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ARTICLE

A Critical Overview of Employees' attitude to Work and the Rising Spate of Insurgency in Anambra State

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Abstract

The study examined the employees' attitude to work against the rising spate of insurgency in Anambra state. The outburst of uprising in the Southeast region of the country, particularly in Anambra state is worrisome. Almost on a daily basis, the state records cases of arson on both government and private organizations, including the killing of employees and security operatives to the extent that snuffing precious life out of innocent employees has also become a common thing. Related literatures to the variables were reviewed including the adoption of survey research and with qualitative technique to analyze the secondary data generated from journal articles, news papers and other online sources in order to achieve the objectives of the study. The study adopted the structural-functionalist theory as the theoretical framework to guide the study. Amongst the findings, employees in Anambra state have suffered grievous economic, social and political damages from the activities of the insurgents, with the catastrophic collapse of economic, social and political structures, and processes if the insurgency continues unabated. Based on this, the study concludes that several steps can be taken to provide employees who are victims of insurgency adequate care to help them cope with the trauma that come with experiencing the blood-letting insurgency and set them on the path of normalcy. Following this, the study recommends amongst others that employees who have suffered grievous economic, social and political damages from the activities of the insurgents should be given all necessary assistance to overcome the physical pains and psychological trauma they have suffered so as to resume work with positive attitude. Secondly, the government should convene a national conference of all ethnic nationalities to proffer necessary solutions to insecurity in the country so as to improve the current poor attitude to work amongst employees, particularly in Anambra State.

Key words: Insurgency, Unknown- gunmen, Insecurity, Employees' Attitude, Blood-letting, Anambra State

1 | INTRODUCTION

Globally, it has been established that any major disruptive event, particularly insecurity leading to violence, blood-letting and most disturbingly, insurgency have been widely shown to disrupt not only the positive attitude of employees to work, but as well as the socio-political development and stability of any country. In recent times, insurgency across states in Nigeria has assumed a worrisome proportion, and at the

moment, the country is characterized by agitations, killings and destruction of properties and employees have negatively been affected as the fear of the unknown seems to hang over every employee like the sword of Damascus to the extent that poor attitude to work has become the outcome. Anguish, neglect and abandonment have been the plight of employees affected by the wholesome the blood-letting security agencies and the unknown gunmen in Anambra state.

In his work, Thomas Hobbes asserted that security is

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the most important responsibility of the state. Corroborating this, the 1999 Constitution of the Federal Republic of Nigeria specifically states that “The security and welfare of the people shall be the primary purpose of government”. But in Nigeria, government has failed to provide a secured and safe environment for lives, properties and the conduct of business and economic activities. According to Ewetan (2014), the alarming level of insecurity in Nigeria has increased all manner of insecurity in different parts of the country, leaving unpleasant consequences for the nation’s economy and its growth. Despite the plethora of security measures taken to address the daunting challenges of insecurity in Nigeria, the threat and the fear of the unwholesome activities of government security operatives and unknown gunmen has increased. To this, Ewetan regrettably states that government efforts have not produced the desired positive result as the level of insecurity in the country is still high.

Despite the threat of insurgency, employees still found time to celebrate the May Day celebration which fell on a Saturday. The decision of the Federal Government to set aside Monday, May 3, 2021 as a public holiday was to appreciate and applaud the uniqueness and relevance of Nigerian workers to the growth and stability of the socio-economic development of the country. May Day, also called Workers’ Day, is celebrated all over the world and used to draw the attention of policy makers, governments and employers to the need to keep the workforces that produce wealth equitably accommodated within the wealth-sharing ecosystem. Unfortunately, this year’s edition came at a time when, not just the workforce but Nigeria as a country, is faced with great security uncertainties.. May Day, also called Workers’ Day, is celebrated all over the world and used to draw the attention of policy makers, governments and employers to the need to keep the workforces that produce wealth equitably accommodated within the wealth-sharing ecosystem. Unfortunately, this year’s edition came at a time when, not just the workforce but Nigeria as a country, is faced with great security uncertainties. At the moment, there is hardly any state in the country that is not menaced by serious insecurity concerns such as Boko Haram terrorism, banditry; herdsmen land grab and recently, the unwholesome bloody activities of the security

agencies and the unknown gunmen. In reality, most employees have suffered disproportionately in terms of fatality, loss of jobs, dislocation from homes and communities. For most workers, the act of going to work daily has become a security risk with many paying the ultimate price while carrying out their employment responsibilities.

