TITLE PAGE

EFFECT OF HOSTILE ENVIRONMENT ON BUSINESS PERFORMANCE IN SOUTHERN KADUNA

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DECLARATION

The researcher hereby declared that this project was written by him under the guidance and supervision of **Dr. Makama Levi Pondu** of the Department of Business Administration. He neither copied someone's work nor has someone else done it for him. All references made to published literature have been duly acknowledged.

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APPROVAL PAGE

This is to certify that this project report titled ''Effects of Hostile Environment on Business Performance in Southern Kaduna'' written by **Yakubu Abubakar, KPT/CBMS/19/41609,** has been read and approved as having met the requirement governing the preparation and presentation of research project in Kaduna Polytechnic. It is hereby approved for meeting its requirement for the award of Higher National Diploma in Business Administration and Management, and for its contribution to knowledge and literary presentation.

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DEDICATION

This project is dedicated to Almighty Allah and my dearest parent.

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The researcher first and foremost want to give thanks to the supreme power of the Almighty Allah for being able to complete this project with success. Without His sufficient grace, his academic pursuit would have been a mirage.

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ABSTRACT

This research work is an appraisal of the effects of hostile environment on business performance in southern Kaduna. The study covered the period of 2017-2021 with the objective of identifying how week institutional regulations create obstacles and exacerbate other negative factors within the business environment, highlight how the hostile environment affects revenue generation capabilities of the business organization and suggest possible ways of resolving the herdsmen agitation in the region. Questionnaires were administered to the respondents to seek their opinion on impact hostile environment on business performance. The survey research design was used for the study and the mean statistics was used as statistical tool for analyzing the data. The study found out that weak institutional regulations within the country (intentional or unintentional obstacles and exacerbate other negative factors within the business environment, and it creates barriers in achieving profitability effects.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The Nigeria society, just like any other society struggle with its own social problems. One of these problems in Nigeria is the conflict in southern Kaduna. Conflict is prone to take place under any atmosphere, as far as it is a conglomeration of living things. The Nigeria society which was built on a platform of merging together of different regions, tribes and ethnic groupshas been besieged with hatred (vocal and physical) which culminates into conflicts. In this observation of paden (2015), these conflicts situation emanates due to the evenly divided Nigerian population of just over 206.14 million between Muslims, Christians, ogun, sango, Gwekala, Anyanwu, ogbuna bali and obatala. Religious crises in southern Kaduna came to limelight with the zango kataf crisis of May 1992. In May 1992, in what become known as the zango- kataf between the Hausa and the kataf (a predominantly Christian ethnic group), initially sparked off by a dispute over the relocation of a market (Akin et al 1999). The Hausa opposed the relocation of the market to the new spacious area, preferring it remained in the cramped town of zango kataf (Lukat, 2016). Riots erupted

with the burning of churches, mosques, hospitals and educational centers. This conflict divided Kaduna state along religious lines. This lead to distrust in the state among various religious adherents. This arose towhat become known as Muslim and Christian neighborhoods in Kaduna. These conflicts have continued to re-occur and hundreds of life's have been lost and are still being lost to the southern Kaduna religious crises.

According to Imo (2008), in the year 2000, Kaduna state was also debating on bringing in sharia. Making local Christians extremely nervous about how this would affect them. Pastor held opposition meetings and published pamphlets explaining how sharia was a target against Christians on the contrary, Muslims held demonstrations in support of the measure. On 21st February 2000 these meetings and demonstrations were countered by March to government house to put forward the Christian perspective. It is unclear whether what happened next was planned or spontaneous (Harris, 2013: 191). Human right watch in 2013 reports that there were thousands of refugees and over 5000 people lost their lives. Furthermore, there was conflict in 2002 and 2011. The state and the federal government have made several interventions, but none has yielded the needed effects. It is in the light that Abraham, Lot narrative was used as lenses towards a better understanding of conflicts and better ways of resolving conflicts. The study

aims to examine the effects of hostile environment on business performance in southern Kaduna.

1.2 Statement of the Problem

Ethnic and religious conflicts have seriously and negatively affected the socio-economic and political development of Nigeria as a nation. This has negative effects on the country's national security, stability and integration. The manipulation of religion and ethnicity has been the major obstacle to the country's towards attaining greater height and as a force to be reckon with, the world over Ethno-religious conflicts in Nigeria have become major boundaries that sssscreate divisions among people. This recurring feature in the state has led to a spate of disenchantment amongst the population within the state comprising indigence's on one hand and people from other parts of the country on the other. In recent years, there have been a number of conflicts between farmers and Fulani herdsmen throughout Nigeria which have culminated into violent conflicts and the loss of lives and properties. The conflicts has underlying economic and environmental reason, it has also acquired religious and ethnic dimensions. Conflicts might not have addressed adequately because traditional authorities have not been fulfilling their role in colonial era settlements. Thousands of people have died since this attack began sedentary

farming rural communities are often target of attacks because of their vulnerability. This came to a serious situation in Taraba, when farmers with their cattle, raped woman in the area and they attacked and killed farmers in the area. There are conflicting ideological perspectives on all the nature of violent conflict against Christians in southern Kaduna. For instance many perspectives lay emphasis on environment, ethnicity, political, contestation, population or economic competition as being major basis for the violent conflict, 2014 – 2017 (Abdulmalik, 2018). The study therefore seeks to examine the impact effect of hostile environment on business performance in southern Kaduna.

1.3 Objectives of the Study

The main objective of this study is to examine the effect of hostile environment on business performance in southern Kaduna. The other specific objectives of the study are to:-

i. Examine how weak institution regulations create obstacles and exacerbate other negative factors within the business environment.

ii. Highlight how hostile environment affects revenue generation capabilities of business organization.

iii. Suggest possible ways resolving the herdsmen agitation in the region.

iv. Examine how hostile environment affects the company's ongoing operation and its expansion goal.

1.4 Research Questions

Research question have been derives in order to guide the study. The study will focus on the following question.

i. How weak institutional regulations have created obstacles and exacerbate other negative factors within the business environment?

ii. How has hostile environment affected revenue generation capabilities of business organization?

iii. What are possible ways resolving the herdsmen agitation in the region?

v. How hostile environment has affects the company's ongoing operation and its expansion goal.

1.5 Significance of the Study

The significance of the study is hinged on the fact, that the finding will fill an existing knowledge gaps hence also contribute to knowledge as regards to the herdsmen crisis in southern Kaduna.it will aid better understanding of the causative factors in the killing and kidnapping of people. The effect of militant's activities on the nation economy and proffer solutions. Lastly, the study will unravel socio- political development attributed to the crisis.

1.6 Limitations of the Study

The study suffered some limitations the first finances due to the difficult terrain of the southern Kaduna, the cost of transportation was very high moving from state capital to the various local government area of the state and it limited the ability of the researcher to conduct a more elaborate work. Another important component of this methodology is the gender approach looking at the impact of the Hausa – Fulani, Muslim Herdsmen attacks on Christian woman, children the disabled and the aged in southern Kaduna. At the time of the research the conflict was ongoing and the security situation in some parts of southern Kaduna made it impossible to reach certain areas.

