

Casualisation of Work and Employees' Satisfaction in the BUA Group of Companies, Lagos, Nigeria

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Abstract

Casualisation of work in the globe and certainly in Nigeria is in contrast to the labours' tenets as this has most often resulted in conflict between employees, their unions, and employers across different workplaces in Nigeria and the world at large. The study investigated the impact of

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casualisation of work on employees' job satisfaction in the BUA Group of Companies, Lagos, Nigeria. This was done with a population of 864 and sample size of 273. The hypotheses of the study were tested with the use of Pearson Correlation statistical tool. Findings of the study exhibited a positive significant impact of: temporary employment on staff's personal growth; and non-standard employment on workers' job competency in BUA Group of Companies, Lagos. It was concluded that casual workers in the organisation used to enjoy some measures of cares that are given to their permanent counterparts. The study, then recommended stern measures by the Nigerian Government at all levels to make sure that workplaces in the country comply with the provisions of the 2010 Casualisation Prohibition Bill which is capable of guaranteeing equal rights to all workers.

Keywords: Employees' Commitment; Employment Conditions; Job Satisfaction; Labour Casualisation; Manufacturing Sector

Introduction

The phenomenon of casualisation is widespread. With differing levels of regulation, it is a type of non-standard work arrangement used in both industrialised and developing nations. While workers view it as a work arrangement that denies them the right to collective bargaining, unionisation, and employment benefits, employers view it as a way to achieve flexibility and reduce expenses (Otuturu, 2021).

In Nigeria, the number of contract and casual jobs with subpar working conditions has been rising at a startling rate. Employers in the public and commercial sectors, including certain state governments, now use both skilled and unskilled temporary labour, demonstrating that the practice has no boundaries. This has been attributed to Nigeria's lack of regulations regarding labour outsourcing, employment agencies, and casual work (Yunusa, Ejalonibu & Ndanusa, 2022). As a result, the nation is now plagued by the casualisation of employment. According to Atilola (2014), labour brokers

recruit, exploit, and freely recycle temporary workers among their many client enterprises. The 1980s saw the emergence of casualisation of employment in Nigeria's private sector, particularly in manufacturing firms, oil and gas companies, banking institutions, and multinational organisations (Alozie, 2009). Since no official statistics demonstrate the degree and patterns of casualisation, it is challenging to provide precise estimates of the number of casual workers in Nigeria (Fajana, 2005).

Animashaun (2007) states that between 60 and 90 percent of workers in some firms are casual employees. In some local industries in the informal sector, it is possible to find a situation where almost all of the workers are casual staff, while in other companies, there may be as many as 2000 employees, of whom approximately 1500 are casual workers (Okafor, 2010). In fact, according to a 2018 estimate by the Nigerian Labour Congress (NLC), casual workers make up 45% of Nigeria's working population (*The Nation*, 2018). In a similar vein, the organised private sector unions' publication concerning statistics earlier in 2014 showed that more than 70% of Nigeria's private sector workforce consists of casual workers (Editorial of *Blueprint*, 2014). Also, the President of the Association of Senior Staff of Banks, Insurance, and Financial Institutions (ASSBIFI) expressed disapproval of the growing casualisation of Nigerian banks in August 2021. According to him, 80 percent of employees in Nigerian banks are temporary workers (Ojiezal, 2021).

At the state government level in Nigeria, casualisation of work has also been widespread since 2018. According to reports, state governments are using non-pensionable employment, such as casualisation, as a way of reducing overhead expenses. The rise of casualisation of employment in Nigeria is related to initiatives to minimise operational expenses and remain competitive in an environment of constant increase in the cost of operation (Danesi, 201). Global trade liberalisation and the growing wave of globalisation have had an ongoing effect on workers' job satisfaction. According to Okoye (2014), employers' use of casualisation is posing a growing threat to the traditional industrial relations system, which is predicated on the idea of full-time employees working within an organisation. According to Wandera (2011), the employment of casual labour is expanding quickly and has permeated a variety of industries, including manufacturing,

services, and other professions. Due to the effects of economic and financial crises, this employment structure has also spread outside of Africa as a way of helping the labour market recover.