Internationally, employees’ accomplishment is an essential requisite if an organization is to maintain its efforts towards the realization of predesigned goals (Dessler, 2008, cited in Waititu, Kihara, & Senaji, 2017). Put differently, a healthy and security free worker is a major asset to the achievement of organizational goals. Basically, employees are an important business resource that must be managed carefully in order to maximize return on investment and achieve business objectives. But in Nigeria, there has been an organized movement aimed at the overthrow of a constituted government through the use of subversion and armed conflict. Writing, Peter (1964), describes the movement as an insurgency. In other words, it is the rising up against what is understood to be a legitimate authority. At the moment, Nigeria appears to be battling with security problem and this cuts across its six geographical regions as law abiding citizens now sleep with one eye open, particularly in Anambra state, while government that ordinarily is charged with the protection of lives and property seems lost.

Prior to this era, Nigerians were thrilled when the then presidential candidate of the All Progressive Congress (APC), General Muhammadu Buhari pledged to bring to an end the bastardly and gruesome activities of Boko Haram, the ultraviolent Islamic militant group principally involved in violent attacks and bombing of churches to series of senseless killings and wanton destruction of properties of Nigerians, particularly Christians. Regrettably, seven years after the victory of the All Progressive Congress (APC), these incessant killings of innocent Nigerians, majority being employees, by bandits, herdsmen have not been halted despite efforts embarked upon. Nowadays, the new brand of insurgency being perpetrated by the blood-letting security agencies and the unknown gunmen has enveloped the entire southeast geopolitical zone of the country. From the foregoing, it is a truism that since the beginning of recorded history disagreements existed in

A Critical Overview of Employees' attitude to Work and the Rising Spate of Insurgency in Anambra State

Nigeria; in fact, the history of Nigeria, like other nation-states, may be described as one of continuous encounters with insecurity issues, which has seriously derailed the Nigerian development process in almost all aspects. The continued blood-letting activities of the security agencies and the unknown gunmen in the entire southeast geopolitical zone that has created a delicate corporate bond amongst the different nationalities that constitute Nigeria as a country. This fragile oneness, according to Senate Minority Leader, Enyinnaya Abaribe (Vanguard news Nigeria, October 6, 2021) is the reason why apart from the Indigenous People of Biafra, IPOB, and the Movement for the Actualization of the Sovereign State of Biafra, MASSOB, there are more than 30 other separatist organizations in the South-East zone of the country, and urged the government to address marginalization, which he fingered as the root cause of secessionist agitations and the emergence of the unknown gun men in the zone. According to scholars, the secessionist agitations posture against the Nigerian state has been hinged on the alleged instrumentality of marginalization, discrimination, exclusion and antagonism against the people, particularly the use of instrument of court (as in the case of governorship seat in Imo State) and security agencies to continue to usher in mass destruction of the people's dreams and aspirations thereby increasing the political turmoil in the zone, particularly in Anambra state, the focus of the study.

Following this insecurity trend, there exist a larger gap between the skills required to perform a task and the actual skills available for performing a task, a greater lack of job satisfaction and a sharp decline in employee turnover within organizations. With an oil economy trying to pick up from the ruins of the Covid-19 pandemic, insurgency has emerged to thwart the growth and development and security of employees in the state. It is against this backdrop that this paper is out to examine the effect of insurgency on employees' attitude to work in the face of insurgency in Anambra State, Nigeria

1.1 | Statement of the problem

The unknown gunmen's bloody attacks have been on the increase in the Southeast geopolitical zone of the country, particularly intense in Anambra State

which, since late 2019 till now have lost all scintilla of peace and as a result has become one of the most dangerous states to live in southeast Nigeria. Some of bloody attacks in the state included the killings of security agents, perceived political foes, innocent citizens, destroying of property and investments running into trillions of naira and unleashing of terror in the entire state. As a result, employees in the state have been most affected even though there seemed to be no clear cut statistics of those killed. The insurgency in the Southeast geopolitical zone of the country, which, since late 2019 to the present has created a deteriorating security situation, particularly intense in Anambra State and posed serious threat to efforts to re-ignite the state's socio-economic development through the commitment of employees. Sequel to this, anguish, neglect and abandonment have been the plight of employees affected by the blood-letting security agencies and the unknown gunmen in Anambra state. Most employees have suffered disproportionately in terms of fatality, loss of jobs, dislocation from homes and communities. For most workers, the act of going to work daily has become a security risk with many paying the ultimate price while carrying out their employment responsibilities. Obviously, the increased spread of the destructive activities of the unknown gun men terror group as a direct result of the schism and fight against perceived cases of injustice and discriminations against the collective will of the people. The unknown gunmen have continued to ferociously attack different locations in the state, and these "escalating attacks by non-state armed groups" have triggered new displacements in southeast Nigeria, especially Anambra State.