1.7 Scope of the Study

The study shall investigate the killing and kidnapping development in southern Kaduna, more especially in Kaduna state. The nature of killing and kidnapping agitations, which affect the operations of business performance income in southern Kaduna. The study will cover the period of 5 years, from 2017- 2021.

1.8 Definition of Terms

Headsman: using or willing to use force or strong pressure to achieve your aims especially to achieved social or political changes.

Foreign exchange: the system of exchanging the money of one country for that of another country.

Kidnapping: Is the unlawful taking away or transportation of a person against that person will, usually to hold the person unlawfully, which may lead to ransom or furtherance of another crime.

Scholars: A person who knows a lot about a particular subject because they have studies it in detail.

Region: areas broadly divided by physical characteristic (physical geography), human- impact characteristic (human Geography), and the interaction of humanity and the environment (environment geography).

Business: a business also known as an enterprise or a firm, is an organization involved in the trade of goods and services or both to consumers.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

This chapter shall center on the review of various literature, textbooks, and journal used in respect to subject matter. The review will be discussed in the following sub-headings; review of related literature, business environment, hostile environment, the southern Kaduna crises to national development.

2.1 The Concept of Hostile Environment

Business environment is a complex and dynamic system which has effect on films performance. Understanding the dynamics of business environment is of utmost importance as films do not operate in isolation. Business environment consists of all external factors that surround a film and to which a film is exposed directly or indirectly (Oranu 2015), business environment may be defined as the total surroundings, which have a direct or indirect bearing on the functioning of business (Serrill, 1999). Business environment differs from place to place, region to region and country to country (Borgand Gall 1997). Business environment merits careful study and analysis as it helps firms in remaining competitive, formulating effective strategies and counter strategies, and influencing and harmonizing the environment with organizational goals (Eruemegbe 2015). Business environment is defined as

an environmental dimension which is classified as risky, stressful, and dominating which contain precarious industry settings and harsh overwhelming business climates that pose a threat to firm viability and performance (Hall, 1980). According to potter (1994), survival within hostile business environment requires "the ferocity of a prizefighter and the endurance of a marathon running.'' Business environment are continuously evolving and becoming increasingly hostile, responding to advances in technology and manufacturing processes of business.(Yasaiardekani, 1989; Castrogiouanni, 2002). Business environment can help major impacts on strategic operations and performance within organization (Garcia and van Auken, 2009). Business environment to facilitate better understanding of the influences of however, addressing all of the determinants of business would be time consuming and may offer information that is difficult to discipline and implement by managers and researchers alike (Zalira, 1993)

2.2 Review of Related Literature

Religious conflict results when a group of people with a belief or dug finding it difficult to accommodate the belief and dogma of another group of people. This results in physical and vocal assaults or cold war. Religious conflicts are more complex phenomenon that engages a combination of all contested domains, including power; personality, space or place, and group

identify (Wendy, 2017). This portends that when two religious groups struggle for supremacy in power or to show their affinity in terms of their religious beliefs bring about religious conflicts. Religious conflict is a struggle between and among individuals or groups over values and claims to scarce resources, status symbols, and power bases. The objective of the individuals or groups during conflict is to neutralize, injure or eliminate their rivals so that they can enjoy the scare resources, the status symbols, and power bases.(Okai, 2017, p.22). in Nigeria, especially in northern Nigeria, religious conflicts was firmly rooted as a response to the colonial pattern of government employed and actualized by the Lord Lugard and his men. Gofwen notes: to convince the northern emirs and sultan of the commitment of the colonial government towards maintaining the socio-political status quo, it become a matter of colonial policy not to interfere with the functioning of the existing institutions, rather, they were strengthened on the condition that they were accountable and made subservient to the colonial government (2004, p.59).Nwaonials opines that: in these circumstances and depending on the degree of threat that the colonial government through each religion posed to the colonial system in a locality, the colonial authorities evolved administrative patterns that will served their purpose of strengthening the colonial system.However, it

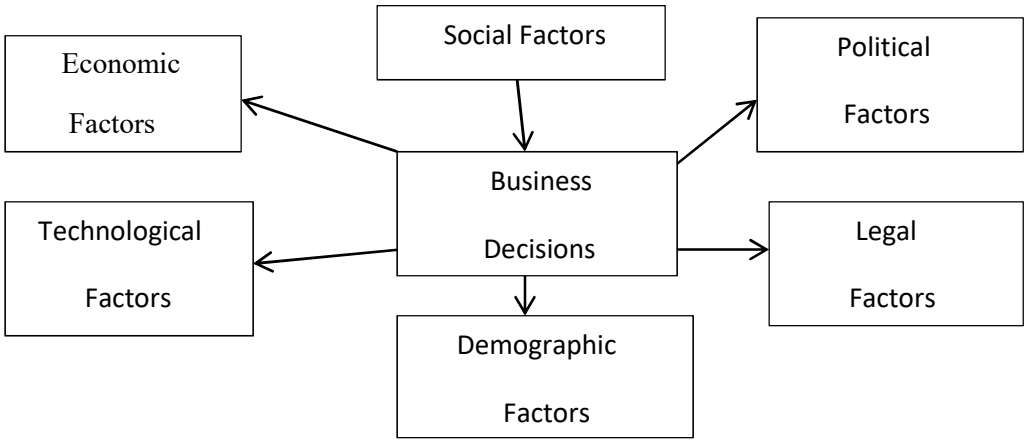
seems, by its policies, that the colonial system developed a system of non-interference on Islamic affairs and seemed to have inadvertently limited influence on the spread of Christianity in northern Nigeria. Certain policies seemed to pointing this direction (2011, p.97). Hence, religious conflicts, bigotry, tension have its roots in the [process of struggle for political or ideological supremacy amongst the two major religious in southern Kaduna. National development according to Bhawna (2016) is a process of reconstruction and development in various dimensions ofa nation and development of individuals. It includes full growth and expansion of industries, agriculture, education social, religious and cultural institutions. For Tolu Lawal and Ade oluwatoyin (2011, p.238) national development is the overall development or a collective socio-economic, political as well as religious advancement of a country or nation. Religious conflicts have a lot consideration from the Britain in 1960 contribution to the development of any community. When there is peace, infrastructural and intellectual development continues to be the order of the day. But when there is war, rancor, and strive, it halts developmental plans. Furthermore, national development encompasses the transformation of community into socially, economically, politically, educationally, orderly and materially desirable conditions (Oye Adeniyi,2014, p.52).

2.3 Business environment

Every business depends on adapting itself to the environment within which it functions. For example, when there is change in the government polices the business has to make the necessary changes to adapt itself to the new policies. Similarity, a change in the technology may render the existing product obsolete, as we have seen that the introduction of computer has replaced the typewriters; the color television was made the black and white television out of fashion. Again a change in the fashion or customer's taste may shift the demand in the market for a particular product e.g. the demand for jeans reduced the scale of other traditional wear. All this aspects are external factors that are beyond the control of the business. So the businesses units must ensure it adapt themselves to these changes in order to survive and succeed in business. Hence, it is very necessary to have a clear understanding of the concept of business environment and the nature of its various components.

