

Casualization and Employee's Job Attitudes in the Financial Sector

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Abstract

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There has been a rise in the number of temporary jobs available in Nigeria, which has had a negative impact on worker productivity. It is becoming increasingly difficult to absorb workers into benefit programmes like social protection systems, and even if they are, the benefits that are made accessible to them are pitiful, due to the prevalence of casualization. The purpose of this research was to analyze the effect of casualization on GTCO employees' job attitudes. This study adopted descriptive research design. The target population of study comprised of Ten thousand and ten GTCO temporary and casual employees. Three hundred and eighty-four (384) temporary and casual employees were chosen with the help of purposive and snowball sampling techniques as the sample size. The hypotheses were tested using Pearson Correlation, and the data were analyzed using frequency and descriptive statistics. The results showed that workers' job commitment was lower when they were employed on a contract basis, that they were less satisfied when they were employed for a shorter period of time, and that they were more likely to leave their current job if they were on a temporary contract. The study concluded, among other things, that businesses should work toward making it easier for workers to transition from temporary to permanent positions following the legally mandated six (6) month trial term.

Keywords: Contract employment, job commitment, job satisfaction, job security, short-term employment

1. Introduction

The issue of casualization is the direct outcome of globalization and the development of communication and information technologies, and it has completely altered the nature of the interaction between employers and their employees (Bamidele, 2018). In recent years, there have a dramatic rise in unemployment, making the problem of casualization of labor visible in developing economies like Nigeria. There has been a surge in modern-day slavery as a result of the Nigerian economy susceptibility to quick change and unpredictable tension, as well as the various unprincipled recruitment techniques. Okuogbo (2004) and Barchiesi (2022) claimed that casualization of employment

violates existing labor rules, regardless of the terminology used to describe it be casual, temporary or short employment.

Several unfavorable developments throughout time have made casualization a very contentious issue in Nigeria. Permanent roles are increasingly being filled by temporary workers, reflecting the anomalous condition of unemployment and widespread poverty that is a direct result of worker weakness in Nigeria. As a result of the global financial crisis and rising poverty in Nigeria, an increasing number of people are entering the labor market and are willing to accept potentially dangerous work conditions in order to put food on the table. The current state of affairs in many Nigerian businesses makes labor abuse inevitable. It manifests itself in a variety of ways, including but not limited to low compensation, delays in receiving earnings, a lack of opportunities for advancement, training, motivation, a sense of belonging at work, job satisfaction, and a general devaluation of people and their contributions. Temporary or casual work is common across all types of businesses and organizations, from the formal to the informal, and in the formal as well as the informal economy (Bamidele, 2018).

While there is a lot of written about casualization, its consequences on employee performance in Nigeria, or any linked variable or indicator used to evaluate employee performance, such as labour turnover, employee commitment, and job satisfaction etc., have probably received very less attention. Workers in Nigeria's banking sector face the twin threats of casualization and job insecurity (Barchiesi, 2022). Employers often play clever and find a method to set labor rules that prohibit such lengthy employment arrangements by placing people in temporary positions on a contract basis, short-term or as casual employees for periods of three months and six months. The persistent employment and management of temporary employees in the context of Nigerian workforce have brought along some issues and challenges which needs more investigation.

The purpose of this research was to fill a gap in the existing literature by investigating the effects of casualisation on employees' job attitudes in the financial sector. The management of contract and casual workers, who may not be eligible for the same benefits as full-time employees, has received relatively little attention in the literature on the topic of modern human resource management (Adewusi, Kalejaiye & Onabajo, 2017). The study is intended to supplement previously conducted empirical research on the topic of temporary work's impact

on productivity. Therefore, the main objective of this study is to investigate the relationship between casualization and employees' job attitudes in the financial sector using GTCO Plc. as a focus. The specific objectives of this study are to: assess the effects on casualization of workers on employee's performance, ascertain the relationship between job insecurity and employee's job satisfaction; evaluate the relationship between contract employment and employee's job commitment to work and examine the relationship between short-term employment and worker's turnover intention.

The paper covers, conceptual reviews on all relevant concepts in this study, theoretical framework, empirical review, methodology, data analysis, conclusion and recommendations.