In Nigerian workplaces, casualisation and informal employment under appalling working conditions have become commonplace practices. This rapidly spreading cankerworm in Nigerian workplaces has been denounced and criticised by Trade Union Movements, Non-Governmental Organisations (NGOs), and other organised groups; yet, the practice has not stopped (Ajie, 2023). This is due to the government's labour regulations' ambiguity as well as other issues. Economic instability, inconsistent government policies, high rates of unemployment, globalisation, the transition from manufacturing to services, and the proliferation of information technology are a few of these. Consequently, they have led to a sharp rise in casual labour, a decline in permanent employment relations, and a decrease in employees' job satisfaction (Kalejaiye, 2014; Oludele, 2015). According to Ajie (2023), firms might also avoid paying terminal benefits by casualising their workforce.

However, there has been a rise in the use of casual workers in Nigerian businesses, both domestic and foreign, which has raised questions about the nature of casual employment in the country's labour market (Okougbo, 2004). This is for the reason that many employers of labour use casual work as a cost-cutting measure and as a means of avoiding some statutory labour-regulated laws, such as those pertaining to hiring, compensation, and employee welfare, and this is gradually undermining the existence of permanent employment (Oyebade, 2014). Workers' benefit packages have suffered as a result of the growing casualisation of the workforce, especially in the industrial sector. BUA Group of Companies, Lagos, is not excluded from this.

However, consequent to the fact that informal employment poses a number of challenges for casual workers, this approach has favoured businesses. Among other things, these issues have led to workers' exploitation, intimidation, health risks, inadequate financial and non-financial compensation, poor career development, rising poverty, inadequate healthcare, vulnerability to industrial accident hazards, denial of employee benefits, exclusion from trade union affiliation and labour law protection,

lack of job security, workplace discrimination, and exposure to other unfair labour practices. Because any attempt to voice opposition to casualisation could result in the loss of their only source of employment, this act has prevented casual workers from having a say in the negotiation of better and equitable terms and conditions (Osakwe & Osakwe, 2017).

Additionally, it lessens the voice of permanent staff members because they are reluctant to speak up for fear of losing their employment. Furthermore, in manufacturing organisations, casual work— which was once thought to be a temporary practice— has evolved into a permanent mode of employment with no legal benefits linked to permanent employment status. In addition to being denied medical and other benefits, casual workers often face reduced compensation and are prohibited from joining a union. In order to evade their need to provide benefits, to split the workforce, and to discourage unionising attempts, companies frequently hire multiple part-time employees rather than one or two full-time employees (Osakwe & Osakwe, 2017).

Furthermore, there has not been a coordinated effort to reduce the growing waves of casualisation, especially in the manufacturing sector. This study was conducted in order to fill the gap left by the government, civil society, labour unions, and scholars' shortcomings in minimising casualisation. In the light of the foregoing context, the purpose of this study is to investigate how the casualisation of labour affected the job satisfaction of workers at the BUA Group of Companies in Lagos, Nigeria. This is in the hope that its suggestions would offer the greatest substitute for laws governing temporary employment, both in Nigeria generally and in the establishment particularly.

Objectives of the Study

The main objective of this study is to examine the impact of casualisation of work on employees' job satisfaction in BUA Group of Companies, Lagos, Nigeria. The specific objectives are to:

- i. investigate the impact of temporary employment on employee's personal growth in BUA Group of Companies, Lagos, and
- ii. find out the impact of non-standard employment on the employee's job competency in BUA Group of Companies, Lagos.