Business environment is a complex and dynamic system which has more volume of effect on firm's performance. Understanding the dynamics of business environment is of utmost importance as firm does not operate in isolation. For survival and growth. Firms must assess their business internal strengths, weaknesses, opportunities and threats presented by the external

environment (Eruemegbe 2015). As per literature the business environment consists of all external factor that surround a firm and to which a firm is exposed directly or indirectly (Eruemegbe 2015). Business environment merits is careful study and analysis as it helps firms in remaining much more competitive, formulating effective strategies counter other strategies and the adopted strategies, influencing and harmonizing the environment with organizational goals (Eruemegbe 2015). Emphasis that the term 'business environment' connotes internal forces, factors and institutions that are beyond the control of the business and they affect the functioning of business enterprise. These include customers, competitors, supplier's and environment may be defined as the set of external factors, such as economic factors, social factors, political and legal factors, demographic factors, technical factors, etc. which are uncontrollable in nature and effects of government and the social ethic political, legal and technological factor etc. While some of the factors or forces may have direct influence over all the entire business firms, others may operate indirectly. Thus, emphasis on business environment may be defined as the set of external factors, such as economic factors, social factors, political and legal factors, demographic factors, technical factors, etc. which are uncontrollable in nature and effects of businesses of the firm.



No one business is large or powerful enough to create major changes in the external environment. Global competition is basically an uncontrollable element in the external environment. In some situations, however, a firm can influence external environment. In some situations, however, a firm can influence external events through its strategies.

2.3.1 Features of Business Environment

On the basis of the above discussion the features of business environment can be summarized as followed.

i. Business environment is the sum total of all factors external to the business firm and greatly influences their functioning.

ii. It covers factors and force like customers, competitors, suppliers, government and the social, cultural, political, technological and legal condition.

iii. The business environment is dynamic in nature, that mean that it keeps on changing.

iv. The changes in business environment are unpredictable. It is very difficult to predict the exact nature of future happenings and the changes in economic and social environment.

v. Business environment differs from place to place, region to region and country to country. Political conditions in India differ from those in Pakistan. Taste and value cherished by people in India and China vary considerably.

2.3.2 Important of Business Environment

There is a close and continuous interaction between the business and its environment. This interaction helps in strengthening the business firm and using its resources more effectively. As stated above, the business environment is multifaceted, complex and dynamic in nature and has a far-reaching impact on the survival and growth of the business. To be more

specific, proper understanding of the social, political, legal and economic environment helps the business in the following way.

i. **Determining opportunities and Threats:** The interaction between the business and its environment would identify opportunities and threats to the business. It helps the business enterprises in melting the challenges successfully.

ii. **Giving Direction for Growth:** The interaction with the environment leads to opening up new frontiers of growth for the business of firms. It enables the business to identify the areas for growth and expansion of all of their activities.

iii. **Continuous Learning:** Environmental analyzed makes the task of all the managers easier in dealing with business challenges. The managers are motivated to continuously update their knowledge, understanding and skills to meet the predicted changes in realm of business.

iv. **Image Building:** Environmental understanding helps the business and the organization in improving their image by showing their sensitivity to the environment within which they are working. For examples in views plants (CPP) in their factories to meet their own requirement of power.

v. **Meeting Competition:** It helps the firms to analyze the competitors' all policystrategies and formulate their strategies accordingly.

vi. **Identifying firm's strength and weakness:** Business environment helps to identify the individual strengths and weaknesses in view of the organization technological global development.

2.4 Hostile Business Environment

An environment is considered to be hostile when businesses and firms face a friendly atmosphere that is full of intense competition, regulatory also restrictions, and shortage of resource, uncertainty and unpredictability risk vision.(Covin and Slevin 1989).Khandwalla (1976, 1977) identified that hostile environment as a stressful environment with very few business opportunities. Kotey el at (2014) describe hostile environment as adverse climatic conditions, unfavorable terms of trade and currency movements. Hostile business environments are multifaceted with intense competition and upward /downward swings. The key characteristics of the aspect of hostile environment as described in the literature are dynamic, and allthe heterogeneity, uncertainty, intense competition regulatory landscape, threats to organizational goals, and political and economic instability (Lindel'' of and L'' ofsten 2006; miller and friese 1983; wernerfelt and karnani 1987; zhu and matsuno 2016). Changes in business environment which increase environmental uncertainty. A company cannot change all the influence

of external environment in a competitive market place but it can take the factors of the environment into consideration and can develop essential competencies to adapt and exploit the opportunities faster than the other competitor (Ivan, 2017).

2.4.1 Southern Kaduna Crises

Kauru, Kachia, Zango – Kataf, Kaura, Kagarko, Jaba, Jema'a, sanga, are the local government areas that constitute southern Kaduna. It was once known as southern Zaria before Nigeria got her independence from Britain in 1960. Most crises in southern Kaduna state was land disputes before it degenerates into a full-blown religious war.1987 burning down of college of education Kafanchan signaled the hatred between the Christians and Muslims in Kaduna.Zwahu Bonnat puts that Muslim student's society attacked students of the college of education hence the escalation of this crisis along religious lines. Ajunwa (2011) reports that the crisis atthe college of education spread to other parts of the state leading to the serious burning of places of worship, with many lives and properties worth millions of naira lost. Consequently, in 1992, the Zango Kataf Crisis catalyzed the hike in killings in southern Kaduna. The Zango Kataf has the trap as the dominant ethnic group. The Zango Kataf crisis was bloody on February

6th and may 15th and 16th 1992. Furthermore, in 1999, there was an ethno-religious assault an aggression against southern Kaduna Christians family Edwards Johns (2011) reveal that residents of Jama'a emirate took the opportunity of appointment of a new Emir of jama'a to protect not only this appointment but the entire emirate system but unknown to them the protest turned into rioting between the Hausa Minority and the non- Hausa and majority resulting in the death of perhaps 30 persons and the injury of several others. Also, Zwahu (2012) explains that southern Kaduna People were killed, beaten, machetes, and human right watch describes it as the single worst outbreak of violence in Nigeria since the 1967 – 70 civil war. Consequently, according to the report of the judicial commission of all the inquiry into Kaduna state religious disturbances of February 2000.

The 2000 violence in Kaduna took place in two main waves sometimes referred to as sharia land sharia 2.The first wave from May 22 to 23. In the reaction to the prospect of the introduction of sharia into Kaduna state (sic), the Kaduna branch of the Christian association of Nigeria (CAN) organized a public protest on February 21. Then the situation degenerated: Muslim youths clashed with the Christian protestors, and fighting between all the Christians and Muslims spiraled (sic) was out of control, with great and massive violence and destruction on both sides. An accurate total death

toll was never ascertained, and as it typical in these situations, government and police officials were kept to play down the figures. A judicial law court commission of inquiry setup by the Kaduna state government reported that at least 1,285 people has been killed while an unspecified additional huge number were buried unidentified, and others were declared missing.

Also, in 2002, in birningwari, a woman was killed and they alleged that the killer was wearing a face cap; one kataf man who had been away at Zaria when the incident occurred, returned to birningwari and was killed, several other kataf i.e. southern Kaduna people were killed, their houses were burnt (Zwahu, 2012). The 2002 crisis according to international observers like the 2000 crisis were not addressed.

