

Casualization of Employment and Work Behavior of Employees: A Study of Some Selected Industries in Ilorin

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Abstract: almost every organization. Without a doubt, Nigeria has not been an exception especially as the reports by the International Labor Organization (ILO, 2009) and the Nigeria Labor Congress (NLC, 2016) show that the majority of workers in the banking sector, oil and gas sector, telecommunication industries and the manufacturing companies are casual workers. It was against this setting that this study examined the effect of casualization of employment on the work behavior of employees of two selected industries in Ilorin. The study adopted a survey research design. Questionnaires and interviews were used for data collection. Data were analyzed through descriptive statistics (simple percentage, frequency table) and inferential statistics (chi-square analysis). The study revealed that casualization of work is not a strange phenomenon to workers of the selected organization but the majority of them were not satisfied with the act. Finally, the study recommends that the NLC should be more proactive and find a means to reduce the menace of casual work.

Keywords: Terms of employment; Casual Work; Long-Term Employment; Work Behavior.

Introduction

Since the financial crisis hit the industrialized world, the casualization of workers has become a global phenomenon. International organizations like the International Labour Organization (ILO) and the Industrial and Public Service International (PSI) had, at different times, condemned the practice. Of course, the situation cannot be different in Nigeria. A report by the Nigeria Labour Congress (NLC) has shown that the majority of workers especially in the banking, telecommunication, pharmaceutical, and oil and gas sectors are casual workers (Daily Sun, 2016). The casualization of employment as a contemporary and alarming issue in the Nigerian labor scene was first brought to the limelight in the year 2000 by the NLC. In their report, organizations in Nigeria are shifting from securing jobs and economic protection for employees to casualizing employment for workers (Okafor, 2007). The face of employment terms in Nigeria is changing and the arrangement has adopted a flexible structure. Due to this flexibility, exploitative and unstable work practices, such as temporary or casual employment, have emerged (Fapohunda, 2012). The resultant effect has been that workers are regularly subjected to job instability, poor remuneration, and non-conducive working conditions as they are denied the rights and benefits of standard workers which may in turn affect their work behavior (Okafor, 2011). Depending on the national labor, the International Labour Organization, ILO (2007) confirmed two major categories of employees: the long-term (LTE) and short-term employee (STE). Across the world, the categories of workers have been accorded different names, especially based on the terms of the agreement.

Records also reveal that to reduce organizational costs and provide flexible conditions of employment, employers of labor are increasingly hiring casual workers to fill roles intended for standard workers in their organizations. (Uvieghara, 2000; Okougbo, 2004; Adewumi, 2008; Onyeonoru, 2008; Okafor, 2011; Fapohunda, 2012). Casual work has, however, always existed for specific jobs. The central position is that the evolution toward increasing numbers of short-term employment is driven by the majority of employers' demand for more flexibility and innovation, and by their wish to reduce labor costs (Onyeonoru, 2008; Okafor, 2011). To what extent will the demands and decisions of employers affect the general performance, behaviours, and morale of employees in industrial settings and beyond? To what extent will these negative attitudes of short-term workers affect the productivity and

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efficiency of organizations? These are the likely questions that the researcher intends to capture in this mind-catchy research endeavour.

Statement of the Problem

Human resource is no doubt, the most powerful and determining factor for the achievement of the goal of success in every organization; it is the dictation of an individual level of performance and the organization's influence on its employees' attitudes. Loads of material resources such as infrastructures and computer machines are meaningless without the operational support of a skilled, qualified, and competent workforce. Sadly, casual employment is never respectful of the power of human resources and has even reduced people with standard proficiency to nothing but casual workers; the chronic state of unemployment in the country is also a factor. The persistent employment and management of temporary employees in the context of the Nigerian workforce have brought along myriads of challenges as shown in reports (ILO, 2007). Inadequate socialization, feelings of injustice, exclusion from decision-making, expectations for long-term, permanent employment, lower age and tenure, less tolerance for inequity, low levels of commitment, and limited motivation are a few factors linked to the management of short-term workers that may result in higher departure rates than necessary before contract end dates and agreements. (Autor, 2001). In the submissions of Adewumi (2008) and Okafor (2010), a large number of factors have been connected with the peculiar patterns of workers' behavior in every organization but the effects of the casualization of the labor market have majorly been excluded. Research has shown that the reasons for a particular pattern of work behavior of employees are multifarious and play significant roles in determining the relative success of an organization vis-à-vis healthy competition. Many studies have also associated several factors, such as motivations, leadership styles, and work environments, with the work patterns of behaviors of employees but none has ever submitted the effects of casual employment on the behaviors of workers (Amabile, 1988). Many short-term workers go through hell at the hands of their employers.

