

Strategic Military Intelligence and Operational Efficiency: A Study of Insecurity in Nigeria

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ABSTRACT

This article looks at strategic military intelligence and operational efficiency with emphases on insecurity in Nigeria. Strategic military intelligence was discussed from strategic and operational intelligence and operational efficiency was looked from operational responsiveness and configuration. This article seeks to determine how the strategically military intelligence impact Military operational efficiency in Nigeria. The improper employment and inaccurate designation of tasks to intelligence agencies to support national security objectives has been a major challenge that the study intends to address. In the same vein, the lack of analytical skills among personnel has denigrates the value of intelligence produce to solve security operation. The descriptive research was used to analyze the data that was gathered. The respondents were selected through purposive sampling. A survey questionnaire was used to gather data which were derived from the objectives and rationale for the study. Data for the study was analyzed via analysis of variance (ANOVA).The result of the analysis shows that strategic military intelligence impact operational responsiveness and configuration in Nigeria. The study concludes that military strategic intelligence impacts operational efficiency in Nigeria. And that the level or methods adopted by the Nigeria military to respond to the threat of insecurity in all the different parts of the country will not only determine the extents at which the country will succeed but will also show how committed the Nigeria Military are working toward protecting lives and properties of Nigerian. The study recommend that the federal government of Nigeria should create or set up a special unit or agency different from the military (Army, Navy and Air force) and the intelligent units (Department of State Service (DSS) also known as SSS or Defense Intelligence Agency (DIA) etc. that will be saddled with the responsibility of ensuring that the Intel gathered by the intelligent units and handed to the Military for some special operations are sustained and applied with high level of professionalism. As this will ensure that personnel with clandestine motives are not only checked but are punished for such an action.

KEYWORDS: *Strategic intelligence, Operational Responsiveness, Operational Configuration, Operational efficiency*

1. INTRODUCTION:

Globally, military intelligence is as old as war itself. National security is the major block that holds the national economic growth and development of any nation of the world. This is because a peaceful nation attracts foreign investors while the domestic investors freely operate the economy with little or no tensions

and apprehensions. This agrees with Nwanegbo and Odigbo (2013) who says security is the pillar upon which every meaningful development could be achieved and sustained. Hence, the military apparatus of any nation or nation state cannot be undermined as they form the vehicle that keeps a peaceful

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coexistence among the various segment of such a nation. Warfare

Nigeria as a nation state has its military unit and has witnessed unprecedented series of agitations in the forms of kidnapping and abduction, armed robberies, bombing, and carnages of all forms and magnitude in the past decade and a half. The most dastard so far is the activities of a group of some Islamic militants that called themselves the 'Boko Haram' in the North, Eastern security network (ESN) in the East, Fulani heads men in all section of the country, the Oduduwa people with their agitation in the west and the Niger Delta Militia although some worth peaceful now but their existence cannot be denied. This groups a part from the frequency and intensity of deadly attacks and carnages the give to individual person, insecurity situation in Nigeria cuts across cities, towns and villages that there is hardly anywhere to run to for cover.

As result of all the above insecurity situations from the different segments of the country, the Nigeria military is now stretch to the extent that some segment of the nation on a daily bases seeks help solely from God. As such, the desire to have a strategic military intelligence unit that could better the operational efficiency of Nigeria by reducing the level of insecurity becomes paramount. Today, nations have at their disposal information collection and processing systems that permit gathering and production of intelligence more rapidly and more accurately than ever before. Satellites, ultramodern aircraft, electronic systems, human sources, cameras, imaging and electronic devices, and a host of other systems permit the amassing of information on a scale that was unheard of in the past to help handle operational efficiency of the military (Watson, 2012).

Operational efficiency has been one of the most discussed issues both in the organizational level, state and national level. The need to develop and maintain a sustainable security advantage among nations of the world is at the foundation of operations strategy of any nation, which draws on a number of intertwined yet distinct elements, including leadership capabilities, practices, and resources (Agbeche, Lawrence & Elechi, 2021). Operational efficiency or capabilities are the "secret ingredients" in explaining the development and maintenance of national security, economic growth and development.