2. Literature Review

2.1 Conceptual Review

Concept of Casualization

There is no standard definition of casual work. One common definition describes casual jobs as jobs that:

- i. Are short-term or temporary
- ii. Involve irregular hours
- iii. Are not guaranteed to be ongoing

Casual workers, according to another definition, are those who are not eligible for paid time off for holidays or illness. Some casual laborers put in long hours on the regular, but this is not the norm. The employment of casual labor on an "as required" basis is also common. For some casual employees, the duration between shift offers might be rather lengthy (Adewusi, Kalejaiye & Onabajo, 2017).

The term "casual work" is used to describe the practice of routinely switching out permanent and temporary workers with more flexible, as-needed contingent workers (Okafor, 2018). The casual employee is not guaranteed regular employment but is expected to be available as needed. Work becoming more casual is a global trend. Researchers in New Brunswick (Lebreton, 2017), Canada (Baumann & Underwood, 2022; Baumann & Blythe, 2017), South Africa (Altman, 2017), India (Jenkins, 2016), and Australia (Buchler, Haynes, and Baxter, 2009) found that casualization of workers is a global phenomenon that affects people of all sexes and all types of occupations. Casual workers are those who, according to the Bamidele (2018), have a "explicit or implicit contract of

employment" that is not anticipated to continue for more than a short period, the length of which is defined by national conditions. In international labor law, casual work is a major component of the category of employment arrangements known as non-standard, contingent, atypical, insecure, and alternative.

The phrase "casual worker" has been substituted in Nigeria by "contract staff." For instance, the term "casuals" has been replaced by "contract personnel" in the oil and gas business because most workers in this sector are now provided by labor contractors to the User Company (Danesi, 2017). Danesi adds that informal employment has not been a recent phenomenon because it has always existed for certain types of labor. She says that what makes the previous two decades' worth of it unique and troubling is the shape it has taken. Such workers were historically needed for seasonal or intermittent tasks that lasted for only a few months at a time. In Nigeria, unskilled laborers were more likely to work under this structure in the construction and farming industries. Workers in the informal sector, which includes the unorganized private and public sectors of the economy, include both the skilled and unskilled. Casualization refers to the widespread use of temporary labor in permanent roles, which is common in Nigeria's industrial, banking, and oil and gas sectors. In a business climate where competition is fierce and margins are razor-thin, cost-cutting and adaptability are more important than ever (Danesi, 2017).

Short Term Employment

Short-term work can be filed under several different headings, including "contingent" (Belous, 2010), "irregular," "nonstandard," and "atypical." Both words often relate to workers who do not have what most people would consider a "normal" 9-to-5 employment. Employees under contract, subcontractors, consultants, leased workers, part-timers, and the self-employed are all considered short-term workers, as are those recruited by temporary agencies or consultants from the outside.

However, "short term employment" is typically described as: work where the employee does not have an express or implied contract for long term employment and where the temporary character of the work is acknowledged by both the employer and employee. Researchers face a difficulty in estimating the size of the short-term workforce since various estimates will be based on varied definitions of what constitutes "short-term employment." In addition, official statistics collections on labor market developments have often lagged behind the realities

of the workplace. There was an average incidence of roughly 13% of short-term jobs in the European Union and its member states labor market in 2017. (Bamidele, 2018). Despite difficulties in data collection, experts agree that temporary workers have emerged as a viable industry. According to Mangan (2017), short-term employment in the United States surged by over 250 percent between 1983 and 1992, which is 10 times faster than the general employment rate in the country. Short-term work has increased as a result of changes in labor structures brought about by socio-economic shifts like globalization and increased speed of innovation (Brosnan, 2017).

In this time of economic uncertainty, temporary work contracts can help ensure a person has a steady income. For many experts, such work continuity is preferable than job security, and contract work is one option to maintain steady employment. Temporary labor may be a great way for those who have been out of work to get back into the workforce by giving them a chance to gain experience and a foot in the door. Some workers, such as parents caring for children, students, and retirees, may choose part-time or temporary work since it allows them to set their own schedules and not commit to a single employer for an extended period of time (Callaghan & Hartmann, 2018). According to the study cited by Callaghan and Hartmann (2018), temporary female workers have higher levels of education and are neither unskilled nor in lower-level occupations than their permanent female counterparts.

