

The Impact of Kidnapping and Insecurity on Industrial Workforce Stability and Productivity in Nigeria

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ABSTRACT

This study examines the pervasive issue of kidnapping and insecurity and their profound impacts on industrial workforce stability and productivity in Nigeria. The rising incidences of abductions and violence have created an environment of fear and instability, leading to significant challenges for industries operating in high-risk regions like Lagos, Rivers and Anambra States. The study gathered data through a historical research approach, utilizing mainly secondary sources. Secondary data drawn from various published and unpublished sources such as reports, monographs, journals, textbooks, newspapers, industry reports, magazines and government publications were used for the study's theoretical and conceptual framework. Secondary data was analyzed through qualitative content analysis. The study provides a nuanced understanding of how insecurity disrupts industrial operations and impedes economic growth. Theoretical frameworks such as Human Capital Theory and Maslow's Hierarchy of Needs are employed to analyze the interplay between insecurity and workforce dynamics. Findings reveal that insecurity leads to high employee turnover, reduced productivity, and declining competitiveness of Nigerian industries. The study underscores the urgency of strategic interventions, including enhanced security infrastructure, workforce welfare programs, and collaborative efforts between government and industries to mitigate these adverse effects. By addressing these challenges, Nigeria can create a safer industrial environment, fostering sustainable economic development and workforce resilience.

Keywords: Industry, Insecurity, Kidnapping, Productivity, Workforce, Stability

INTRODUCTION

The industrial landscape of Nigeria, encompassing various sectors such as manufacturing, oil and gas, and small and medium enterprises (SMEs), is significantly impacted by security challenges, particularly kidnapping. This phenomenon is most pronounced in states like Lagos, Rivers, and Anambra where the unsettling rate of abductions has adverse implications for workforce stability and productivity. The right to security is a fundamental human right in every state, which is why it is enshrined in the constitutions of most sovereign nations. Nigeria is not an exception, thus Section 14 (2) (b) of the Nigerian 1999 constitution states clearly that "the security and welfare of the people shall be the primary purpose of the government" (Ldama & Sali, 2024). Nigeria has faced increasing rates of kidnapping and insecurity in recent years, which have significantly affected various sectors of the economy. The industrial sector, as a critical driver of economic development, is particularly vulnerable to these challenges. Kidnapping, often driven by economic desperation and weak law enforcement, has become a lucrative criminal activity in Nigeria today. According to the Global Kidnapping Report (2022), Nigeria is among the top five countries globally with the highest rates of kidnapping incidents. This alarming trend undermines not only personal safety but also the operational efficiency of industries, particularly in regions like the Niger Delta and Southeast Nigeria. Maslow (1943) posited in his hierarchy of needs theory that security is a fundamental need of man. Indeed, security plays a crucial role in facilitating meaningful development within any society. In its absence, the opposite occurs, as

evidenced by the increasing incidents of insurgent attacks, kidnapping, and other forms of violence that Nigeria has experienced over the years (Ldama & Sali, 2024).

Industries rely on a stable and motivated workforce to maintain productivity and growth. Onwuka, Nwokolo and Achebe (2022) observed that perceived organizational support is significant in increasing the employees' affective attachment to the organisation and their expectations that greater efforts towards meeting organisational goals will be rewarded. However, the prevalence of insecurity creates an environment of fear and uncertainty, making it difficult for employees to focus on their duties. Okeke (2021) argues that the persistent threat of abduction has resulted in the closure of several manufacturing plants and a decline in foreign direct investment. Similarly, Adeyemi (2022) highlights that industries in high-risk zones experience significant disruptions due to increased absenteeism, abscondment and workforce migration. Moreover, the socio-economic implications of insecurity extend beyond individual industries, it equally affects national economic growth and employment rates. Onwuka, Nwokolo and Achebe (2022) argue that adversity situation for organisation employees arises particularly when they are deprived of access to their wages due to insecurity. This is because a majority of them depend largely on their wages for socio-economic livelihood sustainability, and when such is no longer forthcoming expectedly, there is bound to be a serious strain on their socio-economic livelihoods, which could result in depression, anxiety, frustration and poor socio-economic adjustment. Onwuka, Ndubisi and Abonyi (2020) emphasized that management and employees need to communicate well and see each other as partners in progress for better management-employee relationship.