Clarification of Terms and Literature Review

Casualisation of Labour

According to the Encyclopedia of Marxism (2001), it is the practice of replacing long-term employment with hourly hiring without any assurance of job security or acceptance of any commitment to pay rates that are commensurate with living expenses or working conditions that make up a reasonable foundation of life (Paul, Oti & Duru, 2017). With reference to Adewusi (2015), casualisation is a labour practice in which the majority of jobs are irregular or intermittent in nature rather than full-time, permanent work. In the contemporary capitalist economy, casual workers are essentially a new class of “slaves” and “underclass”, occupying a precarious position in both the workplace and society. Within the numerous classifications that are accessible, labour casualisation is referred to by different names, including irregular, contingent, non-standard, and atypical.

Okafor and Rasak (2015) likewise considered casual workers as “contingent staff” “dispensable workers,” “part-time workers,” “contract staff,” and “non-core workers”. According to Hallenbradth and Canon (2009), they are also referred to as “labour,” “subcontractors in flexible workforce,” and “peripheral workers.” Casual employment is generally referred to as “Non-Standard Work Arrangement (NSWA)” in the United States of America (USA), according to Kalleberg, Reskin, and Hundson (2000). Adewusi (2015) expanded on the claim made by Kalleberg et al. that labour casualisation, which is frequently viewed as a non-standard work arrangement, is linked to “part-time employment,” home workers, fixed-term jobs, temporary work, and outsourced jobs. All of these types of employment are linked to labour casualisation since they differ from the traditional employment relationship (full-time, continuous work with one employer). Each of the previously recognised forms of labour casualisation may range in breadth and type, as well as provide unique obstacles, yet they all share similar disadvantages. Low salaries, minimal benefits, a lack of collective bargaining by unions, and little to no employment stability and length (Okafor, 2014).

Casual Worker

Casual workers are those who have an express or implicit employment contract that is unpredictable and whose length of service is determined by

national circumstances, according to the International Labour Organisation (ILO, 2007). The deliberate substitution of contract and/or agency labour for permanent employees is known as casualisation. Casualisation is a labour practice that entails unequal or unpredictable employment and shifts from a preponderance of permanent and pensionable work to phases of non-pensionable contract work circumstances (Kazeem, 2004; Munn, 2004). Third-party contractors frequently hire casual workers on a part-time or short-term basis. They undertake many of the same technical and professional activities as full-time employees, but without job security, which frequently results in recurring redundancies and revolving short-term contracts throughout any sort of downsizing.

A casual worker is one who is hired on an irregular contract with no guarantee of job permanence. Literally, the word refers to employees who have not reached an agreement with the principal regarding the terms of their engagement. In other words, the employer is under no duty to offer minimum or maximum hours of work or pay. This implies that a casual employee is more a “slave” in terms of status to an employer, who has the freedom to utilise and fire him at any time, with or without prior knowledge. According to Paul, Oti, and Duru (2017), a casual worker is not eligible for job progression, has no job descriptive attributes, and is not eligible for the fringe benefits of collective bargaining.

Causes of Casualisation

The increase in financial kinesis and the fragmented labour market are signs of casualisation in Nigeria. The liberalised form of commerce fuelled rivalry in Nigeria’s economic arena, resulting in fluctuation in commodities’ prices. Responding to the issues posed by this variability, firms are drawn to cost-cutting tactics such as downscaling, reducing permanent staff, and relying on temporary personnel. Once more, a significant number of social amenities are failing, there is a lack of favourable economic conditions for organisations to operate efficiently, and there is a need to build the infrastructure that is required to remain competitive, like a sufficient supply of energy (Miebaka & Karibo, 2018).

These dynamics have a significant impact on most firms’ overhead expenditures, leading to a drastic approach to operating cost reduction and, ultimately, the termination of employee welfare packages. Globalisation,

the quantity of skilled and unskilled labour, and technological advancements like robotics and artificial intelligence are further factors that have contributed to the rise of casualisation. Subcontracting, which is highlighted as a key predictor of casualisation, is encouraged as the globe becomes a more globalised marketplace and deregulation becomes a common denominator of both labour and product markets (Miebaka & Karibo, 2018).