The predicaments of many of these workers remain the poor and meager remuneration attached to their conditions of employment plus the fact that they can be fired at will. Fundamentally, casual workers do not have the same right as their counterparts employed on standard arrangements. The healthcare of the wide range of casual workers has hardly ever visited the humane concerns and pity of many employers and yet they are still ordered to work, sometimes, under demand and stressful conditions with restrictions to unionize. In most cases, the fate of casual workers is left to the Almighty God. It is against this ugly phenomenon that this research becomes pertinent as it sought to examine the effects of employment casualization on the behaviors of workers.

Objectives

- 1) To explore the effect of casualization of employment on the work behaviors of casual workers
- 2) To examine the impact of employment of short-term workers on organizational productivity
- 3) To examine the factors responsible for the constant employment of casual workers by employers
- 4) To determine the effect of casualization of employment on workers' morale and performances

Literature Review and Theoretical Framework

The quality of employment in Nigeria is depleting and the arrangement of the terms of service has adopted a flexible structure. This flexibility resulted in destabilizing and exploitative labor practices characterized by temporary or casual work (Fapohunda, 2012). The resultant effect has been that workers are daily subjected to job instability, poor remuneration, and non-conducive working conditions as they are denied the rights and benefits of standard workers which may, in turn, affect their work behavior (Okafor, 2011). Short-term employment otherwise known as casual work is the systematic replacement of full-time workers with staff employed on a short-term basis. It is also a way to maintain employment during a time of restructuring, redundancy, and unemployment. For many professionals, this type of job continuity is taking the place of job stability, and working temporarily is one option to maintain employment. (Brosnan & Walsh, 1996).

The casualization of employment as a contemporary and alarming issue in the Nigerian labor scene was first brought to the limelight in the year 2000 by the Nigerian Labour Congress (NLC). In their report, NLC disclosed that organizations in Nigeria are shifting from securing jobs and economic protection for workers to casualizing employment (Okafor, 2007). According to some investigations, some companies would engage employees within 2 weeks and would ask them to re-apply for re-engagement thereby putting them perpetually on a casual working list (Oyebade, 2003). The growing culture of impunity of casualization by employers is spreading across sectors; common in banks, insurance, food and beverage, aviation, printing, and publishing as well as other manufacturing sectors.

In many firms, employers are replacing full-time workers with temporary, casual, outsourced, and contract workers at a frightening rate (Fapohunda, 2012). Several factors have been connected with the reasons why employers of labor always prefer or opt for short-term employees (Druker & Croucher, 2000; Autor, 2001; Jolliffe and Farnsworth, 2003) including the implied hope of obtaining an offer for longer-term employment (Foote & Folta, 2002) but flexibility of staffing, reduction of costs and ease of dismissal are the three (3) main factors that explain why employers mostly use short-term workers (Davis-Blake & Uzzi, 1993; Pearce, 1993; Graham & Bennett, 1995; Atkinson, et al., 1996; Henricks, 1997; Kalleberg, 2000; Autor, 2001; Bergstöm, 2001; Kandel and Pearson, 2001; Ward, et al., 2001; Allan, 2002; OECD, 2002; Jolliffe & Farnsworth, 2003; Voudouris, 2004). Other reported practices connected with the culture of casualization of works towards casual workers by organizations as shown in reports include low wages, job insecurity, delayed payments of salaries and lack of pensions, denial of sick leave and payment for sick leave, denial of annual leave and maternity leave, job insecurity, lack of redundancy benefits, poor health and safety conditions and non-payment of compensation for injuries sustained at work, poor motivation, poor working conditions, lack of social protection (Okougbo, 2004; Onyeonoru, 2004; Okafor, 2007; Fapohunda, 2012). Some Workers who need the freedom to work the hours that suit them without committing to a full-time, long-term position, such as parents caring for children, students, or retirees, may select part-time or short-term employment commitment to a single employer (Callister, 1997). Several short-term employment industries, according to a competing perspective on casual employment (Gono, 1997, quoted in Rogers, 2000), are actively working to promote their expansion and thwart regulation.

Organizational Performance

Organizational performance has always been a sign of a company's capacity to efficiently attain its independent goals (Venkatraman & Ramanujam, 1986) but a determinant of organizational performance is the performance of employees' exhibited through the level of their productivity and work behaviors. Accordingly, several researchers have been introducing various methods to evaluate the organizational performance and work behaviors of employees (Wong & Wong, 2007; Prajogo, 2007). But, human behavior is not only a function of personality and values but also of the situation of the terms of agreement and workplaces (Dawis, 2004).

Work Behavior

Work behavior of employees has been defined as the observable behaviors of employees in an organization in the course of doing their work (DeWitte & Näswall, 2003). According to Hoover (2010), human behavior is broadly governed by two factors, namely, internal and external factors.