This paper therefore explores how kidnapping and insecurity destabilize the workforce and diminish productivity, ultimately hampering industrial development in Nigeria.

Statement of the Problem

The industrial sector in Nigeria is a critical component of the nation's economy, contributing significantly to employment generation, technological advancement, and economic growth. However, the pervasive issue of kidnapping and insecurity has emerged as a formidable obstacle, disrupting industrial operations and eroding workforce stability and productivity. Despite the industrial sector's potential to drive sustainable development, the increasing rate of abductions and violence has created an atmosphere of fear and uncertainty among workers and employers alike. Studies by Okeke (2021) and Adebayo et al. (2022) highlight those kidnapping incidents in industrial zones such as Lagos, Rivers, and Anambra States have led to workforce migration, absenteeism, abscondment, and psychological stress. These challenges undermine the ability of industries to maintain a stable, sustainable and productive workforce, which is essential for achieving organizational goals. Moreover, the financial burden of implementing security measures has significantly reduced resources available for transformation, innovation and capacity building (Adegbite et al., 2021).

The rise of kidnapping and insecurity in recent years has had far-reaching consequences across various sectors of society, yet its impact on industrial workers remains underexplored. In the Niger Delta region, where militants frequently attack oil installations and vandalize pipelines, many multinational corporations have either closed their operations or relocated their offices. As a result, the country has struggled to meet its oil production quotas, leading to skyrocketing unemployment, a significant decline in oil exports, a drop in foreign exchange, and increased costs of doing business in the area. Consequently, insecurity has also become a concern in other parts of the country.

The consequences of insecurity extend beyond individual organizations, affecting the broader economic landscape. The World Bank (2023) estimates that insecurity-related disruptions contribute to a 2% annual decline in Nigeria's GDP. This underscores the urgent need to address the root causes of insecurity to mitigate its impact on the industrial workforce, stability, productivity sustainability, and national economic growth. Despite various government interventions, the persistence of these challenges raises questions about the effectiveness of existing policies and strategies adopted.

This study seeks to address the gap in understanding how kidnapping and insecurity specifically affect workforce dynamics, stability and productivity in Nigeria's industrial sector.

Objectives of the Study

This study aims to achieve the following objectives:

1. To examine the prevalence and patterns of kidnapping and insecurity in Nigeria.
2. To analyze the impact of kidnapping and insecurity on workforce stability, in Nigeria.
3. To assess the effects of insecurity on industrial productivity and organizational performance in Nigeria's high-risk regions.

LITERATURE REVIEW

Prevalence of Kidnapping and Insecurity in Nigeria

Nigeria has witnessed a surge in kidnapping incidents, especially in industrial zones such as Lagos, Rivers, and Anambra States. Studies by Okeke (2021) and Adeyemi (2022) highlight the socio-economic and psychological impacts of these crimes, emphasizing their effect on businesses and life of individuals. Kidnapping incidents have evolved from opportunistic crimes to organized operations involving sophisticated networks (Akinwale, 2020). These networks exploit systemic weaknesses in law enforcement and judicial systems, further perpetuating the cycle of crime. Chukwuma and Nwafor (2021) reveal that between 2018 and 2022, kidnapping cases increased by over 50%, with ransom demands ranging from \$5,000 to \$1 million. High-profile cases have instilled fear in the general population and disrupted daily activities in industrial regions. The Niger Delta, for instance, has experienced targeted abductions of expatriates and key industry personnel, leading to the withdrawal of foreign investors (Ikechukwu, 2020).

Furthermore, rural-urban migration patterns have been affected by insecurity. Adebayo et al. (2022) found that many industrial workers relocate from high-risk zones to safer areas, leaving industries in these regions understaffed. The inability of law enforcement agencies to effectively address kidnapping exacerbates the problem. According to the Nigeria Security Tracker (NST, 2023), less than 20% of reported kidnapping cases result in arrests or prosecutions, indicating an accountability gap.