Based on the foregoing, the study therefore argues that since the records of the security agencies and the unknown gunmen in Anambra state unknown gunmen operations in various parts of the Southeast show that thousands of people, particularly employees have in the course of resuming work either been murdered or kidnapped as a result of the insurgency in the state. It is therefore the broad objective of the study to examine the relationship between employees' attitude to work and the outburst of insurgency in Anambra State, Nigeria. To this effect, this study has the following the specific objectives:

1. To assess the relationship between the

fate of employees in different organizations, namely, private, corporate and government owned establishments and the rising spate of insurgency in Anambra State

2. To evaluate the relationship between the training and development of employees and the rising spate of insurgency in Anambra State

1.2 | Research Questions

In the attempt to achieve the objectives of this paper, three research questions were formulated to guide by the following research questions:

1. What is the fate of employees in different organizations, namely, private, corporate and government owned establishments and the rising spate of insurgency in Anambra State?

2. Is there any relationship between the training and development of employees and the rising spate of insurgency in Anambra State?

2 | METHODOLOGY

The method of study adopted for this study was the survey method. Generally, survey research usually serves as the blue print which specifies how data relating to a given problem should be collected and analyzed. The choice of this method is as a result of the area of coverage, the attitude of employees towards work and the rising spate of insurgency in Anambra state. However, data were collected from Journal articles, Newspapers and other online sources.

3 | THEORETICAL FRAMEWORK

3.1 | The Functionalist theory

The main tenets of the functionalist theory have been carefully used to examine employees' attitude to work and the rising spate of insurgency in Anambra state. In recent times, insurgency across states in Nigeria has assumed a worrisome proportion. At the moment, the country is characterized by agitations, killings and destruction of properties and employees have negatively been affected as the fear of the

unknown seems to hang over the head of every one employee to the extent that poor attitude to work has become the outcome. According to functionalism, society is a system of interconnected parts that work together in harmony to maintain a state of balance and social equilibrium for the whole. Each of the social institutions contributes important functions for society and the functionalist perspective emphasizes the interconnectedness of society by focusing on how each part influences and is influenced by other parts. Functionalists use the terms functional and dysfunctional to describe the effects of social elements on society. Elements of society are functional if they contribute to social stability and dysfunctional if they disrupt social stability. Some aspects of society can be both functional and dysfunctional. For example, insurgency is dysfunctional in that it is associated with physical violence, loss of lives, property and fear.

Functionalists posit that there is value consensus in every social reality. They believe that there is general agreement by members of a society on what is desirable, worthwhile and worthless. People share consensus on the values, norms and beliefs of a society. A high degree of consensus in a society whether it is democratic or communist binds members together to form an integrated and cohesive unit. Functionalists also assume that societies and phenomena are pervaded by stability. The theory assumes that a certain degree of order and stability is necessary for the survival of social system. Essentially, the theory works on the assumption that each part cannot be understood in isolation until it is explained in relation to the other parts (Ritzer, 2012). Essentially, the theory also works on the assumption that each society has certain needs in that there are a number of activities that must be carried out for social life to survive and develop. In the structural functional model, institutions or individuals carry out each of these tasks in various capacities and roles that are consistent with the structures and norms of the society. For example, the functionality of the 1999 Constitution of the Federal Republic of Nigeria specifically states that the security and welfare of the people shall be the primary purpose of government. But government has on this constitutional responsibility failed to provide a secured and safe environment for lives, properties and the conduct of business

A Critical Overview of Employees' attitude to Work and the Rising Spate of Insurgency in Anambra State

and economic activities. Following this, insurgency which cuts across the entire southeast geopolitical zone has assumed a worrisome proportion. At the moment, the country is characterized by agitations, killings and destruction of properties and employees have negatively been affected as the fear of the unknown seems to hang over the head of every one employee to the extent that poor attitude to work has become the outcome.

Applying this theory to the topic under study, the employees' attitude to work and the rising spate of insurgency in Anambra state has affected not just the entire country, but the southeast geopolitical zone as a result of series of agitations centered on the perceived discrimination, exclusion and nepotism that have been allegedly been heaped on the present government. From the functionalist perspective therefore, employees' attitude to work is centered on agitation in relation to the failure of the government to provide good governance.

