms for policy implementation in the NA have been an issue in ensuring adequate WS for enhanced PM. The AHQ through the relevant Departments is responsible for overseeing the implementation of NA' policy including WS. However, policy implementation changes every time there is new leadership in the NA. This has resulted in ineffective policy implementation mechanisms. Varying missions and visions of successive Chiefs of Army Staff (COAS) alter policy directions thereby affecting provision of WS for enhanced PM. Hence, the frequent change of leadership in the NA adversely affects policy implementation which is a major challenge affecting the delivery of decent WS for personnel that could improve PM (Inyang, 2 September 21)<sup>1</sup>. Thus, lack of policy implementation would impede WS with attendant negative impact on PM.

### *3.2.3 Funding Capacity*

The funding capacity of the NA, which is mostly drawn from the national budget, has been an issue in the provision of realistic WS for enhanced PM. The NA Annual Budget from 2016 to 2020 reveals that funds allocated have never matched the demands of the Service. For instance, only 85 per cent of the AHQ's proposals for the NA for 2020 was released in spite the Army's commitments in multiple operations (NIGERIA, 2020). The limited budgetary allocation prevented the NA from implementing several WS that could have improved PM. Hence, the meagre funds of the NA sourced from the national budget is an issue in the delivery of effective WS to enhance PM.

## **4. Data Presentation and Analysis**

### **4.1 Information and Analysis of the Sample**

The information on the sample is organized into logical and meaningful categories to establish the ability of respondents to provide answers with focus on the sample size and data analysis. A total of 425 copies of the questionnaire were administered, 413 were returned, while 4 of the returned questionnaires were invalid. From the sample size of 400, the percentage return rate and non-return rate of 97.2 per cent and 2.8 per cent respectively, represent a very good response rate for the purpose of making generalisations. The questionnaire distribution matrix is at Appendix 3.

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<sup>1</sup> INYANG, K. E. DDL, Army Headquarters Department of Logistics, Abuja. Interviewed on "Welfare Schemes and Personnel Motivation: The Nigerian Army in Perspective" Via Telephone, 2 May 2021.

The data collected from respondents were first coded and converted into percent-

ages using simple statistical analysis. The generated data were plotted on charts to enhance analysis and improve understanding. On the whole, the respondents return rate was adequate for valid quantitative and qualitative analysis, deductions and findings as represented.

**Table 1 – Distribution of Information on Sample**

Serial	Checklist	Frequency	Percentage	Remark
(a)	(b)	(c)	(d)	(e)
	Estimated Sample Size	400	-	
	No of Questionnaire Distributed	425	100	
	No of Questionnaire Returned	413	97.2	
	No of Valid Questionnaire after Cross-Checking	409	96.2	
	Percentage Return Rate	$413/425 \times 100$	97.2	High Return Rate

Source: The author (2021).

#### **4.2 Data Presentation and Analysis on Issues Associated With Welfare Scheme and Personnel Motivation in The Nigerian Army**

This section presents the issues examined in order to consolidate the interaction between data on WS and PM in the NA. These issues include the realities of expansion, implementation of policy and funding capacity. The issues will be analysed qualitatively and quantitatively using charts and graphs. The questionnaires were designed on a 6 points scale

of strongly agree (SA), agree (A), undecided (U), insufficient knowledge (IK), disagree (D) and strongly disagree (SD).

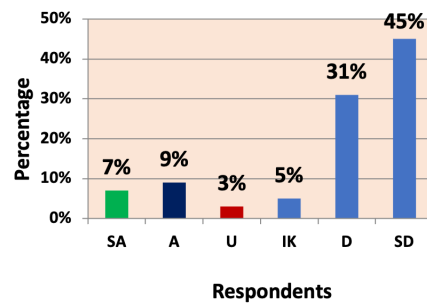
**4.2.1 Realities of Expansion**

The realities of expansion refer to the enforced high rate of recruitment in the NA due to the increasing need for manpower to curb insurgencies. These expanding realities were studied by the AHQ Department of Policy and Plans to capture the expected growth as well as to enable informed planning for a requisite WS that would ensure that PM is enhanced. The research conducted on the AHQ Department of Policy and Plans reviews the potentials of the expansion reality to support WS in the NA, as depicted in the table and figure below.

**Table 2 – Is the AHQ Department of Policy and Plans Expansion Realities robust enough to support WS for improved PM?**

Serial	Response	Frequency	Percentage
(a)	(b)	(c)	(d)
1.	SA	29	7
2.	A	37	9
3.	U	12	3
4.	IK	20	5
5.	D	127	31
6.	SD	184	45
<b>Total</b>		09	100

**Figure 2 – Is the AHQ Department of Policy and Plans Expansion Realities robust enough to support WS for improved PM?**



Source: The author (2021).