The socio-economic drivers of kidnapping, including unemployment, poverty, poor infrastructure, marginalisation and political instability, also play a critical role. As Afolabi (2021) notes, young people in underserved communities often resort to criminal activities as a means of survival, creating a self-reinforcing cycle of insecurity and economic stagnation.

Causes of Kidnapping and Insecurity in Nigeria

Kidnapping and insecurity in Nigeria are complex phenomena driven by a myriad of interconnected socio-economic, political, and institutional factors. Some of the major causes of kidnapping and insecurity are but not limited to the following:

Economic Disparities and Unemployment

One of the leading causes of kidnapping and insecurity in Nigeria is the high level of unemployment and widespread economic disparities. According to the National Bureau of Statistics (2022), Nigeria's unemployment rate stands at over 33%, with youth unemployment surpassing 40%. The lack of economic opportunities pushes many individuals, especially youth, into criminal activities, such as internet fraud, ritualism, and kidnapping for ransom, as a means of survival (Afolabi, 2021). This economic desperation is exacerbated by an uneven distribution of wealth, which creates a stark contrast between affluent and impoverished communities. Onwuka, Nwokolo and Achebe (2022) observed that employees remain the most valuable asset for organisational productivity and success. Hence, the development needs of employees have been a major priority for serious organisations, particularly within many private corporate organisations.

Weak Law Enforcement and Corruption

The inefficiency and corruption within Nigeria's law enforcement agencies significantly contribute to the rise in kidnapping incidents. A study by Chukwuma and Nwafor (2021) found that only a small fraction of reported kidnapping cases result in arrests or convictions, largely due to inadequate investigative capacity and corruption. Offenders often evade justice by bribing law enforcement officials, further emboldening criminal activities (Okonkwo, 2022). This systemic failure erodes public confidence in security agencies and creates a perception of impunity among criminals. Today, some of these criminals are enjoying their ill-gotten money without showing any form of remorse. Onwuka, Madu and Nweke (2023) observed that employees' level of satisfaction with human resource management practices within organisations could either promote their job satisfaction which would invariably increase their motivation and job morale, or constrain these aspects. This fact has been recognised by different organisations across the globe; consequently, various organisations are prioritising the human resource unit of their organisations, to influence positive job satisfaction levels among their employees.

Political Instability and Poor Governance

Political instability and poor governance are critical drivers of insecurity. Successive governments have failed to address critical issues such as poverty, education, poor governance, and infrastructural development, leaving many regions underdeveloped and vulnerable to criminal activities (Adeyemi, 2022). Weak political decisions have enforced policies and programs aimed at tackling insecurity which has allowed criminal networks to thrive. Furthermore, the politicization of security issues often leads to inadequate and inconsistent responses to kidnapping.

Proliferation of Small Arms and Light Weapons

The availability of small arms and light weapons without checkmating them has intensified kidnapping activities in Nigeria. According to Adebayo et al. (2022), Nigeria accounts for a significant share of illegal arms in West Africa, with over 70% of these weapons facilitating violent crimes. Again, weak border controls and the activities of arms smugglers contribute to the proliferation of weapons, making it easier for criminal groups to carry out kidnappings at will.

Ethno-Religious Tensions and Communal Conflicts

Ethno-religious tensions and communal conflicts, particularly in the Middle Belt and Northern Nigeria, have exacerbated insecurity. Groups involved in these conflicts often resort to kidnapping as a means of financing their activities or exerting political leverage (Ikechukwu, 2020). These tensions are frequently fueled by historical grievances, land disputes, and religious differences, creating a cycle of violence that perpetuates insecurity. Yet most respective religious leaders shy away from addressing these issues or calling a spade a spade.

Poverty and Marginalization

Poverty and social marginalization are fundamental causes of insecurity in Nigeria. According to the United Nations Development Programme (UNDP, 2023), over 40% of Nigerians live below the poverty line. This is a serious threat to stability and productivity in the country. Marginalized communities, particularly in rural and underserved areas, often lack access to education, healthcare, infrastructure, and economic opportunities, making them more susceptible to criminal exploitation. Kidnapping provides a lucrative income stream for individuals in these disadvantaged communities.

