



## Impact of Community Insecurity on Employee Productivity: The Mediating Role of Mental Health among Employees in Edo State, Nigeria

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**Abstract.** This study examined the impact of community insecurity on employee productivity with emphasis on the mediating role of mental health among employees in Edo State. The increasing rate of kidnapping, armed robbery, cult-related violence, and other forms of insecurity within communities has generated psychological distress capable of affecting employees' mental well-being and productivity. The study specifically investigated the extent to which community insecurity affects employees' mental health, the relationship between community insecurity and employee productivity, and the influence of mental health on employee productivity. The study adopted a descriptive survey research design. The population of the study comprised of 2500 employees working in selected public and private organisations in Edo State. A sample size of 200 employees was selected using a multistage sampling procedure involving stratified, purposive, proportionate, and simple random sampling techniques. Data were collected using a structured questionnaire titled "Community Insecurity, Mental Health and Employee Productivity Questionnaire (CIMHEPQ)." The instrument was validated by experts in Educational Psychology, Measurement and Evaluation, and Organizational Psychology, while its reliability was established using Cronbach Alpha statistics. Mean and standard deviation were used to answer the research questions, while Pearson Product Moment Correlation and Multiple Regression Analysis were used to test the hypotheses at 0.05 level of significance. The findings revealed that community insecurity significantly affects employees' mental health and productivity. The study further showed that mental health significantly influences employee productivity. Based on the findings, it was concluded that persistent insecurity within communities contributes to psychological distress, emotional instability, and reduced work performance among employees.

**Keywords:** Community Insecurity, Employee productivity, Mental Health, Employees, Psychological well-being.

### 1. Introduction

In recent times, the society has experienced insecurity and socio-economic instability in forms of crime, violence, social unrest including economic challenges such as unemployment, poverty, and inadequate social infrastructure. In Nigeria, insecurity has exerted a great deal of physical consequences and psychological effects on individuals such as increased levels of stress, anxiety, and depression. Previous studies have identified unemployment, high cost of living, and poor funding of social services as major cause of insecurity which sometimes later perpetuate cycles of violence and instability. Omodero (2024) in her study on social factors associated with insecurity in Nigerian society identified high unemployment, low educational attainment, a high cost of living, weak security, poor government, corruption, and inequality as key social factors driving insecurity in Nigeria. Community insecurity refers to the persistent exposure of individuals within a society to unsafe conditions arising from criminal activities, violence, social unrest, and threats to personal safety. Community insecurity has become one of the most serious challenges affecting economic growth and human development. In many developing countries, including Nigeria, community insecurity manifest in different forms such as violence, crime, kidnapping, insurgency, cultism, terrorism and communal conflicts. Studies across conflict-affected societies have argued that insecurity in communities does not only pose a physical threat to lives and property but also disrupts organizational performance through reduced concentration, absenteeism, emotional exhaustion, and low work engagement. These

challenges come with enormous consequences on individuals (Alhassan and Mohammed, 2025).

According to Alhassan and Mohammed, 2025, individuals exposed to chronic insecurity experience, experience heightened levels of anxiety, depression and emotional instability which contribute to poor mental health and reduced work productivity among employees (Alhassan and Mohammed, 2025). A lack of safety, social cohesion and support in a community constitutes community insecurity (Eneh and Eneh, 2025). Understanding the empirical relationship between mental health and employee productivity is relevant for Nigeria's sustainable developments. Mental health is a prerequisite for physical health, workplace productivity and economic growth.

Employee productivity refers to the efficiency and effectiveness with which employees perform assigned tasks toward achieving organizational objectives. Productivity is reflected in employees' output, commitment, punctuality, creativity, and overall job performance. Integrating mental health counselling into the workplace can enhance employee emotional well-being and workplace productivity, contributing to economic development. On the contrary, persistent exposure to insecurity may negatively affect employees' psychological well-being through stress, depression, emotional exhaustion, trauma, anxiety and fear. Employees who experience poor mental health may demonstrate low absenteeism, fatigue, poor decision-making, and reduced commitment to organizational goals. Studies have established that insecurity at workplace is strongly linked to deteriorating mental health and damages organizational performance among workers (Adiyatma and Hasanati, 2025).