4 | RELATED LITERATURE REVIEW

4.1 | Insurgency, Constitution of the Federal Republic and employees' attitude to work

Insurgency has become one of the major national security issues within the state. According to the 1999 Constitution of the Federal Republic of Nigeria specifically, "The security and welfare of the people shall be the primary purpose of government". But government has on this constitutional responsibility failed to provide a secured and safe environment for lives, properties and the conduct of business and economic activities. As a result, development, including training and development of employees of organizations both private and government, for the realizations of organizational goals cannot be achieved in an environment that is characterized by agitation, killings and destruction of properties.

From the foregoing, violence against employees arising from insurgency is so much of a social problem that the consequences are not just limited to employees alone, but also on the entire society. Insurgency not only hurts employees, but affects their productivity. Sustaining this position, it is agreed that employees who are exposed to insurgency are associated

with physical injuries such as wounds and bruises, broken bones, and in most cases, death. Obviously, physical injuries sustained could lead to other health problems and which also could take longer time to heal.

4.2 | The poor attitude of employees to work during insurgency

It is generally acknowledged that training is a series of activities embarked upon by organizations for the purposes of enabling personnel acquire knowledge and skills in order to achieve organizational goals efficiently. Put differently, training serves as an act of interfering to improve the technical skills of employees to advance organizations' services and goods for a higher patronage. In my earlier work, Onyekwere (2021b), I asserted that personnel training have virtues because it produces discipline and exhibits exemplary behaviour in the discharge of given responsibilities, as well as assist personnel to learn more on the job. Admittedly, personnel training are selective and rigorous; individuals who have been trained become enhanced on assigned tasks.

Fundamentally, employees' training involves the attainment of relevant skills and necessary knowledge to perform specific tasks for the purposes of achieving a common goal (Olaniyan, 2008). In other words, improved personnel competency and capacity for performance are the outcomes. Substantiating, it is obvious that the technological development, training of employees is a determined feature which organizations must embrace in order to deal with the challenges that take place from time to time, regardless where it comes from. From this discourse, it is evident that the survival, growth and development of organizations depend on their capacity to adjust to the external and internal needs that occur as a result of change.

Insecurity exposes employees to emotional traumas such as anxieties, depressions, and others. Supporting this position, there is a higher level of anxiety, depression and somatic complaints amongst employees who have suffered violence and this violence is known to lead to low productivity. Apart from the above, the loss of self confidence, the feeling of helplessness usually envelope such violently abused employees with productivity getting worse off. From

numerous studies, the psychological trauma associated with insurgency results in employees' low self-images, which, in turn, have negative implications for their capacities to work. For pregnant women employees, the unborn babies may die or develop some abnormal traits as a result of violence perpetrated against their mothers. Generally, employees' exposure to insurgency can cause them 'to feel upset, worried, fear, and develop such other behavioural problems such as withdrawal, aggressiveness, abandon work and become suicidal.

As a result of insecurity, employees' attitude to work has been poor to the extent that productivity of employees has been adjudged by employers as having fallen below an expected standard. This poor attitude of workers has virtually been observed among all employees in both public and private own entities in Anambra state. Regrettably, the poor attitude among workers has been and is still a source of concern to employers as a whole, but there seems to be little they can do as the protection of lives and property is government responsibility. Following this, there is unanimity of opinion about the fallen standard of workers attitude. As a result, employers are in total agreement that unless the issue of insecurity, especially the current insurgency that has engulfed the state, their huge investment on their organizations would crumble. Insecurity has negatively affected dearth of manpower in all spheres of the economy in the state.

Poor attitude resulting from insurgency has a very serious effect on employee performance. However, with security assured, positive attitude at work place will once more be the bedrock and foundation toward higher performance in established settings. However different organizations at different times have passed the blame of poor attitude in organization to the workers, because of their low achievement, low motivation and the likes. But in Anambra state, the possible influences on worker's behaviour have been insecurity arising from insurgency not necessarily because of factors such as motivation, ability, knowledge and skills. As a result, organizations are faced with poor level of attitudes such as erratic provision of services has become an increasing persistent problem facing the corporation and seriously affecting the general public. It is an investment as well as resources that can be used to achieve

a higher profit, good reputation and overall organizational goals. The role of employee's attitude is to lay the foundation for further performance and if a good foundation is laid at employee level there are likely to be improvement at other level.