Theoretical Exploration: Equity Theory and Social Exchange Theory

Equity theory, developed by Adam in 1965, considers motivation and job satisfaction as the result of a comparison of a worker's perceived outcomes and inputs to the outcomes and inputs of a referent other (Vinchur & Koppes, 2011). Within an organizational context, outcomes may refer to salaries, career opportunities, and extra-legal benefits (Terms of Employment) including psychological rewards as feedback and support from colleagues or a supervisor (De Gieter, et al., 2012) while inputs refer to work effort and commitment (Work Behaviour) including factors as the age and educational level (Anderson, 1976). Accordingly, the basic postulation is that feelings of equity are the result of comparing the inputs and outcomes for the self and the referent other; and comparing intra-individual

ratios between individuals. Thus, when the ratios differ, inequity is experienced, which in turn causes a conflict situation that elicits stress and consequently affects work behavior. The larger the inequity, the larger the stress, and the higher stress, the stronger a person experiences an impulse to reduce stress by eliminating inequity (Adams, 1965).

Social Exchange Theory (SET) is the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons. The simplest definition would involve two persons; each of whom provides benefits to the other, and contingent upon benefits from the other (Homans, 1961). While explaining the persistence of exchange relations, Homans adopted the principles of reinforcement; a derivative of **behaviorism** popular in the early sixties (e.g., the work of B.F. Skinner). Homans explained social behavior and the forms of social organization produced by social interaction by showing a mutual reinforcement arrangement of the behaviors of two persons (actors A and B). The basic premise is, however, not constrained to psychological or social investigations but also concerns itself with economics and especially when investigating the commitment of employees to organizational goals. The participation of workers is always a topic for managers to improve as the workers are the greatest machinery for companies.

Applying Adam's Equity Theory to the study, the perception of inequity is the extent to which casual employees perceive and compare their treatments, salaries, and terms of employment with other workers within and outside their organizations and especially permanent workers. As a result, the implication is usually a lower qualitative and quantitative production of outputs and services which would affect the organization's productivity and overall performance. The application of Social Exchange Theory (SET) to the study is based on the premise that when employees receive favors from their organizations, they may experience a state of tenderness due to a sense of indebtedness and thus, force them to reciprocate the received benefit to restore the equilibrium of mutual reinforcement and vice-versa. Consequently, casual employees may not, in any way, be committed and indebted to the goals of the organization simply because have never benefitted from their principal firms and workplaces as compared to their permanent counterparts. In summary, the usage of the two theories rests on the fact that they both examined the connection between terms of employment and their effects on the work behaviors of employees.

Methodology

This study targeted short-term employees among two major foremost manufacturing industries in Ilorin, Kwara State: TUYIL Pharmaceuticals Industries Ltd. and KAM Industries (NIG) Ltd. KAM Industries (NIG) Ltd. is a wholly owned indigenous company that was registered in 1997 under the Companies and Allied Matter Act, CAMA (1990) of Nigeria as a manufacturer of steel products such as Roofing Nails, Couper Nails, British Reinforcement Concrete (BRC) Mesh wire and Binding Wire (www.kamindustries.com.ng). KAM Industries has grown into one of the largest privately owned steel production companies in Nigeria with a staff strength of about 850. On the other hand, TUYIL Pharmaceuticals Industries Ltd is a NAFDAC registered organization that deals in the business of medications and drugs with a staff strength of 700. KAM Industry NIG Ltd has a staff strength of 850 while TUYIL Pharmaceuticals has a staff strength of 700 making a total staff population of 1550. A 10% sample was taken from the entire population of 1550; meaning 10% was drawn from each organization to make a total sample sum of 155 staff of one hundred and fifty-five (155) respondents drawn from the entire population of the study. The study population comprised majorly casual workers in the two industries. The study adopted a survey design that utilized well-structured questionnaires to generate quantitative data that was shared among the 155 employees of the two organizations. Data collected and collated from respondents were analyzed and interpreted statistically using descriptive statistics of simple percentages and frequency tables to compute the demographic characteristics of the respondents as well as other measurable variables and inferential statistics of chi-square analysis to test the study hypotheses. Statistical Package for Social Science (SPSS), version 20 was employed solely for data analysis.

Findings and Discussions

As per the sampling requirement, 155 copies of the questionnaires were printed and administered to the respondents of both organizations, out of which only 135 copies representing 87.1% of the administered questionnaires were properly filled and collected back by the researcher; meaning that 20 copies representing 12.9% of the administered questionnaires were neither properly filled nor collected back from the respondents. Thus, the response rate was considered fair enough to provide a dependable analysis of the completed questionnaires and as such, the 135 submitted and completed questionnaires were used for the analysis of data.