Organized Crime and Insurgency

Organized crime syndicates have capitalized on the weak security apparatus in Nigeria to expand their coasts. These groups are often well-funded and coordinated, enabling them to carry out large-scale abductions with minimal resistance from law enforcement agencies (Chukwuma and Nwafor, 2021). At times, some of the unprofessional law enforcement do aid kidnapers in carrying out their unlawful duties. The rise of insurgent

groups like Boko Haram and bandits in the Northwest has further compounded the problem, as they frequently employ kidnapping as a tactic to fund their operations and negotiate with the government. This spells doom for the country.

Rapid Urbanization and Inadequate Social Infrastructure

The rapid urbanization of Nigerian cities has led to the growth of informal settlements and slums, which are often characterized by poverty, unemployment, poor infrastructure, and inadequate policing. These conditions create fertile ground for criminal activities, including kidnapping. Udo (2023) notes that urban areas with weak social infrastructure experience higher crime rates, as residents lack the resources and support systems needed to deter criminal behaviour and other criminal acts.

Cultural and Historical Influences

Cultural and historical factors also play a role in the prevalence of insecurity. In regions like the Niger Delta, historical grievances related to environmental degradation and economic exploitation by multinational oil companies have fostered a culture of militancy. Kidnapping is often used as a form of protest or economic leverage by militant groups (Obi, 2022). Traditional practices that normalize certain forms of violence further contribute to the acceptance of kidnapping as a means of resolving disputes or achieving financial gain.

Inadequate Intelligence and Surveillance Systems

The lack of modern intelligence and surveillance systems significantly hampers efforts to combat kidnapping in Nigeria. Olayemi (2023) argues that outdated technology, insufficient training for security personnel, and limited resources for intelligence gathering have created significant gaps in Nigeria's security infrastructure. This has allowed criminal groups to operate with relative impunity, evading detection and prosecution.

Addressing these underlying causes requires a multi-faceted approach that combines economic reforms, enhanced law enforcement capabilities, community engagement, and the use of advanced technology. Collaborative efforts between government, private sector stakeholders, and international partners are essential to creating a secure environment that fosters industrial growth, workforce stability and productivity.

Impact of Kidnapping and Insecurity on Workforce Stability

Kidnapping and insecurity have created an unstable industrial workforce in Nigeria. This has profound implications for both employees and employers. One major effect is the increased rate of employee turnover, as workers in high-risk areas seek employment in safer regions or even abroad which is generally referred to as "Japa". Eze and Onuoha (2020) found that over 40% of employees in industrial hubs like Port Harcourt and Onitsha resigned or requested transfers between 2018 and 2022 due to insecurity. This high turnover rate disrupts organizational workflows, increases recruitment costs, and leads to the loss of experienced personnel.

Absenteeism and abscondment are among the significant consequences of insecurity. Workers frequently stay away from their jobs due to the fear of commuting through unsafe areas. Adebite et al. (2021), observed that industries in Nigeria's northern and southeastern regions report absenteeism rates as high as 30% during peak periods of insecurity. This disrupts production schedules and leads to missed deadlines, ultimately affecting industrial output and revenue. Onwuka, Nwokolo and Achebe (2022) believe that management should settle the grievances in the workplace disagreement over the best way to accomplish work tasks due to insecurity. Employees within a unit may disagree about the pattern in which tasks are distributed for each member of the organization due to insecurity. In other words, task conflict may arise due to how the resources are distributed across the employees and another instance could be conflicts relating to task expectations. Also, Onwuka, Madu and Nweke (2023) observed that employees' commitment to the organisation does not occur in a vacuum, rather certain variables are important in explaining employees' organisational commitment, of which, the nature of human resource management practices could be one of them.

The psychological toll on employees also contributes to instability. In this instance, workers in unsecured

environments often experience chronic stress, anxiety, and depression, which reduce their motivation and ability to perform efficiently. Okonkwo and Ibrahim (2022) note that employees exposed to prolonged insecurity are more likely to exhibit signs of burnout, further affecting organizational goals and productivity.