Employees' attitude to work has been gone down drastically and this has resulted in the failure of organizational goals. As a result, the insecurity situation has continued to generate palpable tension and fear, particularly as the Federal Government commenced deployment of more military assets, including troops, intelligence personnel and the Nigerian Security and Civil Defence Corps (NSCDC) to the disturbed areas in the whole of Southeast. While the government blamed the Indigenous Peoples of Biafra (IPOB) and its security arm, the Eastern Security Network (ESN), for the atrocities, the group has continued to distance itself from any complicity. Despite the fact that the unknown gunmen sent a widely publicized letter warning of its militant intentions, its attacks still surprised law enforcement agencies (Vanguard, October 6, 2021). The diminished intelligence capabilities of the government, the ease with which the unknown gunmen shot and killed politicians and the group's boldness in killing police officers (employees) since its emergence all indicate the waning strength of the Nigerian state.

In all this, many employees have fallen victims in the hands of the so-called unknown gunmen, but the more worrisome issue is the military occupation of many towns and roads in the Southeast, including inter-state roads. The current clampdown on pro-Biafra groups and suspected 'unknown gunmen' has practically crippled economic activities and movements in these areas. In fact, the matter seemingly got to a head recently as President Muhammadu Buhari took to his Twitter handle to send a stern warning to those, he said, were bent on dismembering Nigeria, threatening to deal ruthlessly with the people of Southeast in his widely criticized tweet.

Essentially, security has to do with freedom from danger or with threats to a country's ability to protect and develop itself, promote its cherished values and legitimate interests and enhance the well-being of its people. This definition of security is useful for two reasons. Firstly, it looks at security in relation to threats. It is only against the background of threats and factors which pose threat to an entity that secu-

A Critical Overview of Employees' attitude to Work and the Rising Spate of Insurgency in Anambra State

urity or freedom from threat can be understood. Also, the definition looks at two levels of security, namely, the levels of the individuals and the nation.

4.3 | Insecurity crisis in the south east geopolitical zone of Nigeria

It would appear that the peculiar security situation in the Southeast region of the country is not abating. Almost on a daily basis, the zone records cases of arson on security facilities and the killing of security operatives. According to Njoku and Ogugbuaja (Guardian, 2021 May 1st), the snuffing precious life out of innocent residents has also become a common thing. Consequently, there is no security official anywhere to protect anybody. The officials themselves are not safe! They appear to have been cowed to submission. They now go to work on mufti and hole themselves in their stations until the close of duty. Following this, the unknown gunmen are operating undeterred. They set public institutions on fire; they seize arms and ammunition belonging to security officials and kill them in the process.

Having been apparently worried by the continued decimation of the zone, and after what was described as the highest onslaught on security facilities in the zone on April 5, when the unknown gunmen attacked both the headquarters of the Imo State Police Command and the Correctional Service Centre in Owerri, Southeast governors and leaders met as part of efforts to tackle the growing insecurity and protect employees of both the state and other organizations.

After met in Owerri on April 11 and issued a communiqué, where they strongly and unequivocally condemned terrorism and banditry in any part of Nigeria, particularly in the Southeast zone, and announced the setting up of Ebube Agu, regional security outfit. Ebube Agu, which has its headquarters in Enugu, is charged with the responsibility of coordinating the activities of vigilante groups in the Southeast and checkmating rising unrest in the region. With the establishment of the security outfit, the leaders restated the need for restructuring of the country to tackle rising insecurity, even as they asked the state Houses of Assembly in the zone to amend existing state laws to accommodate the new security outfit, Ebube Agu. They also restated the ban on open grazing and called on security agencies in the zone and

local vigilante groups to enforce the order in all states of the region as a way of improving security.

In related development, many observers believed that though Ebube Agu was hurriedly put together, it would provide answers to the nagging security issues in the zone, especially those created by the unknown gunmen. However, since the Ebube Agu security outfit was birthed, the attacks on the zone have quadrupled to an alarming level. The unknown gunmen seem to have been emboldened by the creation of the security outfit. In the last couple of days, several police establishments have been attacked and set ablaze. In fact, residents had barely digested the outcome of the Owerri meeting by the governors and other Igbo leaders when the unknown gunmen struck again on April 12. In the attack that took place at Otuebu and Obodo Ocha villages in Ohaukwu local council of Ebonyi State, six persons were reportedly killed while several others sustained serious injuries.