The outcome of the field survey on whether the AHQ Department of Policy and Plans Expansion Realities is robust enough to support WS for improved PM showed that 45 per cent of the respondents strongly disagreed, 31 per cent disagreed while 7 per cent of the respondents strongly agreed and 9 per cent agreed. The results indicate that the AHQ Department of Policy and Plans Expansion Realities are not robust enough to support WS for improved PM. Therefore, the “realities of expansion” variable is relevant in the quest to enhance WS to improve PM in the NA.

**4.2.2 Implementation of the Policy**

Implementation of Policy refers to a set of guidelines on how an organisation expects or plans to realise the goals and objectives of a policy. The Harmonized Terms and Conditions of Service (HTACOS) guide all policy implementation. The mechanisms for policy imple-

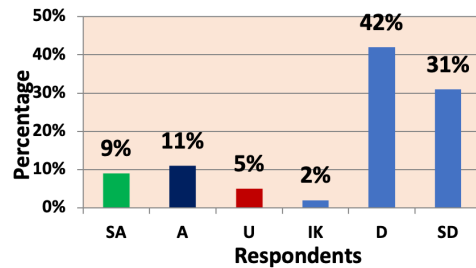
mentation in the NA operate on the viewpoint of encouraging WS for improved PM. The AHQ through the relevant Departments is responsible for overseeing the implementation of NA' policy including WS.

The researcher carried out a field survey to determine if the implementation in the NA enhances existing WS for improved PM. The outcome of the field survey conducted indicated

**Table 3 – Is there effective policy implementation in the NA operations on the viewpoint of encouraging WS for improved PM?**

Serial	Response	Frequency	Percentage
(a)	(b)	(c)	(d)
1.	SA	37	9
2.	A	45	11
3.	U	20	5
4.	IK	8	2
5.	D	172	42
6.	SD	127	31
<b>Total</b>		409	100

**Figure 3 – Is there effective policy implementation in the NA operations on the viewpoint of encouraging WS for improved PM?**



that 42 per cent of the respondents disagree, 31 per cent strongly disagree while 9 per cent of the respondents strongly agree and 11 per cent agrees. The table and figure below depict the outcome of the survey and the various responses.

Source: The author (2021).

The highlights of this results indicate that poor implementation of policy in the NA reduces the efficacy of WS with attendant negative effect on PM. This was corroborated by Inyang (2001) who asserts that the frequent change of leadership in the NA adversely affects policy implementation and the formulation of appropriate WS to improve PM. Moreover, improved policy is one of the essential elements of the GST as it promotes synergy, PM and WS in the system. Thus, policy implementation is an important variable in delivery effective WS in the NA for improved PM.

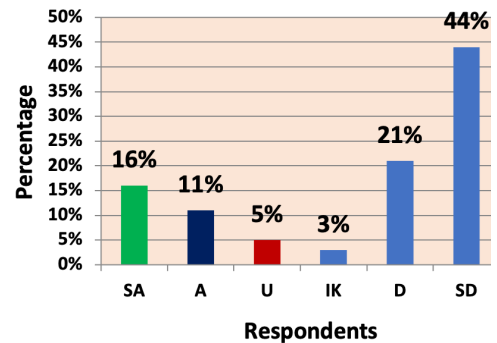
**4.2.3 Funding Capacity**

Funding capacity refers to the availability of funds for projects designed to boost human resources. The limited budgetary allocation of the NA is not sufficient to support most of its WS aimed to improve PM. The outcome of the field survey conducted indicates that 44 per cent of respondents strongly disagree, 21 per cent disagrees, while 16 per cent strongly agree and 11 per cent agrees. The table and figure below depict the outcome of the survey and the various responses.

Table 4 – Does the Nigerian Army have sufficient funding capacity to ensure effective WS?

Serial	Response	Frequency	Percentage
(a)	(b)	(c)	(d)
1.	SA	65	16
2.	A	45	11
3.	U	21	5
4.	IK	12	3
5.	D	86	21
6.	SD	180	44
<b>Total</b>		<b>409</b>	<b>100</b>

Figure 4 – Does the Nigerian Army have sufficient funding capacity to ensure effective WS?



Source: The author (2021).

The results reveal that the funding capacity of the NA is inadequate to effectively support WS for improved PM. The GST identified human resources as vital to realising the desired outcomes in any welfare process. The GST further noted that inadequate funding capacity can impede PM. Thus, funding capacity is an important variable to delivering effective WS to improve PM in the NA.

#### 4.3 Data Presentation and Analysis on Contributions of Welfare Scheme to Personnel Motivation of The Nigerian Army

The contributions of WS to the PM of the NA include personnel discipline, personnel professional life and personnel productivity. These contributions are discussed in subsequent paragraphs.