Chen et al (2022) explored the relationship between work stress, mental health, and employee performance. The study focused on the influence of work stress on employee performance in SMEs during the COVID-19 pandemic. Using a sample of 196 SMEs from China, the study found that work stress negatively affects employees' performance, particularly by affecting employees' mental health which implies that work-related stress and psychological distress significantly reduced employee performance and mental stability among workers. Similarly, Irvine and Rose (2022) carried out a scoping review and thematic synthesis of qualitative research on the relationship between precarious employment and mental health in Western economies. Systematic searches of primary qualitative research focused on insecure contracts and a broad conceptualization of mental health identified 32 studies. Findings revealed

that insecurity and unstable working environments contributed to mental health problems such as anxiety, depression, emotional fatigue and social withdrawal among employees. The study also showed that exposure to uncertain and threatening environments negatively affected workers' psychological well-being and work performance.

In another study, Adekiya (2023) examined perceived insecurity and task performance among employees in Nigeria and found that job insecurity and fear significantly influenced employee task performance and organizational commitment. Furthermore, Munoz Medina et al (2022) carried out a qualitative study on employees' perceptions of job insecurity and performance. The study revealed that insecurity and uncertainty in work environments generated emotional tension, frustration, fear, and psychological instability among workers. These emotional reactions were found to influence employees' performance and productivity negatively. Onwuka and Achebe (2025) investigated the impact of kidnapping and insecurity on industrial workforce productivity in Nigeria. Findings revealed that persistent insecurity in communities exposed workers to trauma, fear, stress and emotional instability, which consequently reduced organizational productivity and workforce stability.

Similarly, Darvishmotevali et al (2024) demonstrated that insecurity-related psychological distress negatively affected employees' creativity, task performance, and organizational behaviour. Mental health was found to mediate the relationship between insecurity and employee productivity. Okoli et al (2023) also examined the impact of insecurity on the economy and development status of Awka Metropolis with respect to public and private economic activities and the Nigerian economy as a whole. The study relied on primary data generated through structured multifactor questionnaire administered on respondents and was analysed with Analysis of Variance (ANOVA). The result revealed that insecurity has significant impact on the economic activities of private business owners' turnover, top government officials and workers' output.

In Edo State, increasing cases of insecurity have raised concerns regarding the mental health and work performance of employees. Workers who shuttle through unsafe routes or reside in violence-prone communities may experience psychological distress that affects their work efficiency. Despite the growing concern over insecurity in Nigeria, limited empirical studies have examined its impact on employee productivity from a mental health perspective, particularly within Edo State. This study therefore

seeks to investigate the impact of community insecurity on employee productivity with emphasis on mental health among employees in Edo State.  
Statement of the Problem

The growing rate of community insecurity in Nigeria has become a serious concern to individuals, organisations, and government agencies. In Edo State, incidents of kidnapping, armed robbery, cult violence, communal clashes, and other criminal activities have created fear and uncertainty among residents and workers. Employees who operate within insecure environments may experience psychological stress, anxiety, emotional instability, and trauma, which can negatively affect their work performance and productivity. Organisations depend largely on employees for the achievement of their goals and objectives. However, when workers are mentally distressed due to insecurity in their communities, their productivity may decline through absenteeism, reduced concentration, low morale, poor interpersonal relationships, and decreased commitment to work. Although several studies have examined workplace stress and job insecurity, limited attention has been given to how instability within the broader community environment affects employee productivity through mental health challenges.

Furthermore, many previous studies focused mainly on organisational factors affecting productivity without adequately considering the psychological implications of insecurity in employees' living environments. This has created a gap in knowledge regarding the relationship between community insecurity, particularly in Edo State. It is against this background that this study seeks to examine the impact of community insecurity on employee productivity with emphasis on the mediating role of mental health among employees in Edo State.

### 1.1 Purpose of the Study

The main purpose of this study is to examine the impact of community insecurity on employee productivity with emphasis on the mediating role of mental health among employees in Edo State. Specifically, the study seeks to:

- determine the extent to which community insecurity affects employees' mental health in Edo State.
- examine the relationship between community insecurity and employee productivity in Edo State.
- determine whether mental health mediates the relationship between community

insecurity and employee productivity among employees in Edo State.