Moreover, the relocation of industries due to insecurity exacerbates workforce instability. Companies often move their operations to safer regions, leaving behind unemployed workers and disrupting local economies. For instance, Ikechukwu (2020) highlights that over 25% of the manufacturing firms in the Niger Delta relocated between 2015 and 2020, resulting in widespread job losses.

The cumulative effects of these challenges weaken the industrial sector's ability to contribute to economic growth and development. To address workforce instability requires a multifaceted approach that prioritizes security, employee welfare, and organizational resilience.

Effects of Kidnapping and Insecurity on Workforce Productivity

The threat of kidnapping has bred a palpable atmosphere of fear among workers, particularly in regions known for high crime rates. Insecurity and the constant fear of kidnapping reduce employee morale, and low concentration, which can lead to mental health challenges. A study by Abubakar et al. (2019) found that 70% of workers in affected areas reported reduced stability and productivity due to fear of abduction. Industrial output has consequently declined, particularly in regions with persistent security challenges. Frequent disruptions to production schedules are another adverse effect. Workers in high-risk areas often experience delays caused by roadblocks, curfews, or safety-related absenteeism. These delays reduce operational efficiency and increase the cost of production (Adeyemi, 2022). Industries that rely on just-in-time manufacturing are particularly vulnerable, as supply chain interruptions can lead to significant financial losses. Onwuka and Abonyi (2022) indicated that the success and negligence of any organization depend on the leadership style exercised by the leaders of such an organization. In other words, recognizing a suitable leadership style is very important.

Employees in Lagos and Rivers often face the psychological burden of potential abduction while commuting or working, leading to increased anxiety and reduced job satisfaction. A survey conducted by the National Bureau of Statistics (2023) indicated that 67% of workers in these regions reported feeling unsafe due to the rising rate of kidnapping. Insecurity has inevitably led to elevated turnover rates in various industries, as employees seek safer working environments. In Rivers State, the oil industry has been particularly affected, with many skilled workers relocating to other regions or even leaving the country altogether. A study by Okoye and Nwankwo (2023) found that businesses in Rivers have experienced a turnover increase of 30% due to insecurity, which disrupts operations and increases recruitment costs.

Anambra state, known for its robust trading and agricultural base, has not been immune to the impacts of insecurity. The rise in kidnappings has hindered agricultural productivity, as farmers often feel threatened while traversing to their farms, leading to lower yields and increased food insecurity. In a study by Ibeanu (2023), it was noted that agricultural labour had dropped by 20% in Anambra due to fears of attacks during farming activities.

Furthermore, the financial burden of implementing security measures impacts stability and productivity. Companies allocate substantial resources to hiring private security personnel, installing surveillance systems, and providing protective equipment for employees. While these measures are necessary, they divert funds from other critical areas such as research and development, staff training, hazard allowance, and technology upgrades (Ikechukwu, 2020).

Employee engagement and innovation also suffer in insecure environments. According to Okonkwo and Ibrahim (2022), workers who operate under constant threat are less likely to contribute innovative ideas or take proactive measures to improve processes. This stifles creativity and limits the ability of industries to adapt to changing market conditions. The long-term effects of reduced productivity are evident in the declining competitiveness of Nigerian industries. Adebayo et al. (2022) highlight that firms in high-risk regions often

fail to meet international standards, limiting their ability to export goods and attract foreign investment. Consequently, the industrial sector's contribution to national GDP remains suboptimal, further exacerbating economic challenges.

Case Studies:

Manufacturing Sector: Workforce Flight and Reduced Productivity

In Lagos, a survey conducted by the Manufacturers Association of Nigeria (2021) reported that 45% of manufacturing firms experienced increased absenteeism due to employees' fears for their safety. Additionally, companies faced an average 20% increase in operational costs as they invested in enhanced security measures (Okeke, 2022). In the Ogun-Gwangdong Free Trade zone, which borders Lagos, manufacturing firms have suffered security challenges. In 2023, employees of a multinational textile company were abducted on their way to work, leading to fear among workers. This resulted in high absenteeism and resignations, forcing the company to slow down production.