Origin of Casualisation of Labour in Nigeria

Otobo (1988) asserts that a convergence of thought about the labour policies implemented by the colonial government occurred between 1900 and 1939. Northern Nigeria's pacification in 1906 gave the colonial authority the first chance to develop and carry out its labour policy. A more proactive and planned labour policy replaced the previous one, where the labour regime was uncoordinated and based on "voluntarism" (meaning giving the locals full liberty to choose whether or not to work for the government). Lugard became the colonial governor of Nigeria at the same time as the new labour regime. Following the opening of the Jos and Enugu tin and coal mines in 1912 and 1915, respectively, which required a large number of indigent workers, Lugard introduced forced labour to ensure the efficient use of the indigent labour force. This was done in an attempt to pique the interest of the natives in wage labour, which became necessary to facilitate the laying of rail tracks across various parts of Nigeria.

The colonial labour policy that was in place at the time was altered by the start of World War I in 1914. The use of forced labour became necessary due to the high costs of waging the war. This was based on the necessity of having a labour force that could be quickly mobilised and that could be transformed into a reserve army to support the colonial army during the conflict. An unforeseen labour issue was brought about by the war's conclusion and the subsequent demobilisation of the indigenous army. In the first place, the demobilised colonial native military people needed to be resettled, and the growing labour force that was becoming too costly to sustain needed to be checked. A new labour regime based on a piece-meal payment system, which involves placing the bulk of workers on part-time contracts, was adopted by the colonial authority in response to the labour crisis. As a result, certain employees were hired to do various tasks and were ultimately paid stipends that were either hourly or daily.

According to Ubeku (1984), the government resorted to employing daily paid workers, especially in technical divisions. Perhaps this explains why the majority of labour unrest at the time was caused by artisans and labourers in the construction, building, and engineering industries. The most well-known case was that of public works department (PWD) employees who complained of having their salaries unceremoniously lowered overnight by colonial Governor Sir Mccallum, who claimed that the previous wages were still too high (Ubeku: 1984). The implementation of this piece-meal payment structure signalled the start of casualisation of labour practices in Nigeria. Nowadays, many years after independence, this constipation of workers has worsened to variable degrees as casualisation has continued to evolve in many forms and terminology in every sector of the economy.

Employees' Job Satisfaction

As stated by Belur (2024), Merriam Webster's dictionary describes satisfaction as the experienced feeling when an individual's wishes come to fruition. According to Collin's dictionary, satisfaction refers to the derived pleasure in the course of doing or getting a definite thing. Job satisfaction therefore, means pleasant or positive emotional condition consequential from the evaluation of a person's task or task experiences (Locke 1976; Irina, 2022). This is the extent to which an employee is pleased with the recompenses that he or she obtains out of his/her work, predominantly in area of intrinsic motivation (Statt, 2004). Job satisfaction is also the feelings and attitudes individuals have when it comes to their job. In an event where they have positive experience and attitudes that are favourable towards the work, it shows that they have job satisfaction. Contrary to this, unfavourable and negative attitudes in the direction of the work point to job dissatisfaction (Armstrong, 2006). In the opinion of New-Storm (2017), the concept is a set of favourable or unfavourable emotions and feelings with which workers consider their job. Sodeinde (2024) holds that job satisfaction remains the highest bedrock for commitment and has a long history as an independent and dependent variable in organisational research.

Theoretical Framework

Casualisation of work or labour remains a topic of discussion in underdeveloped and developing countries of the world, particularly in Nigeria,

where penury is at a high level and temporary employment rates are on the increase (Goshit & Landi, 2012). Consequently, various theories have been advanced by some intellectuals among which we have Einstein's Theory.