The attackers, who were said to have invaded the communities at 4.00 am, razed many houses, yam barns, farm produce, and vehicles, forcing many residents to desert their homes. Similarly, inquires made in the affected communities indicated that some of the residents who deserted homes while the attack was raging were yet to return, even as normalcy was yet to take firm root in the communities. Two days after, the gunmen struck again, this time, the attack was on operatives of the Safer Highway Patrol team at Nwezenyi junction in Izzi local council of Ebonyi State. The bandits killed three members of the team. The state Police Public Relations Officer, Mrs. Loveth Odah, who confirmed the incident, stated that the assailants, who were in convoy, disguised as mourners and when flagged down at the checkpoint, opened fire on the officers before setting their vehicle ablaze. Also on April 19, there were twin attacks on police divisions in Abia state. A divisional police station in Uzuakoli, Bende local council of Abia State was razed in the early hours of that day. Spokesman of the Abia State Police Command, Geoffrey Ogbonna, had stated that the gunmen who razed the Uzuakoli police station used dynamite and rocket launchers, which frustrated the efforts of the policemen guarding the station to repel them. In a related development, the attack on the Zone 13 Police headquarters in Ukpo, Dunukofia local council of Anambra state happened about the

same time. The police in Anambra confirmed that two police officers were killed during the attack on Zone 13 while some vehicles parked on the premises were set on fire. Also, last Monday, tension grew in Igbariam community in Oyi local council of the state when yet-to-be-identified hoodlums killed about 19 persons.

Furthermore, the activities of gunmen have led to loss of lives and property in different parts of the state, particularly in Anambra State. Many police stations and public facilities have also been burnt down even as over 15 security operatives have been killed. Also, the gunmen destroyed security vehicles and carted away guns and other security equipment belonging to the police, military and other security operatives who were felled. The last two attacks on public facilities and security formations in the state were the ones on the headquarters of the Independent National Electoral Commission (INEC) in Awka, the state capital, and a military checkpoint in Ihiala LGA. The Ihiala incident happened at a checkpoint mounted along the Onitsha–Owerri Road and five soldiers were feared killed even as their patrol vehicle was set ablaze by the gunmen. Commissioner of Police in the state, Chris Owolabi, said that his men recorded a major success as they were able to repel the criminals when they attacked INEC. He said that three of the gunmen’s vehicles were demobilized and some firearms recovered from them. He added that the police were already combing hospitals and remote areas looking for the fleeing hoodlums. Owolabi said: “In the onset, there was an Improvised Explosive Device (IED) thrown into the place which exploded at the charge room of ‘B’ Division and set the room on fire. The areas that were affected were the areas we can easily recover. We are still taking stock of what we lost”, Oji said. A victim of the gunmen’s attack, who works in a filling station, narrated that when the hoodlums arrived at Awka, they first visited their filling station and took some petroleum products and also robbed them of money and phones.

4.4 | The fate of employees and insurgency in Anambra State, Nigeria

In recent times, government has recorded and experienced poor attitude from both public and private employees towards achieving organizational goals.

This is not unconnected with the failure to guarantee the security of lives and property in the state. Basically, it is truism that the insecurity of lives and property has become the possible reason of poor attitude to work. Insecurity, particularly the insurgency has recently engulfed Anambra state has triggered poor attitude to work and productivity of employees has negatively been affected. Following this, it has become very worrisome as both the private sectors and government establishments have continued to experience poor attitude to work as employees continued to shun work for reasons unconnected to the threats on their lives thereby failing to achieve organizational goals. In other words, the insurgency which has birthed the poor attitude to work on the part of employees has been the recent observance of organizational goals not realizable due to the failure to apply the prescribed job design.

According to Onyekwere and Emerinwe (2020), the training and development of employees have become invaluable assets in the accomplishment of organizational set goals around the world. As a result, organizations are increasingly recognizing the need to use best training and development practices to train and develop their personnel to improve their skills so they can swiftly adjust and embark on continuous change to increase their productivity. But with the absence of any form of security technique to protect employees from any form of uprising as it happened in Anambra state, the essence of all investments on training and development of employees will amount to naught. Since the ultimate goal of an insurgency is to challenge the existing government for control of all or a portion of its territory, or force political concessions in sharing political power, the presence of armed groups in various parts of the country rising up in rebellion against the government is a fact in Nigeria. Therefore, regardless of the procedure employed in personnel training for higher productivity, an insurgency, an armed uprising will always halt any measure to increase employees’ productivity. In as much as it is agreed that organizations are extensively using the Information Technology systems for their learning programmes and is speedily in the lead, there is still an urgent need to impart into employees who are the backbone of productivity the art of securing their lives in times of insecurity such as insurgency. In other words, it is appropriate

A Critical Overview of Employees' attitude to Work and the Rising Spate of Insurgency in Anambra State

to teach employees security safe techniques to boost their knowledge, skills and abilities, and increase their required level of efficiency on their work productivity.