Socio-demographic Characteristics of Respondents

Findings from Table 1 below reveal that approximately 81% of the respondents are males while 19.3% represented the female population, implying that the male respondents constitute the majority of casual workers. This revelation might not be unconnected with the fact that factory work is usually taken by men than women because of its laborious tasks and stress. The data on age also shows that 11.9% of the respondents fall between ages 24–29; 80% of respondents were within the age range of 30 and 35 years; 8.1% were within the age range of 36 years and above while no respondent falls within ages 18–23 years. Thus, the table implies that the majority of the respondents are at their youthful ages. This follows that most casual workers are in their prime; still young, agile, and capable of withstanding the pressure that accompanies factory work.

Table (1): Distribution of Respondents by Socio-demographic Characteristics

| Characteristics | Category | Frequency | Percentage (%) |
|--------------------------------|-----------------|------------|----------------|
| Gender | Male | 109 | 80.7 |
| | Female | 26 | 19.3 |
| | Total | 135 | 100 |
| Age | 18-23 | - | - |
| | 24-29 | 16 | 11.9 |
| | 30-35 | 108 | 80.0 |
| | 36 and above | 11 | 8.1 |
| | Total | 135 | 100 |
| Religion | Christianity | 66 | 48.9 |
| | Islam | 69 | 51.1 |
| | Total | 135 | 100 |
| Academic Qualifications | First Degree | 116 | 85.9 |
| | SSCE | 19 | 14.1 |
| | Total | 135 | 100 |
| Income (N) | 11000-21000 | 10 | 7.4 |
| | 22000-27000 | 16 | 11.9 |
| | 28000 and above | 109 | 80.7 |
| | Total | 135 | 100 |
| Years of Service | 1-5yrs | 125 | 92.6 |
| | 6-10yrs | 10 | 7.4 |
| | Total | 135 | 100 |

Researcher's Survey (2022)

Based on religious affiliation, the table reveals that the majority of the respondents (51.1%) were Muslims, while those who adhered to the Christian faith were 48.9%. The implication is not far-fetched in that the State of Kwara, Ilorin is dominated by Muslims. Nonetheless, it is insufficient to say that Christians are not without a significant number. The findings from this table further affirm this assertion. Based on academic qualification, 85.9% of the respondents are holders of first degrees as revealed in Table 2, while only a few respondents (14.1%) have a Senior School Certificate (SSCE). This implies that the majority of the respondents could have earned a better job placement with their academic qualifications but the chronic state of unemployment in the country has been a denial factor. The result, thus, confirmed the statement of Okafor (2011) that the rate of unemployment in Nigeria is very alarming and has denied people from securing job opportunities.

Information on the income earnings of respondents revealed 7.4% earning between N11,000 and N21,000; 11.9% earning between N22,000 and N27,000 and a total of 109 respondents (80.7%) earning between N28,000 and above. Although the income of the majority of respondents falls between N28,000 and above, the remuneration is still measured as inadequate considering the qualifications of many respondents, the increased standard of living in Nigeria, and the stressful conditions of the employees' job requirements. Accordingly, the result tally with the submissions that employees suffer from the effects of low wages, poor remuneration, job insecurity, delayed payments of salaries and lack of pensions, denial and payment for sick, annual, and maternity leave, lack of redundancy benefits, non-payment of compensation for injuries sustained at work, among others (Okougbo, 2004; Onyeonoru, 2004; Okafor, 2007; 2011; Fapohunda, 2012).

Finally, the table reveals that the majority of the respondents (92.6%) had spent between 1-5 years in their respective organizations while only 10 employees representing 7.4% of the respondents had been working for years ranging between 6-10 years in their respective organizations. This would imply that many respondents prefer to remain as casual workers rather than leave their job to join the ever-busy labor markets filled with the unemployed and where new jobs are not guaranteed.

Measurable Variables on Casualization of Employment

Table 2 presents the responses of the respondents on measurable variables on casualization of employment. The table shows that 100.0% of the respondents are casual workers, this is not surprising since this present study is only meant for Casual workers. This implies that the majority of the intended target of the research study were casual workers. Although the respondents vary in their assessment of the adequate provision of working facilities, many (68.1%) respondents claimed that they are not provided with adequate working facilities. While 24 respondents representing 17.8% remained indifferent, 19 respondents (14.1%) stated they have adequate working facilities. In terms of a satisfactory income and whether the income covers basic needs such as shelter and food, none of the respondents nodded to a satisfactory income with the majority (82.2%) responding in the non-affirmative; 59.3% of the respondents complained that their income does not cover their basic needs and while 14.8% remained indifferent, 35 respondents (25.9%) agreed that their income covers their basic needs.