Einstein's Theory of Workers' Compensation Outcomes

The supporting theory for this study is known as Einstein's Theory of Workers' Compensation Outcomes. Einstein's Theory of Workers' Compensation Outcomes was introduced in 1905 by Albert Einstein. This theory is also known as the "Theory of Relativity". The theory has been much-admired to be beneficial in the area of analysis of employees' reward packages for the performed duties or done assignments at work. The theory is suitable for this study as it assists in explaining that an organisation's staff should be offered or compensated in accordance with his contributions or outputs to the workplace.

Empirical Framework and Hypotheses Development

Oludele (2015) researched on casualisation of labour and trade unionism in Lafarge Wapco Cement, Ewekoro, Ogun State, Nigeria in which descriptive survey was employed. Structured questionnaire was administered to 120 employees of the organisation who were chosen via triangulation of sampling technique. Results indicated that casualisation of workers adversely affected: the membership of trade unions in the workplace in terms of volume, their financial ability and negotiating capability. This impacted negatively on their job satisfaction in the area of career progression and personal growth in the establishment. Therefore, this study's first hypothesis is expressed as:

H_{01} *Temporary employment does not have any impact on employee's personal growth in BUA Group of Companies, Lagos.*

Osagie et al. (2019) carried out a research on the influence of casualisation on the performance of employees of selected Nigerian industries in which descriptive research design was employed. The study employed questionnaire to obtain data from 152 respondents as regression and correlation statistical tools were utilised for the analysis of the data. Findings pointed out that casualisation policies such as non-existence of leave and leave bonuses, dearth of injury rewards and other social aids

prevented effectiveness and performance of casual staff of the studied companies. The research then proffered necessary recommendations for the amelioration of the experienced challenges in the organisations under study. Thus, the hypothesis two for this study is formulated as:

H0₂: non-standard employment does not have any impact on employee's job competency in BUA Group of Companies, Lagos.

Operationalisation of the Study's Variables

$J.S = f(CW)$

Where: J. S = Employees' Job Satisfaction; and
 CW = Casualisation of Works

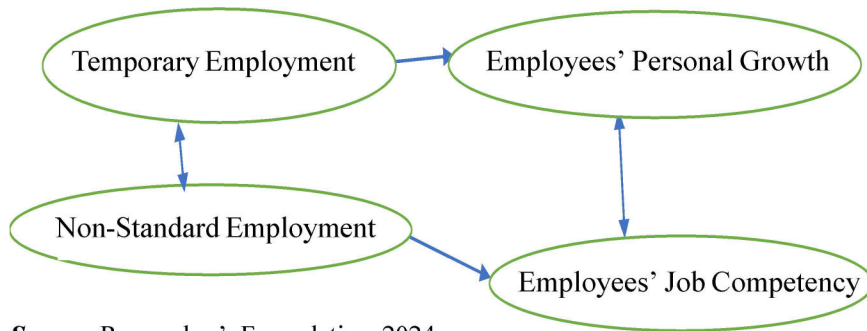
Table 1

Indicators of Employees' Job Satisfaction	Casualization of Works
Employees' Personal Growth	Temporary Employment
Employees' Job Competency	Non – Standard Employment

Source: Author's Formulation (2024)

Conceptual Framework

Figure 1. Relationship between the Casualisation of works and Employees' Job Satisfaction



Source: Researcher's Formulation, 2024

Methodology

This study made use of descriptive research design. This was with the employment of structured questionnaires in the form of five Likert Scale. The rationale behind this is to capture reality in quantitative terms. One (1) company was chosen from the manufacturing industry in Lagos, that is to say, BUA Group of Companies, Lagos State. This was consequent to the large workforce that are mainly temporary employees in the organisation. Data was gathered utilising only primary source. The population comprised only of non-permanent staff of the company as Taro Yamane (1967) sample size determinant ($n=N/(1+Ne^2)$) was adopted to get the sample size of the study.