Some workers, such as women, may benefit from short-term employment in the long run, as suggested by research presented in Callister (2018). He also discovered that many temp workers choose to work in this way because of the variety of shifts they might experience and the potential for professional growth. People can "test out" different companies, sectors, and careers without making a permanent commitment when they take on temporary work. In addition, temporary labor is being utilized more frequently as a stepping stone back to regular employment after periods of unemployment, school, maternity leave, or layoff (Lips, 2015).

The Emergence of Casualization in Nigeria

Casualization is a working arrangement that is not permanent in nature and does not fall within the traditional standard employment relationship. Owoseye and Onwe (2009) was of the opinion that workers in this arrangement typically do not have a permanent job status, and they do not receive the same pay and benefits as

their regular permanent counterparts doing the same job and working the same hours. Following the country's adoption of the Structural Adjustment Programme in the late 1980s, in accordance with the neo-liberal principles recommended by the International Monetary Fund and the World Bank, casualization entered the Nigerian labor market (Alozie, 2017).

Alozie (2017) claimed that this approach led to widespread joblessness since government agencies had to lay off huge numbers of employees. Despite government programs intended to help the private sector to take on more employees, not enough positions were created to accommodate those laid off from the public sector. As a result, many of them were forced to accept low-paying, insecure jobs with little benefits and no legal protections for unionization as "casual" workers.

During its 2015 Philadelphia conference, the International Labor Organization (ILO) declared that its members must "respect, promote, and achieve in good faith the principles pertaining to fundamental rights on the job. Whether they have ratified the applicable ILO Conventions, all member nations have a duty to respect, promote, and realize the underlying principles embodied in this declaration on fundamental rights at work. Since Nigeria is a signatory to the ILO's Convention, it is their responsibility to ensure that it is followed. Article 15 of the African Charter states, "Every individual shall have the right to work under fair and satisfying circumstances and shall get equal remuneration for equal effort." This provision was passed as a law by the National Assembly. Since it requires the contracting states to guarantee their citizens the right to work and the right to equal compensation for equal effort, it follows that standard workers and nonstandard workers should be treated equally in the workplace. Not later than three months after the beginning of a worker's period of employment with an employer, the employer shall give to the worker a written statement specifying — the terms and conditions of employment, which include the nature of the employment and, if the contract is for a fixed term, the date when the contract expires, in accordance with Section 7 (1) of the Labour Act, Cap 198, Laws of the Federation of Nigeria, 2017.

Concept of job satisfaction

Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. (Baumann & Underwood, 2022).

An alternative approach is that proposed by Sousa-Poza and Sousa-Poza, based on the assumption that there are basic and universal human needs, and that, if an individual's needs are fulfilled in their current situation, then that individual will be happy. This framework postulates that job satisfaction depends on the balance between work-role inputs - such as education, working time, effort - and work-role outputs - wages, fringe benefits, status, working conditions, intrinsic aspects of the job. If work-role outputs ('pleasures') increase relative to work-role inputs ('pains'), then job satisfaction will increase (Bamidele, 2018).

Employees' Commitment

Employees' commitment (EC) is one of the most researched topics in the area of organizational behavior and education because of their impact on behavior at work such as compliance with directives, effective performance in their jobs or lower turnover, absenteeism etc (Baumann & Underwood, 2022). Employees' commitment can be defined as the degree to which the employee feels devoted to their organization (Bamidele, 2018). It is also stated as the degree of identification and involvement that individuals have with their organization's mission, values and goals. This definition is focusing on more attachment and devotion of the employees with the overall organizational practice and culture. "Organizational commitment (OC) is clear as the measure of authority of employee empathy by the objectives and morale of organization and remains involved in it, organization commitment as well be an improved indicator for employees who wish to stay at work or want to change" (Baumann & Underwood, 2022).