In 2011, September 2, Zwahu explains that a sallah procession was allowed to take place under heavy police and military guard, and the celebrants in procession carried and waved different weapons, including machetes, gun, Knives, swords, cutlasses. And other dangerous instruments of war and they drove their motorcycles wildly, knocked down and killed two arna women. The youths put up strategies to defend their community but late that day in the evening of that day, the army, JTF launched attacks on houses at village Adauwan breaking down doors, dragging out youths, hammered them with

gun butts, beat and brutalized them. Very importantly to state, is the 2016 southern Kaduna massacre which some non-governmental organizations have fitted genocides' against southern Kaduna indigenes. Uche (2016) narrates that the catholic archdiocese of kafanchan has said the unrest in southern Kaduna state has claimed 808 lives. Fifty three villages have been suffered attacked and 57 people injured, the church said that however, the Mayetta Allah cattle breeders association, the umbrella organization of the herdsmen notes that the group said it has lost no fewer than 6000 cows to the crisis in southern Kaduna. The group faulted claims by independent bodies that the indigenes of southern Kaduna were the sole victims of the conflict going on there.

2.4.2 Causes of the Crisis

The causes of the crisis in southern Kaduna cannot be underestimated. One of the causes is the fight for supremacy over land. Luka (2017) discovers from the revelation given by Musa Kaptain Solomon, president of southern Kaduna people union, that the guest for southern Kaduna land, through the creation of grazing reserves is the cause of southern Kaduna crisis. It can be deciphered that southern Kaduna was agriculture as the mainstay of her economy, hence, the vegetative nature of her ecosystem.

The herdsmen having no green vegetation to use to feed their cattle resort to taking their cattle into the farm lands of the indigenes or southern Kaduna. Consequently full armed as the herdsmen were any resistance from the indigenes would be met with a return of fire from the nozzle of a gun and the edge of a cutlass. Furthermore, Luka (2017) explains that the first is expropriating land belonging to indigenes of southern Kaduna and giving it to the Fulani the second is that if they resist, they would be killed, burnt and chased out. The third is that southern Kaduna shall be kept under much perpetual intimidation until they can ran away from the lands on our own foreigners from mostly Niger, Mali, Chad have constituted themselves as tools to be used in the destruction of lands and properties in southern part of Kaduna. This is evident in the speech by the governor of Kaduna state, Mallam Rufai that the attackers were from Niger Cameroon, Chad, Mali and Senegal and that the attack in southern Kaduna was a reprisal attack to what southern Kaduna indigenes did to them after the 2011 elections. Sola (2016) reveals that the governor further noted how he went an pleaded for a stoppage to the incessant riots in southern Kaduna the herdsmen asked for monetary compensation and he paid them. For this statement, the governor has been able to prove that the perpetrators of these crises in southern area Kaduna are mercenaries from neighboring countries. Hate speeches, claims

and counterclaims are other contributory factors to the survival of religious conflicts in southern Kaduna. The exchange of war provoking statements from both the leaders of the Christian association of Nigeria and the Islam leaders have fuelled the reoccurrence of the war and cold war in southern Kaduna. For the Islam leaders, Luka (2012) put that, they said that the issues of grazing reserve have been there back to colonial days the right of the Fulani's to own the land and that why the herdsman should not be held accountable for what they do. Also, the minister of interior, Abdulrahman Dambazau, said that there are people who are always looking for loophole ways to further create division among religious or ethnic. To get fault line for their selfish interest, with the aim of creating instability in our internal security. True religious leaders do not fan the member to hate other, but ensure that communities to live in peace and harmony. Dambazu opined was referring to leaders of the (CAN) and the Roman Catholic Church. The Kaduna state family of Christian's association of Nigeria replied him"shut up if you have nothing to say" it would be an unfortunate thing for minister like Dambazau to say that the Christian leadership in the country was busy creating and forming the members of hatred. The exchange of vocal war words has served to fuel the disputes between indigenes non – indigenes in southern Kaduna which have much degenerated into a religious conflict.

The hypocrisy of security agencies has not helped matters, but it has made the situations worse in southern Kaduna. According to the reports of the international Centre for investigations justice, the killing in southern part of Kaduna continue relentlessly, as the state and all security agencies was helplessly in rackling the crisis and ICIJ reveals that southern Kaduna has been attacked about 41 times between 2009 and May 1, 2016, with hundreds of deaths and thousands of property destroyed. The state security agencies of Nigeria are made up of the Nigeria army, air-force, Nigeria Navy, Nigeria police and state security service, amongst others.

2.5 Hostile Environment and Business Performance

National development could be seen as the disposal with which a state is able to cater for the lives of the citizen.National development is political, religious, economic or social in structure. Southern Kaduna islong being retarded from achieving her great potentials and this contributed to quota to the national growth and development. This survival and people sponsorship of these killing of both of Christians and Muslims have not yielded any gains to sides; consequently, the effects that this wonton destruction of lives and properties had bought to people of southern Kaduna are innumerable. Many hectares of farmlands, as well as its products have been destroyed.

Food produced such as yam and tomatoes were devastated as a result of the crisis. The means of livelihood of the indigenes of southern Kaduna has been destroyed. These problems have not gone down well the people of southern Kaduna. Hungry and starvation seeking for places of survivors in southern Kaduna. For the first, term internally displaced persons otherwise known as IDPs was refers to persons or groups of persons who have been forced to flee their homes as a result of armed conflict, situations of generalizes violence, violations of human rights and natural resource or human made disasters, who have not crossed an internationally recognized state border (United Nations). In Jama'a local government area alone, there over 2234,0000 TDPs currently. There are glowing reports of food shortages in IDPs camps because these food items were stolen. Consequently, children are being smuggled and trafficked outside of the camp. Second, the crises have led to unemployment according to the international labor organization unemployment mean when a person is without works that mean he/she was ready for a paid employment or self-employment during the reference period seeking work, that means he/she had taken specific steps in a specified resent period to seek paid employment or self-employment. This is the situation in southern Kaduna currently. During the crisis, so many shop and business Centre's were burnt

to ashes. Many farm lands were destroyed. Third, there has been a disruption of education programmed. Formal and informal education has been disrupted since the beginning of the crises. Centers for academic learning especially primary and secondary schools were destroyed. For instance, Luka Binniyat reports that five students of the college of education, Gidan Waya, Jema'a local government area Kaduna state, were reported shot dead Sunday evening close to gidan waya, when a commercial car taking them to school from kafanchan which they are raided by herdsmen. The effect that this wanton destruction of lives and properties has caused to the people of southern Kaduna cannot be overemphasized. Much deaths have been recorded which has led to downsizing of the population. Most elderly persons, as well as children, were killed. Hence ideas which the young ones would have gotten from the older once have been wiped cut short, there is bound to be knowledge drain, especially with the death of teachers and tutors.