However, they are often overlooked because they are tightly embedded in the national fabric of Nigeria operations system. As decision makers' attention tends to be drawn to more obvious assets, such as resources and operational practices. at the expense of national security. In addition, there is confusion

regarding what an operational efficiency is and what differentiates operational efficiencies from resources or practices efficiency, because they are closely related. Consequently, much of the impacts of operational efficiencies are often attributed to resources or operational practices. The focal point of this study is on strategic military intelligence and operational efficiency: a study of insecurity in Nigeria. The focus of the study is on the Military (Army, Navy and Air force).

To gather intelligence, the Federal Government has a variety of agencies such as the Department of State Service (DSS) also known as SSS. Others are; Defense Intelligence Agency (DIA) and the National Intelligence Community (IC). These agencies have over time developed capacities to produce timely and accurate intelligence to confront issues that threaten national security. However, the improper employment and inaccurate designation of tasks for these intelligence agencies to support national security objectives has been a major challenge. In the same vein, the views of operatives that strategic military intelligence management in Nigeria is fraught with lack of analytical skills, and questionable real time intelligence which denigrates the value of intelligence product on security operations efficiency is yet another challenge.

These contending issues have therefore thrown up renewed interest in the analysis of intelligence support to security operations efficiency in Nigeria in recent years. This study therefore seeks to provide answers to such questions as to what extent has the strategic level of military intelligence support security operations efficiency in Nigeria? How effective is this support? What are the intelligence lapses in security operations efficiency in Nigeria? What can be done to cover these lapses? Answers to these questions will provide useful insights into the management of strategic military intelligence support to security operations efficiency in Nigeria. The study chooses the military or armed forces, as a research locale because the researcher believes they are the major players on security issues in Nigeria. Furthermore, results from this study can be beneficial to Nigeria as a whole in solving the continuous insecurity issue in the country. It will also serve as cornerstone for cross-referencing the business for future researchers. The study hypotheses are:

Ho₁: There is no significant relationship between strategic military intelligence and operational responsiveness to insecurity in Nigeria.

Ho₂: There is no significant relationship between strategic military intelligence and operational configuration to insecurity in Nigeria.

2. Literature Review

2.1. Theoretical Foundation

In search of theories of strategic military intelligence and operational efficiency, this study looks at organizational learning theory. The organizational learning theory maintain that to remain viable in an environment characterized by uncertainty and change, organizations and individuals alike depend upon an ability to learn. As yesterday's knowledge and skills are vulnerable to obsolescence, and future success requires flexibility, responsiveness and new capabilities. Yet psychological, organizational factors conspire to make organizations and its members resist change and miss opportunities that would have help to create preferred futures for the organization. This theory support the fact that Nigeria military can be liken to organization that needs to looked back at its strategies and adopt modern practice that can help check the menace associated with insecurity.

2.2. Operational Efficiency

The importance of efficiency in the military has continued to grow with increase in insecurity in today's society. People leave with diverse range of fear that make their lives complex and confused. The military service as such must retain efficient personnel to achieve positive satisfaction in its operations nation-wide (Ghimire, 2012). Operational efficiency according to Apruebo (2010) occurs when appropriate and right people, processes, and technology are combined together to deliver products or services to its citizenry by organizing the core processes in response to the changes in the society. Security operations are all the activities, procedures, actions taken or involved in the protection of lives and properties and provision of a peaceful and stable environment for the daily conduct of lawful activities by individuals and groups within the community (Adebayo, 2008). Operational efficiency was looked from operational responsiveness, and operational reconfiguration

Operational responsiveness

Zhang, Vonderembse, & Lim, (2003) operational responsiveness refers to the quality of a Nigeria military Intel in being able to provide solution quickly to achieve the desired outcome for national development. It also indicates military ability to respond to changing conditions and citizenry interactions as they occur. Operational responsiveness focuses on using existing operations resources to deal with change. Operational responsiveness is the differentiated skills, processes, and routines for reacting quickly and easily to changes in input and output requirements, so that a process can consistently meet customer requirements with little

time or cost penalty (Zhang, Vonderembse, & Lim, 2003). This capability is closely related to technological and production expertise in the current operations system which lay the foundation for flexibility in performance (Zhang, Vonderembse, & Lim, 2003).