Turnover intention

Every organization faces turnover of employees, some of them leaves the organization voluntarily while the organizations discharge some of their employees from the organization. All kind of turnover incurs cost of replacement of those separators, recruitment, selection etc. Studying the behavior of employees who quit their organization is turnover analysis of employees. The organizations can reduce turnover rate but they cannot reduce it to 0%, high turnover rates are not good for the organization so, the organizations try to retain their employees and save their cost (Alozie, 2017).

When the employees are not satisfied with their jobs and organizations do have not trust in their employees the employee's intention towards turn over will be greater, they will leave the organization and the duration of their job will be

smaller. Turnover is of two types voluntary turnover and involuntary turnover, when employer fire the employees it is said to be involuntary turnover and when the employees quit their job by their willingness, it is called involuntary turnover. According to Baumann and Underwood, (2022), Turnover has both positive and negative effects on the organization. The organization has to pay a heavy cost of replacement of employees as a negative consequence; the organization has to pay a big portion of its time to recruiting and selecting activities which will increase the administrations responsibilities.

2.2 Theoretical Framework

Social Exchange Theory

According to De Cuyper (2017), there is no available theoretical framework to analyse the effects of short-term employment. Nevertheless, general psychological theories may offer a good starting point for the analyses, although these have mostly been developed against the backdrop of the permanent employment relationship. They can be organized in two main groups: work stress models, and social comparison or social exchange theories. The social comparison theory (De Cuyper, 2017) is on the idea that there is a drive within individuals to look to outside images in order to evaluate their own opinions and abilities. These images may be a reference to physical reality or in comparison to other people. People look to the images portrayed by others to be obtainable and realistic, and subsequently, make comparisons among themselves, others and the idealized images. In his initial theory, Festinger hypothesized several things. He indicated that humans are compelled to appraise themselves by probing their opinions and abilities in assessment of others. He further said that the inclination to evaluate oneself with some other specific other person decreases as the differentiation between his opinion or ability and the other's own become more deviating. He also hypothesized that there was an upward drive towards achieving greater abilities, but that there are non-social restraints which make it nearly impossible to change them, and that this was largely absent in opinions

The individuals who are similar were better in generating accurate evaluations of abilities and opinions. Work stress models try to explain the consequences of short-term employment by underlining certain characteristics that make short term workers more prone to suffer work related strain (De Cuyper, 2017). There are three relevant variables. First, short term workers are peripheral to the organization, meaning that they are not the main concern of the employers regarding certain aspects such as benefits, wages, promotion or further training.

This idea is advanced in theories such as the Flexible Firm model and the Dual Labour Market model. The resulting adverse working conditions for the short-term employees can cause, as a consequence, a decrease in the worker's well-being and deteriorate performance at the workplace. Therefore, short term workers have few possibilities for deciding how to do their work, to use specific skills or to make any other kind of decisions within the workplace (De Witte & Näswall, 2017).

In addition, since short term workers are new members of the organization, they have to assimilate procedures and aspects of the organization, becoming another potential source of stress. The lack of support from co-workers, supervisors or even the union (Bamidele, 2018) can also be a source of stress and detrimental to well-being. The third determinant has to do with the lack of control that short-term workers might experience regarding the demands of the employer (or employers).

2.3 Empirical Review

Ongera and Juma (2017) examined the influence of temporary employment on employee performance at Safaricom Limited. The study adopted a descriptive design. A sample of 112 staff of Safaricom Limited was selected using stratified random sampling. Data was collected through the use of questionnaires. Descriptive statistics such as mean and percentages were applied in the data analysis. The study found out that there was a positive relationship between temporary employment and employee performance.

Wandera (2018) examined the effects arising from use of short-term contractual employees by employers / organizations. The study used Kenya Forest Service, which had considerable large numbers of employees on short term contracts, as a case, with the objective of determining the effects of hiring staff on short term employment to an organization. The research was descriptive and utilized a case study approach to achieve the research objectives. The target population was permanent and temporary staff working in Kenya Forest Service. The study found that short-term employment affected productivity of staff in the organization, since a lot of time and effort was used in training new employees as their turnover was high. The research also noted that the very nature of temporary employment increases feelings of divided allegiance on the part of temporary workers

Adewusi, Kalejaiye and Onabajo (2017) examined employment status, pay and perceived performance of workers in selected foreign-owned manufacturing industries in South-West Nigeria. As a descriptive study, it adopted cross-sectional research design. Data was gathered using questionnaire and in-depth interview guide and was analysed through quantitative and qualitative methods respectively. The study revealed that aside the mode of recruiting casual and permanent staffs is similar; the former remuneration was against the Nigerian minimum wage. This outright disobedience prevailed mostly in Indian and Chinese owned industries, as British employers have better remuneration for casual workers. The study also discovered that there is a positive significant relationship between employment status, pay and workers performance.