Table (2): Measurable Variables on Casual Work

| Category | Frequency | Valid % |
|--|------------|--------------|
| Are you a casual worker? | | |
| Yes | 135 | 100.0 |
| No | 0 | 0.0 |
| Total | 135 | 100.0 |
| Are you provided with adequate working facilities? | | |
| Yes | 19 | 14.1 |
| No | 92 | 68.1 |
| Can't say | 24 | 17.8 |
| Total | 135 | 100.0 |
| Do you think your income is up to what you deserve? | | |
| No | 111 | 82.2 |
| Can't say | 24 | 17.8 |
| Total | 135 | 100.0 |
| Does your income cover your basic needs such as shelter and food? | | |
| Yes | 35 | 25.9 |
| No | 80 | 59.3 |
| Can't say | 20 | 14.8 |
| Total | 135 | 100.0 |
| How flexible is your term of employment for your family responsibilities? | | |
| Very flexible | | |
| Very inflexible | 19 | 14.1 |
| Somewhat flexible | 11 | 8.1 |
| Somewhat inflexible | 91 | 67.4 |
| Total | 14 | 10.4 |

| | | |
|--|------------|--------------|
| | 135 | 100.0 |
| Do you do more work than you think you should be doing? | | |
| Yes | 84 | 62.2 |
| No | 51 | 37.8 |
| Total | 135 | 100.0 |

Researcher’s Survey (2022)

The table also reveals respondents’ views on the connection between the flexible natures of their terms of employment with family responsibilities. While 14.1% avowed the effect of the flexible nature of their employment terms with family responsibilities, 10.4% of the respondents declared their terms of employment as somewhat inflexible. The majority (67.4%) of the respondents clicked ‘somewhat flexible’ with just 8.1% voting for the inflexibility of their terms of employment with family responsibilities. This result is partially in support of the statement of Fapohunda (2012) when he said that ‘flexibility in the arrangement terms of employment in Nigeria, characterized by temporary or casual work, has brought about destabilizing and exploitative labor practices. When asked about the weight of work done, 62.23% of the respondent responded that they do more work than they should be doing. And while 37.8% answered that the weight of the work they do equates to their expectations, this study corroborated several studies that show that casual workers are always heavily burdened than they should be doing and it implies that casual workers do more work than they are paid for often under stress and demanding circumstances.

Measurable Variables on Behavioural Tendencies of Casual Workers

The perception of respondents on the behavioral tendencies of casual workers is represented in Table 3. The majority of the respondents strongly agree (33.3%) and agree (48.1%) respectively that term of employment influences negative behavior among casual workers. While 11.1% strongly disagree with this view, 7.4% of the respondents were indifferent. The view of the respondents on whether the majority of the casual workers would be willing to leave their organizations because of job insecurity reveals that 33.3% and 41.5% strongly agree and agree respectively to the view. 14.1% were undecided while 11.1% disagreed with the perception. The survey also reveals that the majority of the respondents strongly agree (43%) and agree (20.7%) that casual employees engaged in more demanding work than their permanent workers. While 28.9% disagreed with this revelation, 7.4% were undecided. This further implies that some casual workers are not treated equally with the permanent workers as justified by subsequent questions. For instance, the table also shows that 66.7% and 11.9% of the respondents strongly agree and agree respectively that casual workers are treated equally to permanent workers while 21.4% of the respondents were undecided. The result from the table on whether there is enthusiasm among casual workers to perform better jobs or not also reveals that 14.1% and 53.3% strongly agree and agree respectively to the assertion. While 8.9% and 13.3% strongly disagree and disagree respectively about this view, 10.4% of the respondents were undecided.

Table (3): Measurable Variables on Behavioural Tendencies of Casual Workers

Strongly Agreed = SA; Agreed = A; Undecided = UND; Strongly Disagreed = SD; Disagreed = D

| Category | S.A (%) | A (%) | UND (%) | S.D (%) | D (%) | Total |
|---|---------------|---------------|---------------|---------------|---------------|------------|
| Terms of employment influence negative behavior among casual workers | 45 (33.3%) | 65 (48.1%) | 10 (7.4%) | 15 (11.1%) | – | 135 |
| The majority of the casual workers would be willing to leave this organization because of job insecurity | 45 (33.3%) | 56 (41.5%) | 19 (14.1%) | – | 15 (11.1%) | 135 |
| Casual workers are engaged in more strenuous work than the permanent workers | 58 (43%) | 28 (20.7%) | 10 (7.4%) | – | 39 (28.9%) | 135 |
| Casual workers are not treated equally to permanent workers | 90 (66.7%) | 16 (11.9%) | 29 (21.4%) | – | – | 135 |
| There is enthusiasm among the casual workers to better job performance | 19 | 72 | 14 | 12 | 18 | 135 |