In Anambra, the Onitsha main market, a major distribution hub for manufactured goods, has seen increased kidnapping cases. Businesses now close earlier than usual, reducing overall productivity and affecting supply chains. To mitigate these impacts, some manufacturers implemented employee safety programs, which included workshops designed to help workers identify and avoid potential kidnapping situations (Okeke, 2022). Furthermore, flexible work arrangements were introduced, allowing employees to commute during safer hours.

Oil & Gas Sector: Operational Shutdowns and Loss of Skilled Workforce

In Rivers State, oil workers have repeatedly been kidnapped, causing companies to halt operations. In 2022, an international oil firm had to suspend its drilling operations in Port Harcourt after the abduction of key engineers. Many expatriates have since relocated, leading to a skill gap in the sector. A major oil company reported a 15% reduction in output over six months due to the reluctance of employees to work in high-risk areas (NNPC, 2020).

Due to the persistent attacks on pipelines and oil workers, companies now spend millions of dollars annually on security services, ransom payments, and protective infrastructure. This increases the cost of production, making the sector less attractive to investors. To address these challenges, the company engaged local community leaders in discussions about security, which led to strengthened relationships and a noticeable reduction in abduction incidents (Udeh, 2019). Moreover, they implemented an integrated security management system that included the use of drone surveillance for real-time monitoring (Ude, 2019).

SMEs: Business Closures and Economic Decline

SMEs, which form a major part of Nigeria's economy, have been disproportionately affected by insecurity. In Anambra state, SMEs faced severe consequences from rising insecurity, including a reported 30% increase in operational budgets due to investments in security (Economic Research Institute of Nigeria, 2022). Many businesses experienced a 25% decline in customer foot traffic, which significantly impacted sales (Nwafor, 2021). To adapt, SMEs collaborated to form cooperative security groups, pooling resources to hire shared security personnel, thus lowering costs while enhancing protection (Nwafor, 2021). Similarly, in Nnewi, Anambra state, which is known for its automobile parts manufacturing, entrepreneurs are relocating to safer states due to security concerns, affecting industrial production and local employment. Additionally, some businesses adopted digital tools for real-time reports on security threats, enabling quicker responses (Economic Research Institute of Nigeria, 2022).

The broader implications of insecurity on business operations in Nigeria underline the urgency for comprehensive solutions to this persistent challenge (Adedayo, 2020). Research has indicated that worker welfare directly influences productivity amid insecurity, highlighting the need for organisations to prioritize

employee safety (Ibeh, 2021).

Counterarguments or alternative perspectives on industries that have successfully mitigated security challenges

While the case studies presented earlier illustrate the significant negative impact of insecurity, particularly kidnapping, on workforce stability and productivity across various sectors in Nigeria, it is essential to acknowledge that some industries have effectively mitigated these challenges through innovative strategies. These counterarguments demonstrate resilience and adaptability, highlighting alternative approaches that have contributed to maintaining productivity and employee safety in the face of adversity.

Adoption of Technology-Driven Security Solutions

Many companies have turned to technology to enhance security measures, leading to successful outcomes despite challenging environments. For example, some manufacturing firms have integrated advanced surveillance systems, including CCTV cameras with facial recognition capabilities, to deter potential kidnappers and enhance the overall security landscape (Ali & Musa, 2021). By investing in these technologies, firms not only protect their employees but also create a safer environment that boosts morale and productivity.

Community Involvement and Partnership

Another alternative perspective is the engagement of businesses in community development and security partnerships. Firms that foster good relationships with local communities often report lower incidents of kidnapping and violence. For instance, a notable case is that of a major oil company that collaborated with local leaders to create community policing initiatives. This approach not only improved security but also strengthened company-community relationships, leading to mutual benefits (Umar, 2022). As communities feel more involved, they become vigilant protectors of local businesses.