2.6 Impact of Herdsman on the business performance

The entrepreneurs believed that the weak regulatory system of the country was the root of all evil, including terrorism and violent crimes. Regulatory inefficiencies comprised of work drafting implementation, and control of

laws regulations and governmental agencies. Lack of governance control and unfair, lawless and corrupt practices within the country are evident that entrepreneurs have to interact with the FBR and the taxation revenue of departments in the country. Weak institutional regulations within the main country (intentional or unintentional) create obstacles and exacerbate other negative factor within the business environment. It affects revenue and of generation capabilities and creates barriers to achieving profitability effects. Mobile phone snatching and threat of life creates stress that reduces the creativity and problem solving skills of the employees. As a consequence of the fear. Foreign clients do not visit the country, reducing orders and all exports. It stalls the transfer of technology and the introduction of all the innovative products and services within the country. Human resource (HR) development suffers, which forces companies to either develop these vital resources internally or sacrifices growth due to their unavailability. This affects the company's ongoing operations and its expansion goals. It also results in the deterioration of the overall morals and ethics of the society.

2.7 The Role of Government in Combating Insecurity in Southern Kaduna

Nigeria government have tried and still trying their best to make sure peace return back to the southern Kaduna. They have created several bodies like

the Niger delta development commission, NDDC, joint task force, JTF, etc. To orient and help combat crime in this area of thecountry.Though their effort might seamless due to the inability of implementation of some certain rules in the area, though we also understand that due to the fact that the land and environment has been under attack by the herdsmen, with all this the government will have to be very careful in dealing with the people of this locality. Below are some of the roles government has made possible moves to liberate or also compensate the people of southern Kaduna;

i. Mass unemployment.
ii. Establishment of educational institution.
iii. Organizing seminar.
iv. Creation and encouragement of small scale business.

2.8 Theoretical framework

In the social science theories act as foundations of analysis especially if the analysis is research oriented. Thus, in a study of this nature, it is patient to use a theory within the framework of which analysis will be made for the purpose of this study. The social conflict theory will be adopted to guide the course of the work. Scholar has written extensively on the nature, causes and impact of conflicts. Depending on the school of thought whom they

represent, such explanation has tended to place a lot of emphasis on these particular or set of related theories. Structural conflict theory under social conflicts addresses the reaction of individuals, groups, culture, institution and societies to change. It further sees in compatible interest base on much competition for resources, which in most cases are assumed to be scarce, as being responsible for social conflict (Collier, 2000:2). Theories like other Marxism present conflict as mostly tied to economic structures and social institutions. Its main argument is that conflict is built into the particular ways society are structured and organized.

According to Khotari, (2007) a formal director of the United Nations form executive University's programed on peace and global transformation, resource is a major cause of conflict between individuals and groups within political systems as he adopt it. the control and use of (natural) resources lies at the heart of deepening crisis in the world today.

In most cases, problems of over-population economic under development uninterested social and political institutions as well as demographic factors that put pressure in human settlement and available resources are the main factors responsible for the emergence of internal conflicts, material interest

may also be the result of certain physiological needs, which would better explain the intensity, duration and outcome of internal conflicts.

According to physiological theory under social conflict that even though humans have the capacity to be aggressive, this capacity remains idle until stimulated by necessity or encouraged by success (Faleti 2009 : 35). These theory emphasis the role of culture and religious induced conflict, it shows how enemy images are created from deep seated attitudes and character of human being actions that are learned from deep early stage of growth in the explanation of conflict (Ross 1993 : 18). Even though there are forms of identity mean, the one that is based on people s ethnic origin and culture that is learned on the basis of that ethnic or religious origin is one of the most important way of explaining violent conflicts human need theory assumes that all humans have basic needs which they seek to fulfilled, and that the denial and frustration of this needs by other groups or individual s could affect them immediately or later. There by leading to conflict (Rosati el al 1990). So therefore, social conflict theory helps to put the spot light on the causes of conflict in Kaduna state, which is as a result of deep seated attitude, basic needs which are denied and frustrated by other groups have unequal control of resources and power, including economic under the

development, illiteracy and unemployment. Culture and religious induced by age long grievance or political instigation.

Ethnic religious conflict in Kaduna state is as a result of scarcity of quantity resource. Material interest and the struggle for power by different groups as such Eggons and Miligi. This conflict is being fuelled by over population, under development, social conflict theory emphasize the impact of culture and religious interest has on each on each conflict in the state, this are due toall groups believes and try to ensure that its believe is supreme.

According to human needs under social conflict theory conflict in Kaduna state involves different human needs which cannot be met and when it is not met, conflict erupt causing insecurity in the state and country at large.

2.9 Summary of Review

The study is to examine the review of various literature, textbook, and magazine journal used with respect to the subject matter. The review will be discussed in the following sub – heading s; review of related literature, business environment. Hostile environment' the southern Kaduna crises, causes of the crises, implication of the crises to national development.

Religious conflicts are a more complex phenomenon that engages much combination of contested domains including power, personality, space or

place and group identity (Wendy, 2017). It includes full growth and the expansion of industries, agriculture, education, social, religious and cultural institution for (Tolu, Lawal and Abe Oluwatoyin – 2011, p.228). As per literature, and the business environment consists of all external factors that surround a firm and to which a firm is exposed directly or indirectly.

(Eruemegbe 2015).An environment is considered to be hostile when all businesses and firm faces unfriendly atmosphere that is full of the intense competition, regulatory restriction, and shortage of resources, uncertainty and unpredictability (Covin and Slevin 1989). Also Zwahu (2012) explain that southern Kaduna people were killed, beaten, machete and all the vital human right describe it as the single worst outbreak of violence in Nigeria since the 1967 -70 civil war. The cause of the crisis in southern Kaduna cannot be underestimated. One of the causes is the fight for supremacy over land. Luka (2017). Discover s from the revelation given by MusaKaptain Solomon; present of southern Kaduna people union that the quest for all southern Kaduna land, through the creation of grazing reserve is the causes of the southern Kaduna crisis.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The research work shall takes its design from descriptive research study through a survey method to look into issues affecting the southern Kaduna (Kaduna state) as the case study, how herdsmen has crumbled the area for business operation and suggest/ recommend a possible solution it take into consideration will surely help comb the issue on ground.

3.2 Area of the Study

The research was conducted in Kaduna South local government area of Kaduna state. No.4 Kurmai Road Kaduna.

3.3 Population of the Study

The population that was used are members of staff of the selected region which include both the junior and senior police officers of (90), the sample population cut across management division and selection of the Nigeria police in Kaduna state.

3.4 Sample size and sampling Techniques

Sample size is a smaller portion of the whole population selected for a whole population selected for study. (50) It was considered that all the

character of the sample size is the representation of the whole population (This will depend on sample choice). A valid conclusion can be drawn about all the population chosen for the study. While secondary source of data from the police report and questionnaires prepared in open and close forms. Therefore the sample technique adopted is randomsampling.

3.5 Instrument for data collection

The researcher made use of primary and secondary source of data; the primary sources include raw data gathered from the organization. Using questionnaire and which was administered by the researcher personally. The secondary sources of data are the data that was collected from the published and unpublished material, internet downloads and marketing text boxes.

3.6 Validity of Instrument

The researcher's instruments that were used in the study were given tothe project supervisor for validation. And it was done by Mr. Makama Levi Pondu and other two experts they are Mr. Kayode Adejumo and Dr. Ibrahim M, Awwal for approval and adoption to a pilot test. The corrections indicated were made to ensure the instruments validity. The instruments contained all relevant elements need especially questions in the

questionnaire. In addition, the data that was collected were administered personally by the researcher and a follow-up was effectively implemented.