Operational reconfiguration

Operational reconfiguration in the military focuses on how military reshapes (investing and divesting) its operations resources to catch up with environmental changes. Operational reconfiguration is based on the concept of dynamic capabilities. Teece(2007) dynamic capability is the capability of the military as an organization to purposefully adapt to an organization's resource base (Teece 2007). Operational reconfiguration refers to differentiated sets of skills, processes, and routines for accomplishing the necessary transformation to re-establish fit between operations strategy and the Nigeria environment; in terms of the people, process and the general co-existence of the society; when their equilibrium has been disturbed, which is valuable when the military as an organization is faced with a rapidly changing external environment (Teece 2007).

2.3. Strategic Military Intelligence

Intelligence is relative rather than absolute term used to describe the process of gathering, analyzing and making use of information (Jackson *et al*, 2004). Intelligence has many meanings and it is in the context in which the term is used that it can be understood. However, intelligence in this study is focused on issues related to national security such as defense and internal security. Lowenthal(2000) intelligence refers to information that meets the stated, understood needs of policy makers and has been collected, refined and narrowed to meet those needs. Nations require intelligence about their immediate environment and that of other nations. This is necessary because, in order to preserve their security, they need to keep track of internal and external threats (Lowenthal, 2000). Consequently, nations require certain instruments to contain these threats. Nations adopt strategies and policies such as defense and security policies to enable them to respond appropriately and safeguard them from both external and internal threats (Enahoro, 2010).

Intelligence, in military, refers to information concerning an enemy or an area (Watson, 2012). Intelligence is conducted at two levels, strategic and tactical. Strategic intelligence is information that is needed to formulate policy and military plans at the international and national policy levels. Tactical intelligence is intended primarily to respond to the

needs of military field commanders so they can plan for and, if necessary, conduct combat operations. Essentially, tactical intelligence and strategic intelligence differ only in scope, point of view, and level of employment. as such most scholars tend to see them as intertwined.

Whether tactical or strategic, military intelligence attempts to respond to or satisfy the needs of the operational leader, the person who has to act or react to a given set of circumstances (Watson, 2012). The process of strategic and tactical intelligence begins when the commander determines what information is needed to act responsibly. On the national level they are usually called the essential elements of information and are defined as those items of intelligence information about a foreign power, armed force, target, or physical environment that are absolutely vital for timely and accurate decision making (Watson, 2012). Watson, (2012) on the tactical level intelligence needs are defined in a similar manner as the strategic intelligence level; often called information requirements, they are those items of information concerning the enemy and his environment that must be collected and processed in order to meet the intelligence needs of the military commander.

2.4. Strategic Military Intelligence and Operational Efficiency

According to Ngboawaji Daniel Nte(2013) in his study on an analysis of intelligence support to security operations in Nigeria: a review of some joint task force operations. Nigeria's bid to grapple with the problem of threats to her internal security as a result of the pervasive state of insecurity in some parts of the country has thrown up interesting challenges for the intelligence community in the country. This study was necessitated by the contending issues of lack of real time intelligence and lack of analytical skill associated with intelligence gathering and management. The study adopted the quantitative and analytical methods of analyzing data from primary and secondary sources. The study revealed that intelligence gathering and management has not been able to effectively support the conduct of security operation in Nigeria. This is because the impact of intelligence has not been significant for many reasons.

From the study, it is clear that the intelligence community lacked the requisite technological platform to effectively support the conduct of security operations. The research identified some challenges which include; lack of funding, lack of real time intelligence, lack of analytical skill, lack of ICT facilities and absence of technical collection means.

To mitigate these challenges, strategies proffered include the need to ensure that the intelligence gathering and management enterprise in Nigeria should be able to provide real time intelligence; provide the needed analytical skills; get the necessary ICT facilities and adequate funding to acquire other technical collection systems to effectively support operations in the country.