Akhimnien, Owuze and Akhator (2023) examined casualization and employee performance in Nigerian Commercial Banks. The study adopted descriptive research design and Pearson Product Correlation moment was used to analyze the data collected with the help of the questionnaire. The researchers observed that the casualization of employees has negatively impacted the commitment of employees of First Bank of Nigeria Plc.

3. Research Methods & Materials

Descriptive research design was adopted in this study because it is considered to be logically sound and adequate for getting solution to the problem posed by the study. Hence, the study adopted the research design which involves collection of data through the use of questionnaire that was self-administered to several respondents.

The population of this study was made up of employees of Guaranty Trust Holding Company Plc. (GTCO). For the sake of this study, the target population of the study are mainly temporary and casual employees of GTCO. The target population which covers temporary and casual employees of GTCO were 10,010 (GTCO Annual Report, 2022). The justification for using the target population was because the study focused mainly on casualization and the target population of this study have adequate knowledge of the subject matter and are even experiencing the issue at present.

Taro-Yamani formula was used to determine the sample size of this study. This formula is concerned with applying a normal approximation with a confidence level of 95% and a limit of tolerance level (error level) of 5%.

Taro Yamani Sample Size Determination Formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size

N = Total population

e = Error Margin (.5%)

Sample size of three hundred and eighty-four (384) staff was selected. Purposive and snowball sampling techniques were used to select the sample from the population. The justification for using the sampling techniques was that it enables the researcher to select respondents that possess requisite information about the subject matter to participate in this study. The data collection instrument that was adopted was the questionnaire. Research instruments that were used for data collection from respondents were questionnaires that were developed by Adewusi, Kalejaiye and Onabajo (2017), and Bamidele (2018). These questionnaires were modified in order to inculcate other variables included in this study. The questionnaire was designed in two parts; Section A requested information on personal data of respondents. The information provided the researcher to know the caliber of people who responded, their qualifications and years of working experience. The researcher, for easy responses and analysis of data, sets out in Section B of the questionnaire, questions that make provision for data from which hypotheses were tested and research questions were answered.

The content validity was adopted in this study. The questions in the questionnaire are ensured to be related to the subject matter under investigation by experts in the field of Human Resource Management. The opinions of the experts relate that the questions in the research instrument are unambiguous. Thus, this further guarantees the content validity of measurement scale.

The reliability of the instrument of this study was determined through test-retest-method, where the same questionnaire was administered and re-administered after two weeks on twenty (20) respondents. A pilot test was conducted. The researcher administers copies of the questionnaire to a proportion of the sample and respondents in the banking sector that were not included in the sample as at September 2022. Four weeks later (October, 2022), the questionnaire was administered to the same respondents, so as to ascertain the level of convergence in their responses in the two instances and ensure that the questions are clearly

understood by the respondents. The Cronbach alpha of the research was 0.82, 0.78, 0.83, 0.85, 0.71 and 0.75 respectively.

Tables 1: Test of reliability using Cronbach's Alpha

S/N	VARIABLE	NO. OF ITEMS	COEFFICIENT ALPHA
1	Job security	5	0.82
2	Job satisfaction	5	0.78
3	Contract employment	5	0.83
4	Short-term employment	5	0.85
5	Job commitment	5	0.71
6	Worker's turnover intention	5	0.75

Sources: Researcher's Computation (2022)

Out of 384 copies of questionnaire that were administered to respondents during the study only two hundred and eighty-two (282) copies of questionnaire were properly filled and found useable for this study. Correlation analysis was used to determine the relationship between the variables. It is also use to analyse the relationship between the independent variable on the value of the dependent variable. The data collected in this study satisfies the use of correlation analysis.