### 1.2 Research Questions

The following research questions were raised to guide the study:

- To what extent does community insecurity affect employees' mental health in Edo State?
- What relationship exists between community insecurity and employee productivity among employees in Edo State?
- Does mental health significantly mediate the relationship between community insecurity and employee productivity among employees in Edo State?

### 1.3 Hypotheses

Ho1: Community insecurity has no significant effect on employees' mental health in Edo State.

Ho2: There is no significant relationship between community insecurity and employee productivity among employees in Edo State.

Ho3: Mental health does not significantly mediate the relationship between community insecurity and employee productivity among employees in Edo State.

## 2. Research Methodology

The study adopted descriptive survey design. The area of study was in Edo State. The population of the study comprised of 2500 employees working in public and private organisations within Benin City and selected local government areas in Edo State. The sample size of 200 employees were selected which comprised of 100 from public organisations and 100 from private organisations. A multistage sampling procedure was adopted. In stage one, stratified sampling technique was used to group the organisations in Edo State into two: public and private organisations. This was to ensure equal representation of both sectors in the study. In stage two, purposive sampling technique was used to select six organisations because of their relevance to the study and accessibility. In stage three, proportionate sampling was used to distribute the employees across the selected organisations (public organisation – 100 and private organisation – 100). While in stage four, simple random sampling was used to select respondents from each organisation. The rationale for using simple random technique was to give every employee equal opportunity of being selected for the study and reduce sampling bias. A self-developed questionnaire instrument titled,

“Community Insecurity, Mental Health and Employee Productivity Questionnaire (CIMHEPQ)” was used for data collection. The instrument was face validated by three experts. Each from Measurement and Evaluation, Guidance and Counselling, and Organisational Psychology. The instrument was subjected to the test of internal consistency using Cronbach Alpha statistics. The reliability test result yielded an index of 0.85. Mean and standard deviation

were used to answer research questions, while Pearson Product Moment Correlation (PPMC) and Multiple Regression Analysis were used to test the hypotheses at 0.05 level of significance. In view of this, a criterion mean value of 2.50 was used for decision making, and if the mean response is greater than the criterion mean of 2.50, the item is accepted or high extent but if it less than 2.50, then the response is rejected or low extent.

### 3. Results

The results were presented in accordance with the research questions and hypotheses that guided the study.

Research Question One: To what extent does community insecurity affect employees’ mental health in Edo State?

**Table 1:** Mean and Standard Deviation on the Extent Community Insecurity affects Employees’ Mental Health in Edo State

| S/N | Items                                                                            | Mean | SD   | Decision |
|-----|----------------------------------------------------------------------------------|------|------|----------|
| 1   | Community insecurity makes employees feel anxious while going to work            | 3.42 | 0.71 | Accepted |
| 2   | Fear of kidnapping affects employees’ emotional stability                        | 3.35 | 0.68 | Accepted |
| 3   | Employees experience psychological stress due to insecurity in their communities | 3.47 | 0.73 | Accepted |
| 4   | Insecurity contributes to depression and fear among employees                    | 3.29 | 0.66 | Accepted |
| 5   | Community violence negatively affects employees’ mental well-being               | 3.24 | 0.70 | Accepted |
| 6   | Employees living in insecure areas experience emotional exhaustion               | 3.31 | 0.74 | Accepted |
|     | Grand mean                                                                       | 3.35 | 0.70 | Accepted |

Table 1 shows that all the items recorded mean scores above the criterion mean of 2.50. This implies that community insecurity affects employees’ mental health to a high extent among employees in Edo State.

**Hypothesis One:** Community insecurity has no significant effect on employees’ mental health in Edo State.

**Table 2:** Pearson Product Moment Correlation Analysis on the Effect of Community Insecurity on Employees’ Mental Health in Edo State

| Variables                              | N   | R    | P-value | Decision |
|----------------------------------------|-----|------|---------|----------|
| Community Insecurity and Mental Health | 200 | 0.71 | 0.000   | Rejected |

Table 2 reveals that the p-value of 0.000 is less than the 0.05 level of significance. Therefore, the null hypothesis is rejected. This indicates that community insecurity significantly affects employees’ mental health in Edo State.