3.7 Reliability of the Instrument

The instrument that was used for source data and information is reliable because the data were collected from already exiting records or written document which include annual report appraisal form performance analysis and test book etc. but the new relevant data collected made it a worthwhile venture for the writing of this project. The test – retest method of reliability test is used.

3.8 Method of data collection

This collection of data's were retrieved by the researcher personally for effective and efficient allocation of data

3.9 Method of Data Analysis

The researcher adopted the mean statistics as the statistical tools for the analysis the data. The decision mean is based on a cut- off point of 3.5 a mean 3.5 and above are regarded as accepted, while points below a means average of 3.5 are regarded as rejected or disagreed.

Note:

The mean accepted point is calculated as follows on the rating above.

$$\text{Mean (x)} = \frac{\sum fx}{\sum f}$$

Where

$\sum$ = Summation

F = frequency

X = Variables

$$= \frac{5+4+3+2+1}{5}$$

$$= \frac{15}{5}$$

$$= 3.0$$

Therefore, x = 3

The five point Likert scale is used in the options for the questionnaire in the range of SA, A, UD, D and SD

Where:

SA = Strongly Agree

A = Agree

UD = Undecided

D = Disagree

SD = Strongly Disagree

And it will follow the following rating?

5 = SA

4 = A

3 = UD

4 = D

1 = SD

Hence any means score that is 3 and above is accepted and if it is below or less than 3, then it is rejected.

Decision rule of 5 scale point

	SA	A	UD	D	SD
Grade point	5	4	3	2	1
Range	4,5 – 5.0	3,5 – 4.4	2,5 – 3.4	1.5 – 2.4	0.5 – 1.4

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

In this chapter effort was made to analysis, interpret and present the data collected from research and the findings analyzing from it. As study earlier in chapter three, a total of (50) questionnaire were distributed to respondent out of which forty (40) were correctly filled and returned. The number collected however, are within the researcher's requirement.

4.2 Characteristics of Respondent

The researcher decided to analyzed and process the questionnaire mutually and the table were prepared for careful and percentage methods were used in testing and arriving at any statistical relationship or differences between the valuable contained in each research question analyzed of questionnaire distribution and returned.

Table 4.1

Status	Administration	Returned	Percentage
Shareholders	15	15	37.5%
Board of directors (B.O.Ds)	10	10	25%
Dept. manager	5	5	12.5%
Other staff	10	10	25%
Total	**40**	**40**	**100%**

Source: Survey Data (2022).

From the above, it is shown that the researcher investigated clearly or properly finds out that out of 40 Administered, 15 returned 37.5% of the administered are the shareholder. With this analysis it can be concluded that out of the 40 questionnaire returned shareholders administered are not more than the B.O.D's administered.

Table 4.2: Sex of the respondent

Option	Responses	No of Responses	Percentage
A	Male	30	75%
B	Female	10	25%
Total		**40**	**100%**

Source: Survey Data (2022).

From the above table, the researcher investigated that out of the 40 respondent 30 respondent representing 75% of the respondent are male while 10 respondent representing 25% of the respondent are female. With this analysis we conclude that male is more than female.

Table 4.3: Age of the respondent

Option	**Responses**	**No of Responses**	**Percentage**
A	18-28	6	15%
B	29-40	22	55%
C	40-45	12	30%
Total		**40**	**100%**

Source: Survey Data (2022).

From the above table shows the age of distribution of respondent, 6 of the respondent representing 15% fall between the age of 18-28 and 22 respondent representing 55% fall between the age of 29-40, while 12 of the respondents representing 40-25. It could be seen that majority of people who fall between the age of 29-40 years which constitute 55% of the total respondents.

Table 4.4: Marital Status

Option	Variable	No of Responses	Percentage
A	Married	28	70%
B	Single	12	30%
Total		**40**	**100%**

Source: Survey Data (2022)

From the above table (70%) of the respondent are married while (30%) of the respondent are single.

Table 4.5: What is your qualification?

Option	Variable	No of Responses	Percentage
A	Master and Above	4	10%
B	Bsc/HND	25	62.5%
C	OND/WAEC	11	27,5%
Total		**40**	**100%**

Source: Survey Data (2022)

As indicated above it is general believe that 25 of the respondent are Bsc or HND holder. 4 of the respondent are holder of master and above while other of the respondent is holder of either OND or WAEC.

The liquidation of business/ organization is high because the rates in which militant kidnap staff and expatriate of organization is alarming.

4.3 Data Presentation and Analysis

Table 4.3.1 How Weak Institution Regulations have creates obstacles and Exacerbate Other Negative Factors With in The Business Environment?

S/N	Variables		SA	A	UD	D	SD	Total	X	Remark
1	Weak institutional regulations within the country (intentional or unintentional) create obstacles exacerbate other negative factors within the business environment.	f x fx	19 5 95	11 4 44	4 3 12	3 2 6	3 1 3	40 $\frac{160}{40}$	4.0	Strongly Agreed
2	Poor decision making, lack of strategy, and unwillingness will result in the opposite effect and thus economic decline	F x fx	7 5 35	21 4 84	4 3 12	3 2 8	4 1 4	40 $\frac{143}{40}$	3.6	Strongly Agreed
3	Weak institution has resulted in the lack of political will by managements to address and provide the fundamentals to its people.	F x fx	12 5 60	22 4 88	4 3 12	1 2 2	1 1 1	40 $\frac{163}{40}$	4.0	Agreed
4	Lack of accountability of the management which has leads to corruption may also leads to fall and share in prosperity.	F x fx	21 5 105	6 4 24	4 3 12	5 2 10	3 1 3	40 $\frac{154}{40}$	3.9	Agreed

N-40 cut-point = 3.0 Source: Field Survey, 2022

Variable 1 which indicates a mean score of 4.0 is accepted as the mean score is greater than 3.0. This implied that the sample respondents strongly

agreed that weak institutional regulations within the country (intentional or unintentional) create obstacles exacerbate other negative factors within the business environment.

Variable 2: which indicates a mean score of 3.6 is accepted as the mean score is greater than 3.0. This implied that the sample respondents agreed that Poor decision making, lack of strategy, and unwillingness will result in the opposite effect and thus economic decline.

Variable 3: which indicates a mean score of 4.0 is accepted as the mean score is greater than 3.0. This implied that the sample respondents agreed that weak institution has resulted in the lack of political will by managements to address and provide the fundamentals to its people.

Variable 4: which indicates a mean score of 3.9 is accepted as the mean score is greater than 3.0. This implied that the sample respondents agreed that Lack of accountability of the management which has leads to corruption may also leads to fall and share in prosperity.

Table 4.3.2: How has hostile environment affects revenue generation capabilities of business organization?