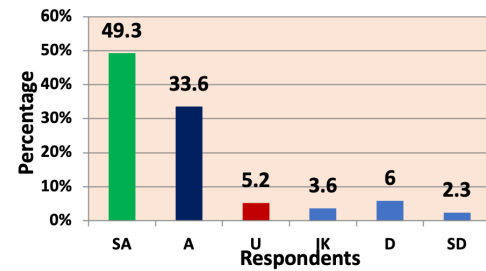
##### 4.3.1 Personnel Discipline

Discipline is the bedrock of military professionalism. It is the ability to obey rules and orders in carrying out assigned task without hesitation. Attainment of service discipline among personnel due to improved WS opportunities can be rewarding. Discipline has been observed to have an effect on PM due to its improved WS. In the survey, respondents were asked if WS has improved discipline in the NA? The feedback of the research survey conducted is highlighted in Table 5 and Figure 5:

**Table 5 – Has WS improved personnel discipline in the NA?**

Serial	Response	Frequency	Percentage
(a)	(b)	(c)	(d)
1.	SA	202	49.3
2.	A	137	33.6
3.	U	21	5.2
4.	IK	15	3.6
5.	D	25	6
6.	SD	9	2.3
		<b>409</b>	<b>100</b>

**Figure 5 – Has WS improved personnel discipline in the NA?**



Source: The author (2021).

The results of the survey indicate that 201 respondents representing 49.3 per cent strongly agrees that improved WS has improved discipline and 33.6 per cent agrees. Meanwhile, 6 per cent maintained a negative position concerning the question, while 5.2 per cent were indifferent. Although the GST was conceived during World War II, however, when applied to personnel discipline in modern days, it still improves aspects of WS and PM.

#### 4.3.2 Personnel Professional Life

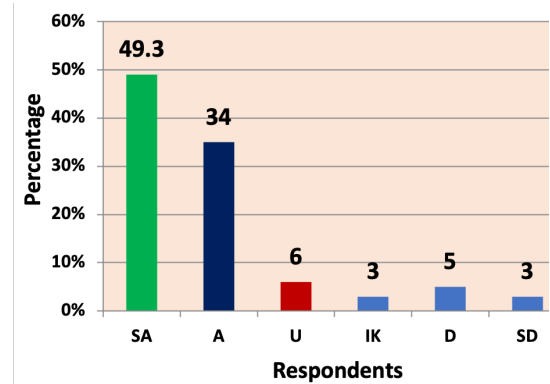
The military profession thrives on ethics. Every profession is measured by their results and achievements. The accomplishments or outputs of personnel in any profession depend on how well they are equipped and catered for. This could be in terms of payment, accommodation and availability of WS, amongst others. A workforce must be emotionally, socially, mentally healthy and alert to be able to perform optimally. The results from the respondents are presented in Table 6 and Figure 6.



**Table 6 – Do you think WS will improve Personnel Professional Life in the NA?**

**Figure 6 – Do you think WS will improve Personnel Professional Life in the NA?**

Serial	Response	Frequency	Percentage
(a)	(b)	(c)	(d)
1.	SA	200	49
2.	A	139	34
3.	U	25	6
4.	IK	12	3
5.	D	21	5
6.	SD	12	3
<b>Total</b>		<b>409</b>	<b>100</b>



Source: The author (2021).

The survey shows that 49 per cent of the respondents affirmed WS will improve personnel professional in the NA. Meanwhile, 5 per cent maintained a negative perception regarding the question asked, while 8 per cent were indifferent. Also, a key premise of GST has to do with the definition of a system and how an organization is formed to improve personnel professional life.

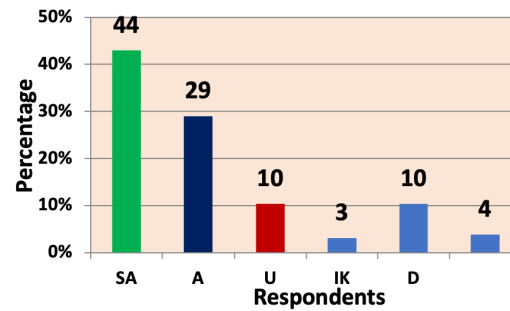
#### 4.3.3 Improvement of Personnel Morale

Morale is the state of an individual’s psychological well-being based upon a sense of confidence. In the military, morale is considered as a spirit which makes members of a group endeavour to succeed. Wherever morale is lacking, enthusiasm to succeed by group members becomes weak. Opportunities created by WS in the NA have played a key role in improving the morale of personnel in the area of training and acquiring knowledge. This is supported by the results from the field survey in Table 7 and Figure 7.

**Table 7 - Do you think WS in the NA has improved Personnel Morale?**

Serial	Response	Frequency	Percentage
(a)	(b)	(c)	(d)
1.	SA	180	44
2.	A	119	29
3.	U	41	10
4.	IK	12	3
5.	D	41	10
6.	SD	16	4
<b>Total</b>		<b>409</b>	<b>100</b>

**Figure 7 – Do you think WS in the NA has improved Personnel Morale?**



Source: The author (2021).