**Research Question Two:** What relationship exists between community insecurity and employee productivity among employees in Edo State?

**Table 3:** Mean and Standard Deviation on the Relationship between Community Insecurity and Employee Productivity in Edo State

| S/N | Items                                                                       | Mean | SD   | Decision |
|-----|-----------------------------------------------------------------------------|------|------|----------|
| 1   | Employees find it difficult to concentrate at work due to insecurity        | 3.28 | 0.69 | Accepted |
| 2   | Community insecurity contributes to absenteeism among employees             | 3.17 | 0.72 | Accepted |
| 3   | Employees’ efficiency reduces when they feel unsafe in their communities    | 3.40 | 0.67 | Accepted |
| 4   | Fear arising from insecurity affects employees punctuality to work          | 3.12 | 0.70 | Accepted |
| 5   | Community insecurity reduces employees’ commitment to organizational goals. | 3.26 | 0.73 | Accepted |
| 6   | Employee exposed to insecurity perform below expectation                    | 3.19 | 0.68 | Accepted |
|     | Grand Mean                                                                  | 3.24 | 0.70 | Accepted |

Table 3 indicates that all the items recorded mean scores above the criterion mean of 2.50. This implies that community insecurity negatively affects employee productivity among employees in Edo State.

Hypothesis Two: There is no significant relationship between community insecurity and employee productivity among employees in Edo State.

**Table 4:** Pearson Product Moment Correlation Analysis on the Relationship Between Community Insecurity and Employee Productivity in Edo State

| Variables                                      | N   | r     | P-value | Decision |
|------------------------------------------------|-----|-------|---------|----------|
| Community Insecurity and Employee Productivity | 200 | -0.66 | 0.001   | Rejected |

Table 4 shows that the p-value of 0.001 is less than 0.05 level of significance. Therefore, the null hypothesis is rejected. This means that there is a significant relationship between community insecurity and employee productivity among employees in Edo State.

**Research Question Three:** Does mental health significantly mediate the relationship between community insecurity and employee productivity among employees in Edo State?

**Table 5:** Mean and Standard Deviation on the Mediating Role of Mental Health in the Relationship between Community Insecurity and Employee Productivity in Edo State

| S/N | Items                                                                      | Mean | SD   | Decision |
|-----|----------------------------------------------------------------------------|------|------|----------|
| 1   | Community insecurity affects employees' mental health and work output      | 3.33 | 0.68 | Accepted |
| 2   | Employees experiencing fear and anxiety often show reduced productivity    | 3.29 | 0.71 | Accepted |
| 3   | Psychological stress resulting from insecurity affects job performance     | 3.36 | 0.69 | Accepted |
| 4   | Employees' productivity improves when they feel mentally stable            | 3.18 | 0.74 | Accepted |
| 5   | Mental health challenges arising from insecurity reduce work efficiency    | 3.24 | 0.72 | Accepted |
| 6   | Mental health plays an important role in employees' response to insecurity | 3.27 | 0.70 | Accepted |
|     | Grand Mean                                                                 | 3.28 | 0.71 | Accepted |

Table 5 indicates that all the items recorded mean scores above the criterion mean of 2.50. The grand mean of 3.28 shows that mental health significantly mediates the relationship between community insecurity and employee productivity among employees in Edo State. The standard deviation values indicate that respondents' responses were relatively homogenous.

**Hypothesis Three:** Mental health does not significantly mediate the relationship between community insecurity and employee productivity among employees in Edo State.

**Table 6:** Regression Analysis on the Mediating Role of Mental Health in the Relationship Between Community Insecurity and Employee Productivity in Edo State

| Variables             | Beta | P-value | Decision |
|-----------------------|------|---------|----------|
| Community Insecurity  | 0.58 | 0.000   | Rejected |
| Mental Health         |      |         |          |
| Employee Productivity |      |         |          |

Table 6 reveals that the p-value of 0.000 is less than the 0.05 level of significance. Therefore, the null hypothesis is rejected. This implies that mental health significantly mediates the relationship between community insecurity and employee productivity among employees in Edo State.