5 | DISCUSSIONS OF FINDINGS

Research question 1: What is the fate of employees in different organizations, namely, private, corporate and government owned establishments and the rising spate of insurgency in Anambra State?

The findings indicate that Insecurity is the possible causes of poor attitude to work. If workers are adequately assured of security to participate in necessary trainings and they were not threatened with the security of their lives, their performance will be enhanced and will also be a means of increasing productivity which will further ensure the achievement of the overall goal and objectives of the organization. In recent times, insurgency has assumed a worrisome proportion in the entire southeast geo-political zone. At the moment, insurgency has become one of the major national security issues within the state. According to the 1999 Constitution of the Federal Republic of Nigeria specifically, "The security and welfare of the people shall be the primary purpose of government". But government has on this constitutional responsibility failed to provide a secured and safe environment for lives, properties and the conduct of business and economic activities. Buttressing this position further, the INEC Chairman, Prof. Mahmood Yakubu, raised the alarm over the heightened wave of insecurity in the state, saying it could derail the electoral process if not nipped in the bud. INEC Chairman, Prof. Mahmood Yakubu stated this at the emergency meeting of the Inter-Agency Consultative Committee on Election Security, ICCES, in Abuja, yesterday. Prior to the November 6 governorship election in Anambra State, the INEC "You would recall that during our last quarterly meeting held about four weeks ago on 9th September 2021, we received briefings and reviewed preparations for the forthcoming Anambra State Governorship election. You may also recall that a major concern raised by members was the security situation in the State in particular and the adjoining states in general and

how this might affect preparations and possibly the conduct of the election. Unfortunately, the situation has deteriorated markedly since our last meeting. Many innocent lives have been lost and property destroyed. "From the reports we have received, the stated goal of many of the attackers is that the governorship election scheduled for 6th November 2021 must not hold. This is worrisome for the commission. We are deeply concerned that specific electoral facilities and materials could once more become targets of attack. "Recall that in May this year, our state office at Awka was attacked and all the non-sensitive materials assembled for the election at the time was destroyed. In addition, our store, collation centre and the main office building were either totally or substantially damaged. The Commission also lost several vehicles to be used for the election," he stated. Yakubu added that the commission has almost fully recovered from that attack, as the destroyed buildings have either been completely repaired or are nearing completion while it has also fully replaced the materials destroyed.

Research question 2: Is there any relationship between the training and development of employees and the rising spate of insurgency in Anambra State?

In Nigeria today, the very first set of serious thought that confronts the survival of the country is the issue of security of life and property, particularly in Anambra State. The unwholesome bloody activities of the security agencies and the unknown gunmen have affected employees' productivity, commitment to work, satisfaction and motivation to work. It is in this vein that the cost implication of insurgency on the training and development of employees and the rising spate of insurgency in Anambra State are worrisome. From reviewed literature, the findings revived that the result and effects of any uprising affects any form of training and development of employees as well as the socio-economic activities of the state thereby thwarting organizational goals. Aside from this, it is certain that the training and development of employees of organizations both private and government, for the realizations of organizational goals cannot be achieved in an environment that is characterized by agitation, killings and destruction of properties. Since security is the prime responsibility of the state, the alarm-

ing level of insecurity in Nigeria has fuelled the high spate of agitations for self rule and high level of insurgency in different parts of the country, leaving unpalatable consequences for the nation's economy and its growth. Consequent upon this, anguish, neglect and abandonment have been the plight of employees affected by the wholesome the blood-letting security agencies and the unknown gunmen in Anambra state. Most employees have suffered disproportionately in terms of fatality, loss of jobs, dislocation from homes and communities. For most workers, the act of going to work daily has become a security risk with many paying the ultimate price while carrying out their employment responsibilities. Despite the fact that democracy provides and allows conflicts in society to be resolved by rational argument and persuasion rather than by violent coercion, there is hardly any state in the country that is not menaced by serious insecurity concerns. Concurring on the menace of insecurity in the south-east geo-political zone, the Senate Minority Leader, Enyinnaya Abaribe (Vanguard news Nigeria, October 6, 2021) remarked that apart from the Indigenous People of Biafra, IPOB, and the Movement for the Actualization of the Sovereign State of Biafra, MASSOB, there are more than 30 other separatist organizations in the South-East zone of the country, have risen against the country and urged the government to address marginalization, which he fingered as the root cause of secessionist agitations and the emergence of the unknown gun men in the zone. Going by Senator Abaribe's submission, resolving the menace of insecurity cum insurgency will create a peaceful and productive environment where employees can strive successfully and attain organizational goals.