Eugeneji (2016) in his study on rethinking Nigeria's counter-terrorism strategy. The study claim that the emergence of Boko Haram as a terrorist group in Nigeria significantly changed the country's security landscape. This article reveals flaws in the responses adopted by the government, noting that the counterterrorism efforts of the Government of Nigeria were mainly military-centric and not guided by a documented national strategy until the release of the NACTEST in 2014. Even at this, the NACTEST is observed to be fraught with gaps that question its suitability as a policy document for countering terrorism in Nigeria. The study surmised that as an absolute necessity for countering terrorism in Nigeria a placement of a people-centered strategy that employs whole-of-government and non-governmental approaches will help reduce the impact of terrorism in Nigeria.

Udeh, Anthony, and Tete(2016)study political will and the herdsmen threats to Nigeria national security of Benue state. The violent attack and indiscriminate killing of human beings by Fulani herdsmen have underscored the imperative of political will as a central element in curtailing the acts of violent extremism thereby leveraging national security in Nigeria. In other words, political will is germane and necessary in addressing the issue of herdsmen threats in Benue State. The indices of political will include ethnic bias, religious or cultural sentiments. It is therefore expected that political will may enhance national security while achieving the goal of checking and controlling the threats by herdsmen in Benue State. This study examined how federal government failed to effectively combat the herders' attacks. It also established the factors responsible for herdsmen attacks on Nigerian communities especially in Benue State and suggested measures to effectively combat the herders' attacks. The study adopted governance theory as a framework for analysis and descriptive method of data analysis. It also adopted secondary sources of data as its method of data collection. The study found out that ethnic bias and religious sentiments were impediments to the political leadership to muster political will to deal decisively with herdsmen threats among others. The study recommended effective intelligence gathering and

sharing mechanism among the security agencies both within and outside the country.

Samuel Oyewole(2017) human security initiatives for national security crisis: vigilant civilian groups and counterinsurgency from below in North-Eastern Nigeria. The dominant narrative of Boko Haram insurgency in Nigeria emphasis that the campaigns of terror are products of human security/development crisis in the affected region. The insurgent threats and the efforts to end them are therefore framed as state-centric security concerns and responses: economic, political, diplomatic, legal and policing measures with most emphasis on the military. In this process, the threats that the insurgency constituted to human security and the counterinsurgency (COIN) from below are overlooked, underestimated and misplaced. Civilian's vigilance and resistance against Boko Haram in Nigeria was significant between 2003 and 2009 and subsequently in COIN, most especially since the advent of Civilian Joint Task Force (CJTF)

in 2013. This study examines the common ground for state and human securities, and how civilian vigilance and resistance constitute COIN from below against Boko Haram.

3. Methodologies

The researcher used the descriptive type of research to analyze the data that were gathered. The respondents were selected through purposive sampling. A survey questionnaire was used to gather data which were derived from objectives, rationale and literatures to support the topic then presented for validation. The data analysis was limited to the use of the following statistical tools: Frequency Distribution and Percentage, Weighted Mean and Analysis of Variance (ANOVA). The given scale was used to interpret the result of the data gathered: 3.50 – 4.00 = Very Efficient (VE)/Always (A); 2.50 – 3.49 = Efficient (E)/ Often (O); 1.50 – 2.49 = Less Efficient (LE)/Sometime (S); 1.00 – 1.49 = Not Efficient (NE)/ Never (N).

Table 1 assessment of operational responsiveness

	INDICATORS	WM	VI	RANK
1	Military response to security issues in Nigeria is slow	3.43	E	2
2	Most of the military personnel are too old to combat the insecurity situation in Nigeria	3.52	VE	1
3	The combine arm forces are proactive to security matters in Nigeria	3.34	E	8

Source: ANOVA

Table 2 assessment of operational Configuration

	INDICATORS	WM	VI	RANK
1	The different departments of the different arm forces of Nigeria are not working in synergy.	3.28	E	2
2	The capabilities of the various military units must be aligned if they must achieve result.	3.46	E	1
3	Proper alignments of the various departments of the military will help defeat the insecurity in Nigeria	3.21	E	8

Source: ANOVA

Tables 1 and 2 show the operational efficiency of the military in terms of operational responsiveness and operational configuration. Responsiveness is well equipped with a range, quick response team, intelligent and skill personnel. Efficient military must be equipped with complete operational facilitates that can help them in combating the various level of insecurity in Nigeria. Chen (2010) states that designing military operations, completing its equipment does not follow any formula or book set-up.