#### 4. Discussion of Findings

The findings of the study revealed that community insecurity significantly affects employees' mental health among employees in Edo State. The result showed that exposure to insecurity-related incidents such as kidnapping, armed robbery, cult-related activities, other criminal activities contribute to mental health challenges such as fear, anxiety, and emotional instability among employees. The corresponding hypothesis further confirmed that community insecurity had a significant effect on employees' mental health. This finding is consistent with the study

of Chen et al. (2022), who reported that prolonged exposure to stressful and threatening situations adversely affects employees' psychological well-being and mental health. The finding also agrees with Irvine and Rose (2022), who found that insecurity and unstable working environments contribute to mental health challenges among employees and these mental health difficulties negatively affect their work performance.

Similarly, the result supports the findings of Munoz Medina et al. (2022) and Okoli et al. (2023) whose findings established that insecurity-related experiences generate emotional tension, fear and psychological instability among workers which affects their emotional and psychological well-being. The study further revealed that community insecurity significantly affects employee productivity among employees in Edo State. The hypothesis tested also revealed a significant relationship between community

insecurity and employee productivity. This finding corroborates the work of Adekiya (2023), who found that insecurity-related fears negatively influence employees' job performance and work responsibilities. The finding also supports the study of Onwuka and Achebe (2025), who reported that kidnapping and insecurity significantly affect workforce stability and productivity. The findings equally align with Okoli et al. (2023), who found that insecurity adversely affects economic activities and work performance by reducing employees' willingness and ability to perform optimally.

Furthermore, the findings of the study revealed that mental health significantly influences employee productivity among employees in Edo State. Employees with positive mental health were found to demonstrate higher levels of concentration, commitment, and overall job performance. Conversely, employees experiencing mental health challenges exhibited lower productivity levels. This finding is in line with Chen et al. (2022), who found that mental health is a critical determinant of employee performance. The finding also agrees with Irvine and Rose (2022) who reported that poor mental health conditions negatively affect employees' work performance and organisational commitment. Similarly, Darvishmotevali et al. (2024) found that employees with stable mental health exhibit higher levels of productivity, creativity and work engagement than those experiencing psychological distress. Their findings highlight the importance of mental health in enhancing organisational performance.

The study finally revealed that mental health significantly mediates the relationship between community insecurity and employee productivity among employees in Edo State. This finding suggests that community insecurity affects employee productivity partly through its influence on employees' mental health. This finding is consistent with Darvishmotevali et al. (2024), who found that mental health serves as an important mechanism through which insecurity-related experiences influence employee performance and work outcomes. The finding also agrees with Adiyatma and Hasanati (2025), whose study demonstrated that mental health functions as an intervening factor between environmental stressors and employee performance. The study is equally consistent with Onwuka and Achebe (2025), who emphasized that the productivity consequences of insecurity are largely attributable to the emotional and psychological burden imposed on employees.

## 5. Conclusion

Based on the findings of this study, it was concluded that community insecurity has significant implications for employees' mental health and productivity among employees in Edo State. The study established that persistent exposure to insecurity such as kidnapping, armed robbery, cult-related violence, and other criminal activities creates fear, anxiety, emotional instability, and psychological stress among employees. These mental health challenges negatively affect employees' concentration, commitment, efficiency, punctuality, and overall productivity in their respective organisations. The study further concluded that mental health plays a crucial mediating role in the relationship between community insecurity and employee productivity. Employees who experience psychological distress due to insecurity are more likely to demonstrate reduced work performance and lower organisational effectiveness. Thus, the existence of a psychologically stable workforce is essential for improved employee productivity and organisational growth. The study also demonstrated that addressing insecurity and promoting employees' mental well-being are important strategies for enhancing productivity and sustaining organisational performance in Edo State.

## 6. Recommendations

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

- Government and security agencies should strengthen community security measures in order to reduce fear and psychological distress among employees.
- Professional counsellors and mental health practitioners should organize regular psychological awareness programmes, seminars, and workshops for employees on coping strategies, emotional resilience, and stress management.
- Organizations should collaborate with community leaders and security agencies to develop safety initiatives that will enhance employees' sense of security both within and outside the workplace.

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