6 | CONCLUSION

The security and safety of employees varies from society to society and also from organization to organization. Due to the increasing spate of insecurity, particularly insurgency the productivity of employees has declined. From this perspective, security is one of the fundamental needs of human society. In a society where there is no security, the population is likely to be vulnerable to attacks from perceived enemies. Insecurity is the state of being insecure or

unsafe. Basically, the presence of insurgency constitutes threat to the lives of employees as well as properties of organizations; it hinders business activities, and creates employees' poor work attitude, all of which stifles and retards socio-economic development of a country. In Nigeria, particularly in Anambra state, there has been rising wave of insecurity for the past two years. This rising wave has assumed a dangerous dimension which is even threatening employees' safety and productivity. The elimination of these threats should be the number one goal of the federal government in Nigeria otherwise country cannot achieve any significant development amidst insecurity and violence. In addition, the study shows that the secessionist agitations posture against the Nigerian state has been hinged on the alleged instrumentality of marginalization, discrimination, exclusion and antagonism against the people, particularly the use of instrument of court (as in the case of governorship seat in Imo State) and security agencies to continue to usher in mass destruction of the people's dreams and aspirations thereby increasing the political turmoil in the zone, particularly in Anambra state where employees have negatively been affected as the fear of the unknown seems to traumatize them considerably.

It would be a misnomer to think that the employees in the southeast region would be secured when the rest of the country is being threatened by insecurity cum insurgency; therefore the issue must be holistically addressed.

7 | RECOMMENDATIONS

Based on the findings, and conclusion, the following recommendations are hereby provided:

1. Aside from addressing all issues relating to the uprising in the entire southeast geopolitical zone, particularly in Anambra state, government must be proactive in dealing with security issues and threats, through modern methods of intelligence gathering, and intelligence sharing, training, logistics, motivation, and deploying advanced technology in managing security challenges. The real panacea for solving insurgency is for government to accelerate the pace of development as well as regard the entire society as one without any discrimination. Governments at all

A Critical Overview of Employees' attitude to Work and the Rising Spate of Insurgency in Anambra State

levels should ensure that rising poverty indices are reversed and a realistic social security programme is pursued and systematically implemented to ensure that the populace meets their needs.

2. Since apart from the Indigenous People of Biafra, IPOB, and the Movement for the Actualization of the Sovereign State of Biafra, MASSOB, there are more than 30 other separatist organizations in the South-East zone of the country, have risen against the country. Following this it is important that the government addresses marginalization, which is fingered as the root cause of secessionist agitations and the emergence of the unknown gun men in the zone in order to create a peaceful and productive environment where employees can strive successfully and attain organizational goals.

3. The government should convening a national conference of all ethnic nationalities to proffer necessary solutions to insecurity in the country so as to change the current poor attitude of employees to work in the face of rising spate of insurgency in the country, particularly in Anambra State.

4. Government should ensure that employees in the state who have suffered grievous economic, social and political damages from the activities of the insurgents, with the catastrophic collapse of economic, social and political structures, and processes are adequately compensated. In addition, they should be provided with adequate and effective mechanisms to help them cope with the trauma that comes with experiencing the level of violence insurgency has brought upon them and set them on the path of normalcy even as they continue to hope of security returning to the state.

5. Relating to the first recommendation, what is happening in the country is not normal but it is not a problem that will be solved by getting more police or getting more army. This is because when we didn't have up to 50,000 policemen, the country was safe. So what changed? Based on this, there is a significant thing, deeper things than cannot be seen, this paper, therefore, calls for the convocation of leaders of the country from every ethnic nationality to come together to discuss some contentious issues. This recommendation is hinged on the fact that if the people of Southeast understand that Nigeria is ready to listen to their issues, likewise the North and South-

west, they would go home and try and hold their people together even if they are miscreants. "But if we say that the only way to solve our problems is by buying more arms and employing more policemen, then we are not yet ready. The more security personnel you recruit the more problem you have. We have changed the Inspector General of Police (IGP); we have changed Service Chiefs; we have bought more equipment for the army and we are still nowhere near to solving the problem.

6. From the way the attacks had gone so far was indicative the "those behind it are interested in mopping up arms within the zone before unleashing their real motives." To this end, security operatives must scale up intelligence to tackle the trend, adding that it was worrisome that no arrests had been made on the attacks that had lasted for over two months in the region.

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