| | | | | | | |
|--|---------------|---------------|---------------|---------------|---------------|------------|
| | (14.1%) | (53.3%) | (10.4%) | (8.9%) | (13.3%) | |
| Unemployment is the major cause of continuous stay as casual workers | 49 (36.3%) | 79 (58.5%) | – | – | 7 (5.2%) | 135 |
| Casual workers are paid lesser wages compared to permanent workers | 46 (34.1%) | 70 (51.9%) | – | – | 19 (14.1%) | 135 |
| Casual workers are always prone to dismissal at anytime | 50 (37.0%) | 66 (48%) | – | 12 (8.9%) | 7 (5.2%) | 135 |
| The level of tolerance at the workplace is determined by the term of employment of casual workers | 43 (31.9%) | 71 (52.6%) | 14 (10.4%) | – | 7 (5.2%) | 135 |
| When the salary is good enough, casual workers can tolerate any shortcomings in the workplace | 32 (23.7%) | 84 (62.2%) | 12 (8.9%) | 7 (5.2%) | – | 135 |
| Most casual workers are less educated | 14 (10.4%) | 18 (13.3%) | 18 (13.3%) | 64 (47.4%) | 21 (15.6%) | 135 |
| Casual workers always exhibit a lackadaisical attitude to organizational productivity | 29 (21.5%) | – | – | 74 (54.8%) | 32 (23.7%) | 135 |
| Casual workers are given adequate medical attention in the case of an accident | – | 30 (22.2%) | 23 (17%) | 61 (45.2%) | 21 (15.6%) | 135 |
| Casual workers suffer harassment from their permanent counterparts | 51 (37.8%) | 30 (22.2%) | 14 (10.4%) | 17 (12.6%) | 23 (17.0%) | 135 |
| Casual work is a necessity in the Nigerian labor force | – | 63 (46.7%) | 18 (13.3%) | 54 (40.0%) | – | 135 |

Researcher's Survey (2022)

Several reasons have been connected with the reasons for using casual workers by organizations. Meanwhile, the question of whether unemployment is the major cause of continuous stay as casual workers led to different views from the respondents. The majority of the respondents subscribed to the view that unemployment is the reason why some casual workers don't want to leave their respective organizations. However, only 5.2% of the respondents disagree entirely with the statement. One of the essences of working is to earn money either in the form of wages or salaries, but, as widely claimed, casual workers are not paid good salaries compared to what permanent workers earn. Thus, the above table affirms the claim as some of the respondents strongly agree (34.1%) and agree (51.9%) that casual workers are paid lesser wages as compared with the earnings of permanent workers. Casual workers are prone to dismissal at any time as equally shown in the table above. Several of the respondents strongly agree (37%) and agree (48.0%) that employers can fire their casual workers at will. On the contrary, only a few respondents strongly disagree (8.9%) and disagree (5.2%) with the submission.

The table equally reveals that casual workers may be willing to tolerate any shortcomings if their salaries are good enough. The table result shows that 23.7% and 62.2% strongly agree and agree respectively that casual workers would be willing to tolerate any shortcomings at the workplace if their salaries are good. In the same vein, the majority of the respondents strongly agree (31.9%) and agree (52.6%) that the level of tolerance at the workplace is a dictate of the term of employment of casual workers. Just like the former, only a few disagreements and indifferences are recorded. Thus, when the terms of employment are favorable and salaries are good enough, the level of tolerance of casual workers increases to an appreciable extent whilst also improving workers' as well as organizational performance and influence on productivity and efficiency. Most respondents believe that casual workers are educated and disregard the claims that casual workers are not or are less educated. From the table, only 10.4% and 13.3% strongly agree and agree that casual workers are less educated while 13.3% clicked 'undecided'. But a larger percentage of respondents strongly disagree (47.4%) and disagree (15.6%) that casual workers are less educated. The response on whether casual workers exhibit a lackadaisical attitude to organizational productivity shows only 21% of respondents

strongly agreeing with the statement while 54.8% and 23.7% strongly disagree and disagree respectively about the assertion. Every worker is prone to injury at workplaces including casual workers. However, the table result reveals that casual workers are not given medical attention in cases of sustained injuries at their workplaces. While only a few respondents (22.2%) agree that casual workers are given adequate medical attention in case of injuries or accidents at the workplace, the majority strongly disagree (45.2%) and disagree (15.6%) with this opinion while 17% remain indifferent. Instead, casual workers are subjected to some forms of harassment at their workplaces by their permanent counterparts and employers alike. The table results reveal that 37.8% and 22.2% of the respondents strongly agree and agree respectively that casual workers suffer harassment from permanent colleagues. Accordingly, while 10.4% were undecided, 12.6% and 17.0% strongly disagree and disagree respectively on the statement. In summary, the place of casual work in the Nigerian labor force has generated heated debate among concerned scholars. The view of the majority of respondents (46.7%) about whether casual work is a necessity in the Nigerian labor force reveals agreement. Thus, while 40% voted against the perception, 13.3% were undecided.