Employee-Centric Security Measures

Some organisations have recognized that employee engagement in security planning leads to better outcomes. By involving employees in security discussions and solutions, companies have fostered a sense of ownership and commitment to safety. A study on SMEs in southeastern Nigeria indicated that companies that established safety committees with employee input saw a significant reduction in security-related incidents (Obi & Nwankwo, 2020).

Innovative Insurance and Risk Management Programs

The use of comprehensive insurance schemes and risk management programs has emerged as a critical strategy for businesses facing security risks. Some companies have developed tailored insurance products that cover losses from kidnapping and other security threats, which provide a safety net that encourages businesses to operate despite insecurity (Sani & Bello, 2023). This proactive approach can enhance investor confidence and stabilize workforce dynamics.

Theoretical Framework

This study adopted two key theoretical perspectives namely, Human Capital Theory and Maslow's Hierarchy of Needs. Human Capital Theory posits that investment in human resources is essential for organizational and economic growth. The theory emphasizes the value of skills, knowledge, and experience workers bring to an organization. Becker (1964) suggests that disruptions to the workforce, such as those caused by insecurity and kidnapping, diminish the returns on investment in human capital. This will hamper stability and productivity among the workforce.

In the Nigerian context, industries invest significantly in employee training, development, and well-being. However, insecurity undermines these investments by reducing employee productivity, morale and stability.

Also, it undermines high employee turnover, absenteeism, and psychological stress resulting from insecurity which contribute to workforce instability, eroding the value of human capital within organizations. This theory provides a framework for understanding how kidnapping disrupts industrial operations and hinders economic progress.

On the other hand, Maslow's Hierarchy of Needs is another critical framework for analyzing the impact of insecurity on the workforce. According to Maslow (1943), safety and security are foundational needs that must be met before individuals can achieve higher levels of motivation and productivity. Insecure environments prevent employees from fulfilling this basic need, leading to reduced focus, stability, productivity and engagement at the workplace.

Workers exposed to the threat of kidnapping often experience heightened fear and anxiety, which impede their ability to perform efficiently. This lack of security also affects employees' sense of belonging and self-actualization, further diminishing their potential contributions to organizational goals. By applying Maslow's theory, this study highlights the importance of creating a safe working environment to enhance workforce stability and productivity.

METHODS

The study adopts a qualitative research design, emphasizing the use of secondary data from reputable sources, including monographs, journal articles, magazines, textbooks, newspapers, government publications, and industry reports. A content analysis approach was utilized to identify patterns and themes related to the impact of kidnapping and insecurity on workforce stability and productivity. This method allowed for an in-depth understanding of the subject matter, leveraging existing literature and empirical studies.

Data collection involved a comprehensive review of peer-reviewed journals, policy documents, and media reports published between 2018 and 2024. Sources were selected based on their relevance, credibility, and alignment with the research objectives. The analysis included coding and categorizing data to identify recurring themes, such as workforce migration, absenteeism, and psychological stress.

To ensure the reliability and validity of the findings, triangulation was employed by cross-referencing data from multiple sources. Additionally, the study considered regional variations in insecurity, focusing on industrial hubs like Lagos, Anambra, and Rivers States. This geographic focus provided a nuanced perspective on how insecurity affects different industrial contexts.

FINDINGS AND DISCUSSION

The findings of the study indicate that there is a prevalence of kidnappings, especially in Lagos, Rivers and Anambra states. Global Security Index (2023) reports that Nigeria has been identified as one of the top countries for kidnappings globally, with Lagos and Rivers as primary hotspots. The frequency of these incidents creates a pervasive climate of fear which significantly disrupts workforce stability. The findings of the study still indicate high turnover rates. National Bureau of Statistics (2023) report that the rising insecurity prompted a 25% turnover rate in Lagos's manufacturing sector, with skilled labour increasingly seeking employment in less volatile regions.

The findings further indicate that there is an economic impact on SMEs. Economic Research Institute of Nigeria (2023) highlights that SMEs reported a significant 30% decline in productivity attributable to kidnapping-related fears, with reduced customer foot traffic and increased operational costs. Also, the findings reveal oil and gas sector vulnerability. NNPC (2023) indicates that the oil and gas sector has seen a 10% drop in production in Rivers due to the increased risk of kidnapping, leading to heightened operational costs and reduced profit margins.