However, out of the population of 864, of which a sample size of 273 was derived by means of formula $n = N/(1+Ne^2) = 273$, and 226 copies of questionnaire were given back in valid conditions after administration. This amounted to 83% response rate. Thereafter, simple percentage, tables, and Pearson Correlation analytical tool were adopted for the data analysis. In a bid to verify the reliability of the used instrument, a pilot survey was carried out on a sample of 80 staff of Julius Berger Nigeria Plc, Mile 2, Lagos, by means of a test-retest method. The outcome gave back 0.84 reliability. Experts in the management field then ensured face and content validity.

Results and Discussion

Out of Two Hundred and Seventy-Three (273) copies of the questionnaire that were distributed to the participants of this study, it was only Two Hundred and Twenty-Six (226) that were well filled and returned for use. As a result, the analysis was carried out on Two Hundred and Twenty-Six (226).

Objective 1: Determination of the impact of temporary employment on employees' personal growth in BUA Group of Companies, Lagos.

Table 2.
Descriptive Statistics

Statements	N	Min	Max	M	Std. Dev
Workforces are classified into casual staff and regular workers.	226	2	5	4.67	.573
Casual staff are made regular employees after the pre-stated appointment period.	226	2	5	4.50	.845
Benefits and Salaries of non-permanent staff are not different from that of permanent employees.	226	4	5	4.73	.445
Non-financial incentives such as appreciation of good performance and involvement in making-decision are adopted to ensure casual staff motivation.	226	2	5	4.62	.652
Denial of workplace benefits to casual workers affects their relationship with other workers.	226	2	5	4.62	.728
Job insecurity worsens feelings of discontentment and annoyance among employees who are casual.	226		5	4.71	.582

***Decision Rule: if mean 1 to 1.49 = Strongly Disagree, 1.5 to 2.49 = Disagree, 2.5 to 3.49 = Undecided, 3.5 to 4.49 = Agree, 4.5 to 5 = Strongly Agree.

Source: Author's Computation (2025)

The findings in Table 2 exhibited that most of the employees in BUA Group of Companies, Lagos strongly agreed to the basic idea that there is a class of casual and permanent staff in their organisation. The mean value ($\pi = 4.50$) as well presented that most of the staff agreed strongly that every casual staff in the workplace was given a permanent status after pre-stated engagement phase. Furthermore, the benefits and salaries of casual employees were related to their colleagues who are permanent staff.

This was with mean value of ($\pi = 4.73$) and the non-monetary rewards of regular employees were also given to casual workers ($\pi = 4.62$). Most of the staff further acknowledged that the organisation did not deny casual workers their entitlements so that it would not affect their relationship with other workers ($\pi = 4.62$). Yet, the issue of job uncertainties would still worsen feeling of unhappiness and annoyance among casual staff. This was with the mean value of ($\pi = 4.71$).

Objective 2: *Ascertaining the impact of non-standard employment on employees' job competency in BUA Group of Companies, Lagos*

Table 3. Descriptive Statistics

Statements	N	Min	Max	M	Std. Dev
There exists a meaningful link between non-standard appointment and job satisfaction of workers	226	1	5	4.60	.870
Employment that is non-standard causes the flexibility to choose hours of work through fulfilment of the obligatory and main working hours.	226	2	5	4.67	.679
I have the privilege of working outside my office with the technological support for some hours every week	226	2	5	4.61	.672
My level of engagement in the workplace has been heightened due to the flexibility of work	226	2	5	4.58	.716
One of the challenges being faced by no-permanent staff of this organisation is job insecurity	226	2	5	4.67	.611
Valid N (listwise)	226				

***Decision Rule: if mean 1 to 1.49 = Strongly Disagree, 1.5 to 2.49 = Disagree, 2.5 to 3.49 = Undecided, 3.5 to 4.49 = Agree, 4.5 to 5 = Strongly Agree.