Test of Hypotheses

H₁1: There is a significant relationship between casualization of employment and negative work behaviors of short-term employees.

H₀1: There is no significant relationship between casualization of employment and negative work behaviors of short-term employees.

Table (4): Cross-tabulation of ‘Level of tolerance at the workplace is determined by the term of employment of casual workers and ‘There is enthusiasm among the casual workers to better job performance

| The level of tolerance at the workplace is determined by the term of employment of casual workers | There is enthusiasm among the casual workers to better job performance | | | | | Total |
|---|--|-----------|-----------|-------------------|-----------|------------|
| | Strongly Agree | Agree | Undecided | Strongly Disagree | Disagree | |
| Strongly Agree | 0 | 31 | 0 | 12 | 0 | 43 |
| Agree | 12 | 41 | 0 | 0 | 18 | 71 |
| Undecided | 0 | 0 | 14 | 0 | 0 | 14 |
| Disagree | 7 | 0 | 0 | 0 | 0 | 7 |
| Total | 19 | 72 | 14 | 12 | 18 | 135 |

$X^2 = 222.296$; $X^2_t = 21.026$; $df = 12$; α level = 0.05

Since the chi-square calculated value (222.296) is greater than the table value (21.026), with a degree of freedom (12) at the alpha level of 0.05, the null hypothesis is hereby rejected while the alternative hypothesis is accepted meaning that there is a significant relationship between casualization of employment and the negative work behaviors of short-term employees. The implication would mean that workers employed on a short-term basis are more likely to exhibit negative behaviors at work than their counterparts. Previous studies have also reported a similar link between employment terms and negative work behaviors (Dawis, 2004; Adewumi, 2008).

- **H₁2:** There is a significant relationship between hiring short-term employees and organizational productivity.
- **H₀2:** There is no significant relationship between hiring short-term employees and organizational productivity.

Table (5): Cross-tabulation of ‘Term of employment can influence negative behavior among some casual workers’ and ‘Casual workers always exhibiting lackadaisical attitude to organizational productivity

| Term of employment can influence negative behavior among some casual workers | Casual workers always exhibit a lackadaisical attitude to organizational productivity | | | Total |
|--|---|-------------------|----------|-----------|
| | Agree | Strongly Disagree | Disagree | |
| Strongly Agree | 9 | 27 | 9 | 45 |

| | | | | |
|--------------------------|-----------|-----------|-----------|------------|
| Agree | 13 | 33 | 19 | 65 |
| Undecided | 3 | 5 | 2 | 10 |
| Strongly Disagree | 4 | 9 | 2 | 15 |
| Total | 29 | 74 | 32 | 135 |

$X^2 = 3.005$; $X^2_t = 12.592$; $df = 6$; α level = 0.05

Since the chi-square calculated value (3.005) is lesser than the tabulated value (12.592), with a degree of freedom (6) at an alpha level of 0.05, the null hypothesis is hereby accepted while the alternative hypothesis is rejected. This means that there is no significant relationship between employing short-term employees and organizational productivity. This finding revealed a sharp contrast with previous studies (Wong & Wong, 2007; Prajogo, 2007) that submitted casual work as a determinant of organizational productivity. Perhaps, this finding is a dictation of the cautions exercised by most casual workers in the discharge of their assigned duties for fear of dismissal. Because employers can dismiss casual workers at will, workers that wished not to be demoted to the positions of the unemployed may decide to discharge their duties with prudence and effectiveness, thereby enhancing the growth and productivity of the organization.

H₁₂: There is a significant relationship between short-term employment and the morale of casual workers.

H₀₂: There is no significant relationship between short-term employment and the morale of casual workers.

Table (6): Cross-tabulation of 'Term of employment can influence negative behavior among some casual workers' and 'Level of tolerance at the workplace is determined by the term of employment of casual workers'

| Term of employment can influence negative behavior among some casual workers | The level of tolerance at the workplace is determined by the term of employment of casual workers | | | | Total |
|--|---|--------------|------------------|-----------------|-------|
| | Strongly Agree | Agree | Undecided | Disagree | |
| Strongly Agree | 12 | 29 | 2 | 2 | 45 |
| Agree | 20 | 35 | 9 | 1 | 65 |
| Undecided | 4 | 1 | 2 | 3 | 10 |
| Strongly Disagree | 7 | 6 | 1 | 1 | 15 |
| Total | 43 | 71 | 14 | 7 | 135 |

$X^2 = 23.796$; $X^2_t = 16.919$; $df = 9$; α level = 0.05

Since the chi-square calculated value (23.796) is greater than the chi-square table value (16.919), with a degree of freedom (9) at an alpha level of 0.05, the null hypothesis is hereby rejected while the alternative hypothesis was accepted. This means that there is a significant relationship between short employment and the morale of short-term employees. Of course, workers may not wish for quick dismissal from employment, however, this wish does not exempt their personality from the broods of dissatisfaction. It is true that individuals behave in different ways in a single situation and that no two individuals behave in similar ways. While some may find it difficult to handle stress, others may have the ability to face unforeseen circumstances with a smile. As revealed, the relationship between short-term employment and the morale of casual workers is positive, it is just surprising how the affected morale does not affect organizational productivity as revealed under the test of hypothesis 2 (see table 6).