Table 3: Correlation Matrix for Strategic Military intelligence and Operational Efficiency

		Strategic Military intelligence	Operational responsiveness	Operational configuration	
Spearman's rho	for Strategic Military intelligence	Correlation Coefficient	1.000	.926**	.969**
		Sig. (2-tailed)	.	.000	.000
		N	8	8	8
	Operational responsiveness	Correlation Coefficient	.926**	1.000	.968**
		Sig. (2-tailed)	.000	.	.000
		N	8	8	8
	Operational configuration	Correlation Coefficient	.969**	.968**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	8	8	8

Table 3 illustrates the test for the two previously postulated bivariate hypothetical statements. The results show that for hypothesis one which says that there is no significant relationship between strategic military intelligence and operational responsiveness at $r = 0.926$ and $p = 0.000 < 0.01$, hypothesis two which says that there is no significant relationship between strategic military intelligence and operational configuration at $r = 0.969$ and $p = 0.000 < 0.01$. Therefore, based on the results illustrated in Table 3, all previous bivariate null hypothetical statements are hereby rejected as the study finds that:

H₁: There is a significant relationship between strategic military intelligence and operational responsiveness to insecurity in Nigeria.

H₂: There is a significant relationship between strategic military intelligence and operational configuration to insecurity in Nigeria.

3.1. Finding

The result of the analysis in this study shows that strategic military intelligence impact operational responsiveness of insecurity in Nigeria. This study agrees with Udeh, Anthony, and Tete (2016) that ethnic bias and religious sentiments were impediments to the political leadership to muster political will to deal decisively with herdsmen threats among others. The study recommended effective intelligence gathering and sharing mechanism among the security agencies both within and outside the country. Also, political leadership of the country should muster enough political will to deal decisively with herdsmen threats without ethnic, cultural and religious sentiments. Also Eugeneji (2016) in his study on rethinking Nigeria's counter-terrorism strategy. Claim that the emergence of Boko Haram as a terrorist group in Nigeria significantly changed the country's security landscape. as such for country to be able to overcome the trends of insecurity in Nigeria, both political and peoples' will must be brought in close contact if the country must win the insecurity problems in the country.

3.2. Conclusion

Based on the finding of the study, we conclude that military strategic intelligence impacts operational efficiency in Nigeria. And that the level or methods adopted by the Nigeria military to respond to the threat of insecurity in all the different parts of the country will not only determine the extents at which the country will succeed but will also show how committed the Nigeria Military are working toward protecting lives and properties of Nigerian. Furthermore, the extent of alignment and configuration among the different fraction of the Nigeria Military (Army, Navy and Air force) and other intelligent units in Nigeria will as a matter of importance improve the level of achievement that the Military will attain.

3.3. Recommendation.

In line with the study findings and conclusion, we recommend that:

1. The federal government of Nigeria should create or set up a special unit or agency different from the military (Army, Navy and Air force) and the intelligent units (Department of State Service (DSS) also known as SSS or Defense Intelligence Agency (DIA) etc.) that will be saddled with the responsibility of ensuring that the Intel gathered by the intelligent units and handed to the Military for some special operations are sustained and applied with high level of professionalism. As this will ensure that personnel with clandestine motives are not only checked but are punished for such an actions.
2. The local kings, chiefs, villages heads and communities leaders should be made to swear to an oath of allegiance to the constitution of the federal republic of Nigeria and such should be enshrine in the constitution; with protection, responsibilities and funding set aside to aid them in providing useful intelligence to the government via the special intelligence units, military and even new agency recommended above.
3. The military should be able to link strategic intelligence Intel with operational or tactical intelligence Intel as both of them must work in synergy if the goal of adequate security provision must be achieved.

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