4. Result and Discussions

Testing of Hypotheses:

Pearson Correlation was used to measure the relationship of the independent variable to the dependent variable of hypothesis 1 to 3 and proper interpretation and analysis techniques were used to explain the hypotheses testing.

Hypothesis One:

H₀: There is no significant relationship between job insecurity and employee's Job Satisfaction

Descriptive Statistics

	Mean	Std. Deviation	N
Job Insecurity	2.2270	1.20930	282
Job Satisfaction	2.1348	1.19654	282

Nonparametric Correlations

Correlations

		Job Insecurity	Job Satisfaction
Job Insecurity	Pearson Correlation	1	-.877**
	Sig. (2-tailed)		.000
	N	282	282
Job Satisfaction	Pearson Correlation	-.877**	1
	Sig. (2-tailed)	.000	
	N	282	282

**. Correlation is significant at the 0.01 level (2-tailed).

The result above illustrates that the Pearson's Correlation $r = -0.877$ computed for relationship between job insecurity and employee's Job Satisfaction was significant with $p\text{-value} = 0.000$ which is less than $\text{Alpha} = 0.01$; this hypothesis is therefore rejected; thus, confirming that there is a significant relationship between job insecurity and employee's Job Satisfaction. The results of the correlation analysis revealed that there is negative relationship between job insecurity and job satisfaction. This infers that job insecurity affects negatively job satisfaction.

Hypotheses Two:

H₀: There is no significant relationship between contract employment and employee's job commitment to work.

Descriptive Statistics

	Mean	Std. Deviation	N
Contract Employment	2.2411	1.22417	282
Job Commitment	2.3262	1.26771	282

Nonparametric Correlations

		Contract Employment	Job Commitment
Contract Employment	Pearson Correlation	1	.943**
	Sig. (2-tailed)		.000
	N	282	282
Job Commitment	Pearson Correlation	.943**	1
	Sig. (2-tailed)	.000	
	N	282	282

**, Correlation is significant at the 0.01 level (2-tailed).

Decision Rule

If the P-value is less than 5% ($P < 0.005$), then the null hypothesis is rejected, otherwise accepted.

The result above illustrates that the Pearson's Correlation $r = 0.943$ computed for relationship between contract employment and employee's job commitment to work was significant with p-value = 0.000 which is less than Alpha = 0.01; This hypothesis is therefore rejected; thus, confirming that there is a significant relationship between contract employment and employee's job commitment to work. This shows that contract employment have relationship with job commitment.

Hypotheses Three:

H₀: There is no significant relationship between short-term employment and worker's turnover intention

Descriptive Statistics

	Mean	Std. Deviation	N
Short-Term Employment	2.1631	1.23995	282
Turnover Intention	2.1135	1.33680	282

Nonparametric Correlations

		Short-Term Employment	Turnover Intention
Short-Term Employment	Pearson Correlation	1	.894**
	Sig. (2-tailed)		.000
	N	282	282
Turnover Intention	Pearson Correlation	.894**	1
	Sig. (2-tailed)	.000	
	N	282	282

** . Correlation is significant at the 0.01 level (2-tailed).

Decision Rule

If the P-value is less than 5% ($P < 0.005$), then the null hypothesis is rejected, otherwise accepted.

The result above illustrates that the Pearson's Correlation $r = 0.894$ computed for significant relationship between short-term employment and worker's turnover intention was significant with $p\text{-value} = 0.000$, which is less than $\text{Alpha} = 0.01$; this hypothesis is therefore rejected; thus, confirming that there is a significant relationship between short-term employment and worker's turnover intention.