The results show that 44 per cent of the respondents agreed that WS in the NA has improved personnel morale, 29 per cent agreed while 10 per cent disagreed. Therefore, WS is a significant contributor to personnel morale in the NA.

#### 4.4 Interpretation of Data Analysis

The data presented to answer the research questions were interpreted and analysed to make statistical inferences and deductions. Furthermore, the outcome of the research was modeled to show the application of the GST in WS and its relationship with PM. Finally, logical deductions were drawn to substantiate and authenticate the reliability of the research. Table 8 provides the statistical meaning and inferences of the outcome of the survey.

**Table 8 – Interpretation of the Identified Factors and their Correlation to WS for Improved PM in the Nigerian Army**

Serial	Contributions of Welfare Schemes (Independent Variable)	Attributes of Personnel Motivation (Dependent Variable)	Result/Relationship
(a)	(b)	(c)	(d)
1.	Personnel Discipline.	Human Management.	Strong Positive Contribution
2.	Improvement of Personnel Morale.	Improved motivation.	Strong Positive Contribution
3.	Personnel Professional Life.	Innovation.	Strong Positive Contribution

Source: The author (2021).

#### 4.4 Strategies to Improve Welfare Scheme in The Nigerian Army

Following the various challenges hampering the provision of adequate and encouraging WS for enhanced PM in the NA, some key strategies have been identified. Some of these strategies include creating a Directorate of Future Plans for the NA, adopting a roadmap for the continuation of WS policy implementation in the NA as well as leveraging the NA IGR sources. These strategies would be discussed accordingly.

##### 4.4.1 *Creation of a Directorate of Future Plans for the NA*

The challenge of poor foresight and lack of adequate preparations for a growing Service like the NA could be addressed through the creation of an independent Directorate of Future Plans. The objective of this strategy is to ensure that the AHQ always keeps abreast of the growth potentials of the Service and making appropriate plans for requisite WS in order to enhance PM. This would ensure that WS are properly funded, enhancing PM in the NA. This strategy could be implemented by the Second Quarter of 2022.

##### 4.4.2 *Adoption of a Roadmap for the Continuation of WS Policy Implementation in the NA*

The challenge of inconsistent policy implementation due to frequent regime changes in leadership could be addressed through the adoption of a roadmap for the continuation of the implementation of WS policy in the NA that would ensure that PM remains a priority. In the past 6 decades, the COAS have been changed more than 20 times with every new chief coming on-board with a different vision and mission. Thus, policy implementation becomes the greatest casualty as its either left partially executed or abandoned in totality. Hence, adopting a roadmap that would institutionalise the implementation of policies could ensure that the NA remains on a steady course to developing and implementing effective WS for enhanced PM. The AHQ could convene a committee for the development of this roadmap for NA's WS by the First Quarter of 2022.

##### 4.4.3 *Leveraging the NA IGR Sources*

The challenge of dwindling budgetary allocation for the NA largely due to other competing national needs as well as the current economic realities in the country could be addressed through leveraging the existing NA IGR sources. The NA could reserve up to 70 per cent of the funds generated from her IGR sources to the provision of WS that would enhance PM. Thus, funding for WS would be out of the regular budgets of the NA, hence ensuring funds availability. Accordingly, a committee would be required to develop modalities for harnessing the NA IGR to increase funds available to develop an effective WS for improved PM in the NA. The AHQ could convene a committee to leverage the existing NA IGR sources by the Second Quarter of 2022.

## 5. Conclusion

The provision of WS has been identified as a force multiplier in ensuring PM in the armed forces. This leads to high level of commitment to duty with attendant increased productivity in the NA as was evident during the Nigeria Civil War between 1967 and 1970 and its immediate aftermath. Over the years, however, WS in the NA became inadequate due to issues such as expansion realities, ineffective policy implementation as well as inadequate funding. These issues were associated with challenges such as poor projections, planning and forecast for the future, frequent changes in leadership as well as poor funding, which impacts WS and PM in the NA.

In order to mitigate the highlighted challenges, this study proposes some strategies that would improve WS for enhanced PM in the NA. These strategies include the creation of a Directorate of Future Plans in the NA, adoption of a roadmap for the NA as well as leveraging on the NA IGR sources. These strategies would certainly enhance the ability of the NA to provide appropriate and comforting WS for its personnel towards improving PM.

### 5.1 Recommendations

It is recommended that the AHQ should:

- a. Create the Directorate of Future Plans under the AHQ DAPP by the second quarter of 2022.
- b. Develop a roadmap for the continuation of WS policy implementation in the NA by the first quarter of 2022.
- c. Develop modalities to leverage the existing NA IGR by the second quarter of 2022.

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