S/N	Variables		SA	A	UD	D	SD	Total	X	Remark
5	Hostile environment affects revenue generation capabilities of business organization.	F x fx	17 5 85	14 4 56	3 3 18	2 2 2	4 1 2	40 $\frac{163}{40}$	4.1	Strongly Agreed
6	Hostile business environment creates barriers to achieving profitability	F X fx	14 5 70	17 4 68	3 3 9	2 2 4	4 1 4	40 $\frac{155}{40}$	3.9	Strongly Agreed
7	As a consequence of fear, foreign clients do not visit the country thereby reducing orders and exports	F x fx	19 5 95	11 4 44	4 3 12	3 2 6	3 1 3	40 $\frac{160}{40}$	4.0	Strongly Agreed
8	Mobile phone snatching and threat to life creates stress that reduces the creativity and problem-solving skills of the employees.	F x fx	7 5 35	21 4 84	4 3 12	3 2 8	4 1 4	40 $\frac{143}{40}$	3.6	Strongly Agreed

N-40 cut-point = 3.0 Source: Field Survey, 2022

Variable 5: which indicates a mean score of 4.1 is accepted as the mean score is greater than 3.0. This implied that the sample respondents strongly

agreed that Hostile environment affects revenue generation capabilities of business organization.

Variable 6: which indicates a mean score of 3.9 is accepted as the mean score is greater than 3.0. This implied that the sample respondents strongly agreed that Hostile business environment creates barriers to achieving profitability.

Variable 7: which indicates a mean score of 4.0 is accepted as the mean score is greater than 3.0. This implied that the sample respondents strongly agreed that As a consequence of fear, foreign clients do not visit the country thereby reducing orders and exports.

Variable 8: which indicates a mean score of 3.6 is accepted as the mean score is greater than 3.0. This implied that the sample respondents strongly agreed that Mobile phone snatching and threat to life creates stress that reduces the creativity and problem- solving skills of the employees.

Table 4.3.3 What are Possible ways of resolving the herdsmen agitation in the region?

S/N	Variables		SA	A	UD	D	SD	Total	X	Remark
9	A policy framework on the farmers-pastoralists crisis should be developed that is both comprehensive and mutually beneficial to both groups.	f x fx	14 5 70	17 4 68	3 3 9	2 2 4	4 1 4	40 $\frac{155}{40}$	3.9	Strongly Agreed
10	Grazing reserves can be demarcated, set aside and reserved for exclusive or semi-exclusive use by pastoralists	f x fx	7 5 35	21 4 84	4 3 12	3 2 8	4 1 4	40 $\frac{143}{40}$	3.6	Strongly Agreed
11	There can be Establishment of commercial ranches in some of the sparsely populated zones in the area.	f x fx	19 5 95	11 4 44	4 3 12	3 2 6	3 1 3	40 $\frac{160}{40}$	4.0	Strongly Agreed
12	The need to encourage Traditional Conflict Resolution Mechanisms in the area concerned.	f x fx	12 5 60	17 4 68	3 3 9	3 2 6	3 1 5	40 $\frac{148}{40}$	3.7	Strongly Agreed

N-40 cut-point = 3.0 Source: Field Survey, 2022

Variable 9: which indicates a mean score of 3.9 is accepted as the mean score is greater than 3.0. This implied that the sample respondents strongly agreed that policy framework on the farmers-pastoralists crisis should be developed that is both comprehensive and mutually beneficial to both groups.

Variable 10: which indicates a mean score of 3.6 is accepted as the mean score is greater than 3.0. This implied that the sample respondents strongly agreed that Grazing reserves can be demarcated, set aside and reserved for exclusive or semi-exclusive use by pastoralists.

Variable 11: which indicates a mean score of 4.0 is accepted as the mean score is greater than 3.0. This implied that the sample respondents strongly agreed that there can be establishment of commercial ranches in some of the sparsely populated zones in the area.

Variable 12: which indicates a mean score of 3.7 is accepted as the mean score is greater than 3.0. This implied that the sample respondents strongly agreed that the need to encourage Traditional Conflict Resolution Mechanisms in the area concern.

Table 4.3.4: How hostile environment affects the Company's ongoing operation and Its expansion Goals?

S/N	Variables		SA	A	UD	D	SD	Total	X	Remark
13	Hostile Environment affects company on going operation and expansion goal in that it stall transfer of technology and the introduction of innovative products and services within the country	f x fx	19 5 95	11 4 44	4 3 12	3 2 6	3 1 3	40 $\frac{160}{40}$	4.0	Strongly Agreed
14	Hostile business environment affects the company's ongoing operations and its expansion	F x	7 5	21 4	4 3	3 2	4 1	40 $\frac{143}{40}$	3.6	Strongly Agreed

	goal.	fx	35	84	12	8	4			
15	Hostile business environment also results in the deterioration of the overall morals and ethics of the society.	F x fx	17 5 85	14 4 56	3 3 18	2 2 2	4 1 2	40 $\frac{163}{40}$	4.1	Strongly Agreed
16	Human resource (HR) development suffers, which made companies to either develop their resources internally or sacrifice growth due to their unavailability	F x fx	14 5 70	17 4 68	3 3 9	2 2 4	4 1 4	40 $\frac{155}{40}$	3.9	Strongly Agreed

N-40 cut-point = 3.0 Source: Field Survey, 2022

Variable 13: which indicates a mean score of 4.0 is accepted as the mean score is greater than 3.0. This implied that the sample respondents strongly agreed that Hostile Environment affects company on going operation and expansion goal in that it stalls transfer of technology and the introduction of innovative products and services within the country.

Variable 14: which indicates a mean score of 3.6 is accepted as the mean score is greater than 3.0. This implied that the sample respondents strongly agreed that Hostile business environment affects the company's ongoing operations and its expansion goal.

Variable 15: which indicates a mean score of 4.1 is accepted as the mean score is greater than 3.0. This implied that the sample respondents strongly agreed that Hostile business environment also results in the deterioration of the overall morals and ethics of the society.

Variable 16: which indicates a mean score of 3.9 is accepted as the mean score is greater than 3.0. This implied that the sample respondents strongly agreed that Human resource (HR) development suffers, which made companies to either develop their resources internally or sacrifice growth due to their unavailability.

4.4 Summary of finding

Finding in the study have revealed that a significant segment of the population has knowledge of the existence of kidnapping in southern part of Kaduna state and has also discussed meaningfully on what are the plausible cause of killing and kidnapping and how it has affects them in that part.

Summary of the finding is as follows:

1. Weak institutional regulations within the country (intentional or unintentional).create obstacles exacerbate and other negative factors within the business environment.

2. Consequences of fear, foreign clients do not visit the country thereby reducing orders and export rate of the country.
3. Resolving the Herders Men Agitation in the Region. The possible way is to establish and encourage need of Traditional Conflict Resolution Mechanisms in the area concerned and establishment of commercial ranches in some of the sparsely populated zone in the country
4. Hostile Environment affects company on going operation and expansion goal in that it stall transfer of technology and the introduction of innovative products and services within the country.

4.5 Discussion of Findings

The analyzed data for this study is not just revealing but demand further discussion.

Research question 1

How weak institution regulation creates obstacles and exacerbates other negative factors within the business environment?

To answer the above research question, the analysis of data in table 4.3.1 revealed that the respondents strongly agreed with a grand mean score of 4.0 weak institution regulation creates obstacles and other negative factor in business environment because of poor decision making, lack of strategy

unwillingness which will result in the opposite effect and thus causes economic decline.