Discussion of Findings

The research explored the effects on casual employment on employee's performance. After all relevant data were gathered and analyzed. Three (3) hypotheses were tested and the entire alternative hypotheses were accepted. The findings correlate with other researches such as Akhimnien, Owuze and Akhator

(2023) which advocate that employees who work in organizations as casual workers may not function at their optimal ability, become afraid of their job security and would be more efficient under better working conditions. Casualization not only attacks the wages and job security of the employees; it attacks the employees' health. It brings about repetitive strain; muscular pain and exhaustion due to long hours doing the same job without much rest. This affects workers life expectancy. Casualization will always disallow potent organisational progress because it will consistently remain a source of conflict within an organisation, thereby stealing away some of management time for the purpose of conflict resolution; time that would have been devoted to critical and more positive issues that would contribute to organisational development and growth. The disparity in the conditions of permanent, casual and subcontracted workers causes a great deal of unhealthy relationship amongst them. Bamidele (2018) noted that casual workers feel detached from their jobs, while full time workers loose enthusiasm for improving their lot. Consequently, all workers struggle with uncertainty and rather than unite against the employers, they see each other as rivals. Permanent workers feel that casual workers are threatening their jobs and casual workers feel that permanent workers are not sympathetic to their situation. This is a divisionary measure to strip labour of its bargaining power in order to weaken it and stop it from improving their terms and conditions of employment. This situation is appalling and has eroded the rights of workers at the work place as enunciated by the International Labour Organisation (ILO). It must be noted here that aside from the three sectors above the rate of patronage that casualization has received in a general perspective is quite high.

5. Conclusion

From the study, the current state of the economy (with high level of unemployment) has brought a major obstacle to stopping casual work in several industries in Nigeria. Since jobs are hard to find, workers preferred staying with employers in order to meet up with their daily bread, despite the low level of remuneration. Consequently, in the explanation of casual workers in this study, individual differences in personal characteristics and type of orientation are explicitly organized as factors affecting attitude and behaviour in the place of work.

Casualisation has been identified as an exploitative form of employment relationship. It is an employment process that does not accord the supposed respect and benefit to employees. It affects employees in a grave extent alongside

the employers, while leaving an economy in a sorry and challenging state. It is also pertinent that its short run and long run impact is destructive to an intolerable extent. Hence, it should be checked and discouraged. While this remains the case, it is disturbing to note that such cankerworm is fast striving today in Nigeria and must not be allowed to continue. Nigeria has gone a long way in her attempt for economic development and social advancement, hence what it needs now is hardly such depleting virus as casualisation, but rather, rapid economic development is what Nigeria needs at the moment. Hence, the scenario now calls on the Government to decide whether casualisation as perpetuated in Nigeria is a threat or promise to the desired level of economic growth and development (vision 2020) and as such act accordingly.

Employees who work in organizations as casual workers may not function at their optimal ability, and would be more efficient under better working conditions. Casualization not only attacks the wages and job security of the employees; it attacks the employees' health. It brings about repetitive strain; muscular pain and exhaustion due to long hours doing the same job without much rest. This affects workers life expectancy. Casualization will always disallow potent organisational progress because it will consistently remain a source of conflict within an organisation, thereby stealing away some of management time for the purpose of conflict resolution; time that would have been devoted to critical and more positive issues that would contribute to organisational development and growth. The disparity in the conditions of permanent, casual and subcontracted workers causes a great deal of unhealthy relationship amongst them. Bamidele (2018) noted that casual workers feel detached from their jobs, while full time workers loose enthusiasm for improving their lot. Consequently, all workers struggle with uncertainty and rather than unite against the employers, they see each other as rivals. Permanent workers feel that casual workers are threatening their jobs and casual workers feel that permanent workers are not sympathetic to their situation. This is a divisionary measure to strip labour of its bargaining power in order to weaken it and stop it from improving their terms and conditions of employment. This situation is appalling and has eroded the rights of workers at the work place as enunciated by the International Labour Organisation (ILO).

6. Recommendations

The study provides the following recommendations:

- i. This study posits that while there may sometimes be the need for contract employees for services that are not considered core to the main business of

an organization, their remuneration should be fair and comparable to that of permanent workers.

- ii. The study recommended that employers of labour should try and improve the need to convert temporary employment to full time/permanent employment after a maximum of six (6) months' probation period as stated in law.
- iii. When casual/contract workforce knows that there is a career path, their ingenuity and innovativeness will be unquestionable. In a situation whereby casual workers are needed to perform tasks that are not core to the continued existence and survival of the organization, conducive working environments and conditions be put in place to attract better wages, hourly work. Casual workers should be allowed access to certain, if not all benefits at workplace such as health benefits, bonuses, transport allowances and also be allowed to unionize.

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