The findings of the study also indicate that high levels of insecurity compel skilled workers to migrate to safer regions or countries. Industries in affected areas struggle to attract and retain talent, and experienced workforce, leading to a "brain drain" that weakens the industrial sector. Adebayo et al. (2022) report that

nearly 30% of skilled workers in industrial zones have relocated due to security threats, leaving industries with significant skill gaps. The findings further reveal that the industries facing kidnapping-related security challenges require innovative and multi-dimensional approaches to mitigate risks. Osagie (2023) reports that businesses are utilizing drone surveillance and mobile apps for real-time safety alerts. These technological implementations not only enhance employee safety but also promote a culture of security consciousness among workers.

Also, findings indicate that organizations invest heavily in security measures, including surveillance systems, armed escorts, and insurance, to protect their employees. These additional costs reduce profitability and limit resources for innovation and expansion. According to Adegbite et al. (2021), security expenditures in high-risk regions can consume up to 15% of a company's annual budget.

Moreso, findings indicate that employees exposed to unsafe environments experience chronic stress, anxiety, and depression, which negatively affect their performance. For instance, workers in Anambra State industrial zones reported higher levels of stress-related illnesses (Nwachukwu & Emeka, 2023). This psychological toll contributes to increased absenteeism and reduced engagement at the workplace. Findings also reveal community engagement. Ibeh (2023) reports that companies are leveraging community engagement strategies that build relationships with local populations, directly addressing grievances and fostering a sense of community ownership. This has proven beneficial in reducing incidents of crime, thereby stabilizing operations.

Furthermore, the findings indicate that frequent disruptions, such as roadblocks, curfews, and delays caused by security checks, hinder production schedules. These interruptions lead to missed deadlines, financial penalties, and strained relationships with clients. Adeyemi (2022) highlights that industries in high-risk zones experience a 25% decline in production efficiency due to these disruptions. Manufacturing Association of Nigeria (2023) found that in the manufacturing sector, 40% of manufacturers reported that employee absenteeism, driven by safety concerns, directly impacts production schedules.

Moreso findings reveal the employee welfare programs. Nwafor (2023) reports that many companies are implementing employee welfare initiatives that emphasize safety, job security, and mental health support. Such programs can enhance employee morale and stability, translating into improved productivity. Findings further reveal the government collaboration. Olojo (2023) highlights the need for stronger collaboration between the government and industries. Effective policies aimed at enhancing security infrastructure and community safety, as well as quick response frameworks, will be vital for long-term solutions.

Finally, findings from the study indicate that insecure environments stifle innovation and reduce the competitiveness of Nigerian industries in global markets. Firms operating in high-risk areas often fail to meet international standards, limiting their ability to export goods and attract foreign investment (Ikechukwu, 2020). This decline in competitiveness exacerbates economic challenges, contributing to slower national growth and development.

CONCLUSION

The persistent issues of kidnapping and insecurity in Nigeria's industrial landscape, especially in Lagos, Rivers, and Anambra states, have far-reaching implications for workforce stability and productivity. The interplay of fear among workers, high turnover rates, operational disruptions, and increased costs creates a challenging environment for industries to thrive. Addressing these challenges requires multifaceted approaches, including significant investment in security infrastructure, community engagement, and comprehensive policy reforms aimed at reducing crime rates. Until such measures are implemented, the stability and productivity of Nigeria's industrial workforce will continue to be undermined, hampering the nation's economic potential.

Finally, industrial sectors must collaborate with government authorities to address these security concerns and foster a stable working environment. A secure environment is critical for sustainable industrial growth and economic development.

RECOMMENDATIONS

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

1. Governments and industries should invest in advanced surveillance technologies and well-trained security personnel to deter criminal activities.
2. Public-private partnerships can enhance intelligence gathering and resource mobilization to combat insecurity.
3. Organizations should provide mental health services and counselling to support employees affected by insecurity.
4. Offering relocation packages to employees working in high-risk areas can improve workforce retention.

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