H₁₄: There is a significant relationship between the rate of unemployment and the casualization of employment in Nigeria.

H₀₄: There is no significant relationship between the rate of unemployment and casualization of employment in Nigeria.

Table (7): Cross-tabulation of 'Unemployment is the major cause of continuous stay as casual workers' and 'Casual work is a necessity in the Nigerian Labour Force'

| Unemployment is the major cause of continuous stay as casual workers | Casual work is a necessity in the Nigerian Labour Force | | | Total |
|--|---|-----------|-------------------|-------|
| | Agree | Undecided | Strongly Disagree | |
| Strongly Agree | 49 | 0 | 0 | 49 |
| Agree | 14 | 18 | 47 | 79 |
| Disagree | 0 | 0 | 7 | 7 |
| Total | 63 | 18 | 54 | 135 |

$X^2 = 93.481$; $X^2_t = 9.488$; $df = 4$; α level = 0.05

Since the chi-square calculated value (93.481) is greater than the chi-square table value (9.488), with a degree of freedom (4) at an alpha level of 0.05, the null hypothesis is hereby rejected while the alternative hypothesis was accepted. This means that there is a significant relationship between the rate of unemployment and the casualization of work in the country. Several reports, as revealed in many kinds of literature, have reported the endemic nature of unemployment in Nigeria (ILO, 2007). Accordingly, the result is further advocacy to the fact that unemployment is one of the major reasons why workers have chosen to remain in their present work so as not to join the crowds of unemployed in the Nigeria Labour Market. This is to show that unemployment in the country is and has remained in the pandemic and chronic stage. This study is in tandem with the agreement with some previous studies (Uvieghara, 2000; Okougbo, 2004; Adewumi, 2008; Onyeonoru, 2008; Okafor, 2010) in respect of the short-term employment of workers by some organizations to cut down organizational cost and assume the position of easy and wilful dismissal of casual workers (see table 4). The result also revealed that the majority of the casual workers are willing to abandon their casual employment but could not do so considering the reality of the Nigerian Labour Force, lest they join the long-awaiting queue of unemployed youths in the labor market. The disadvantage and unhealthy situation of the Nigeria Labour Market has, no doubt, placed casual workers under the ruins of endurance and games of exploitation that assumed only employers as the key player. Thus, unemployment has remained one of the root causes of the continuous stay of workers as casual workers (see Table 4).

Conclusions and Recommendations

The incessant heated debate about the concept of casual work in the world of work has inspired the submission of several works of literature in the discourse of the casualization of employment and its effect on the wide range of activities, perceptions, and behaviors of employees within and beyond the settings of their workplaces. The effects of the menace of casual employment cannot be overemphasized. Its effects have been seen and confirmed in the negative behaviors and performances of workers in the course of their work. The casualization of employment has also registered its effect on the morale and job efficiency of casual workers. Although the majority of them express dissatisfaction and discontent with the kind of treatment they receive from employers, organizational productivity and growth have hardly been affected by their negative behaviors. Perhaps, the reason may be a result of the fear of dismissal associated with their terms of employment or partly because of their level of tolerance and sincerity shown in the discharge of their duties. Whatever the reason, many of the casual workers had shown their wish to abandon their casual jobs but for the situational reality of the Nigeria Labour Force, they had reconsidered. Regrettably, the chronic state of unemployment is also one of the central factors that had fuelled and are fuelling the menace of casualization of work in the country. It is against the background and findings of this research that the following recommendations were made:

1. The Nigerian government should take proactive measures toward creating job opportunities for the many unemployed youths within and outside the Labour market. This would reduce the chronic level of employment of unemployment in the country as well as the casualization of work by employers and organizations.
2. The Nigerian Labour Congress (NLC) should liaise with the Nigerian Government to see how they can reduce the hiring and employment of casual workers by private organizations. If possible, there should be a quota that every organization should employ.

3. If by chance, casualization of work becomes fully accepted, then organizations employing casual workers should improve the welfare packages for their employees. This would further motivate them to perform better and positively improve their work behaviors.
4. Non-governmental organizations (NGOs) in Nigeria should also embark on a serious campaign against the continued maltreatment of casual workers by organizations. This would go a long way in putting those organizations on their toes.

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