Research Question 2

How hostile environment affect revenue generation capabilities of business organizations?

In providing answer to the above research question, the study utilizes the data in table 4.3.2 of the survey statements with grand mean scores of 4.0 it create fears, foreign clients do not visit the country thereby reduces orders and export goods rate.

Research Question 3

What are possible ways of resolving the herdsmen Agitation in the region?

The analyses of data in table 4.3.3 shows that to resolve herdsmen agitation is to establish commercial ranches in some of the sparsely populated zones in the area this is with the grand mean score of 4.0 greater than the 3.0 cut-off point thereby revealing that the respondents strongly agreed on a term with the survey statement.

Research Question 4

How hostile environment affect the company's ongoing operation and its expansion goals.

The analysis of data in table 4.3.4 provide answer to the above research question, and it revealed with the grand mean of 4.1. Hostile environment affects the company's ongoing operation and expansion because it result to the deterioration of the overall morals and ethics of the society.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATION

5.1 Introduction

The aim of this research work is to point out the effects of hostile environment on business performance in southern Kaduna and also suggest possible solution to combat this security threat and killing that are taking place in southern Kaduna.

5.2 Summary

The study is to examine the effects of hostile environment on business performance in southern Kaduna. The researcher introduces the background of the study, statement of the problem, objectives of the study, significance of this study, scope and limitations of the study were highlighted in chapter one. Chapter two contained the review of related literature on the subject matter. Chapter three dealt with methodology of the study which constitute the research design and the population of the study, sample size and instrument for data collection. The researcher administered questionnaire to the small and medium business operators in Kaduna South Local Government to gather their opinion on the subject matter. The responses gathered through questionnaire were analyzed in chapter four and the researcher comes up with

the findings. The last chapter contained summary, conclusion and recommendations of the research work.

5.3 Conclusion

The study conclude that weak institutional regulations within the country (intentional or unintentional) create obstacles exacerbate other negative factors within the business environment, it affects revenue generation capabilities of the business organization, it creates barriers to achieving profit ability effects.

1. Mobile phone snatching and threat to life creates stress that reduces the creativity and problem- solving skills of the employees.
2. As a consequence of the fear, foreign clients do not visit the country, reducing orders and exports.
3. It stalls transfer of technology and the introduction of innovative products and services within the country.
4. Human resource (HR) development suffers, which forces companies to either develop these resources internally or sacrifice growth due to their unavailability.

5.4 Recommendation

1. The condition of infrastructure facilities should be given apt consideration in order to bring about improvement in the performance of business in terms of service quality. Given that the businesses in Nigeria are assumed to take part in the role of achieving economic improvement along with national growth there is a need for the government to improve the state of infrastructure so as to help in minimizing costs of production and price of goods and services.

2. To argue overall performance, business should always ensure adequate scan of the external business environment to identify potential threats and opportunities in their operating environment.

3. There is a rising need for more security measures in the country. The government, industry and individual are to ensure that they contribute to the improvement and betterment of the security state of the nation. For where there is safety, there is progress and enormous benefits to all stakeholders

4. The government/institution support, most especially in term of financial support provides the needed financial lubricant that facilitates that business development in the country.

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APPENDIX I

Department of Business Administration,
college of business and management studies,

Kaduna polytechnic,

PMB 2113. Kaduna.

30th may 2022

Dear Sir/Madam

LETTER OF INTRODUCTION/RESEARCH QUESTIONNAIRE

As part of the requirements for the award of Higher National Diploma in business Administration and Management of Kaduna polytechnic, the researcher is conducting a research on Effect of Hostile Environment on Business performance in Southern Kaduna.

In the light of the above, He is asking for a few minutes of your time, a candid and honest opinion, objective response in completing and returning the attached questionnaire. The purpose is to enable him obtain all necessary information regarding this academic exercise.

Please be rest assured that whatever information provided by you through the questionnaire will be treated as confidential and will be used for the purpose of this research. Thanks you

Yours Faithfully,

…….

YakubuAbubakar

KPT/CBMS/19/41609

APPENDIX II

QUESTIONNAIRE TO THE SOUTHERN LOCAL GOVERNMENT, KADUNA

SECTION A: Characteristics of Respondent

Instruction: Kindly Tick [ ] where is appropriate in the boxes provided

1. Sex of the respondent
   a. Male [ ]
   b. Female [ ]
2. Age of the Respondent
   a. 18 – 28 [ ]
   b. 29 – 40 [ ]
   c. 40 – 45 [ ]
3. Marital Status
   a. Married [ ]
   b. Single [ ]
4. Educational Qualification
   a. Master and Above [ ]
   b. BSc/HND [ ]
   c. OND/SSCE [ ]

SECTION B: QUESTIONNAIRE

GENERAL QUESTION ON HOSTILE ENVIRONMENT ON BUSINESS PERFORMANCE IN SOUTHERN KADUNA

Instruction: Kindly respond to the Following Statement by ticking [ ] in the appropriate column.

Key:

SA = Strongly Agree

A = Agree

UD = Undecided

D = Disagree

SD = Strongly Disagree

How Weak Institution Regulations Creates Obstacles and Exacerbate Other Negative Factors With in The Business Environment?

S/N	Variables	SA	A	UD	D	SD
5	Weak institutional regulations within the country (intentional or unintentional) create obstacles exacerbate other negative factors within the business environment.					
6	Poor decision making, lack of strategy, and unwillingness will result in the opposite effect and thus economic decline					
7	Weak institution has resulted in the lack of political will by managements to address and provide the fundamentals to its people.					
8	Lack of accountability of the management which has leads to corruption may also leads to fall and share of prosperity.					

Highlight How Hostile Environment Affects Revenue Generation Capabilities of Business Organizations.

S/N	Variables	SA	A	UD	D	SD
9	Hostile environment affects revenue generation capabilities of business organization.					
10	Hostile business environment creates barriers to achieving profitability					
11	As a consequence of fear, foreign clients do not visit the country thereby reducing orders and exports					
12	Mobile phone snatching and threat to life creates stress that reduces the creativity and problem- solving skills of the employees.					

Suggest Possible Ways of Resolving the Herders Men Agitation in the Region.

S/N	Variables	SA	A	UD	D	SD
13	A policy framework on the farmers-pastoralists crisis should be developed that is both comprehensive and mutually beneficial to both groups.					
14	Grazing reserves can be demarcated, set aside and reserved for exclusive or semi-exclusive use by pastoralists					
15	There can be establishment of commercial ranches in some of the sparsely populated zones in the area.					
16	The need to encourage **Traditional Conflict Resolution Mechanisms in the area concerned.**					

Examine How Hostile Environment Affects the Company's Ongoing Operation and Its expansion Goal

S/N	Variables	SA	A	UD	D	SD
17	Hostile Environment affects company on going operation and expansion goal in that it stall transfer of technology and the introduction of innovative products and services within the country.					
18	Hostile business environment affects the company's ongoing operations and its expansion goal.					
19	Hostile business environment also results in the deterioration of the overall morals and ethics of the society.					
20	Human resource (HR) development suffers, which made companies to either develop their resources internally or sacrifice growth due to their unavailability.					