Source: Author's Computation (2025)

The aftermath of the descriptive analysis in Table 3 reflected that larger percent of the participants with mean value of ($\pi = 4.60$) strongly agreed with the claim that there exists a significant connection between nonstandard employment and workers' job satisfaction in BUA Group of Companies, Lagos. The value of ($\pi = 4.67$) established that most employees agreed to the fact that nonstandard employment caused job flexibility so as to be able to choose hours of work by non-permanent staff of the organisation. The mean value of ($\pi = 4.61$) likewise disclosed that most staff members were given the privilege of working from their respective homes as a result of the nature of the appointment, while some employees agreed strongly that they have been able to enhance their engagement level in the organisation consequent to their employment nature in BUA Group of Companies, Lagos as depicted with the mean value of ($\pi = 4.58$). Finally, the mean value of ($\pi = 4.67$) similarly exposed that many of the employees declared that job security stands as a great challenge to non-permanent employees. This declaration was strongly maintained by the whole participants as the standard deviation values revealed insignificant level which was less than 1.

Test of Research Hypotheses for the Study

Test of Hypothesis One

H_{01} *Temporary employment does not have any impact on employee's personal growth in BUA Group of Companies, Lagos.*

Table 4. Correlations

		Probationary period	Part-Time Contract	Employee Personal Growth
Probationary period	Pearson Correlation	1	.098	.053
	Sig. (2-tailed)		.142	.430
	N	226	226	226
Part-Time Contract	Pearson Correlation	.098	1	.216**
	Sig. (2-tailed)	.142		.001
	N	226	226	226
Employee Personal Growth	Pearson Correlation	.053	.216**	1
	Sig. (2-tailed)	.430	.001	
	N	226	226	226

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

Source: Author's Computation (2025)

The result in Table 4 established that the R coefficient of the independent variables ($r = 0.053$ and $r = 0.216$) facilitated a significant relational impact between variables of temporary employment (i.e., probationary period and part-time contract) and employee's personal growth in the study area. The result of the R coefficients leads to the realisation that a unit intensification in the test period for staff members in the organisation would impel a (5%) rise in the workers' level of personal growth. In contrast, the outcome as well revealed that a unit rise in the level of part-time contract would lead to 21% upsurge in the workers' personal growth in BUA Group of Companies, Lagos. The correlation coefficient of ($r = 1$) disclosed that there was positive significant link between temporary employment and staff's personal growth.

Test of Hypothesis Two

H_{02} *Non-standard employment does not have any impact on employees' job competency in BUA Group of Companies, Lagos.*

Table 5. Correlations

		Demographic Shifts	Technological changes	Employee's Job Competency
Demographic Shifts	Pearson Correlation	1	.430**	.304**
	Sig. (2-tailed)		.000	.000
	N	226	226	226
Technological changes	Pearson Correlation	.430**	1	.108
	Sig. (2-tailed)	.000		.107
	N	226	226	226
Employee's Job Competency	Pearson Correlation	.304**	.108	1
	Sig. (2-tailed)	.000	.107	
	N	226	226	226

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

Source: Author's Computation (2025)

The result in the correlation analysis in Table 5 made it known that the R coefficients of the independent variable was ($r = 0.304$ and $r = 0.108$) and signified with the constructs of demographic shifts and technological changes. The correlation coefficient of ($r = 1$) established that there was positive correlation between the independent and dependent variables in the study. The r coefficient in the study indicated that a unit enhancement in the demographic shifts of the employees would result in 30% rise in the level of workers' job competency in the BUA Group of Companies.

In contrast, the result further reflected that a unit rise in the employment of technology in the organisation would bring about 10% significant upsurge in the level of proficiencies of workers on their allocated tasks in the workplace. The outcome thus established that the non-standard employment had a significant positive impact on workers' job competency in the company.

Findings of the Study

The main objective of the study was to ascertain the relationship between casualisation of work and employees' job satisfaction in BUA Group of

Companies, Lagos. The study utilised the questionnaire as a research instrument to generate data from the workers in the organisation. From the copies of the questionnaire distributed, only 226 were retrieved and utilised for the study. The retrieved data was analysed using both the descriptive and inferential statistics. The descriptive statistics utilised in the study centred on the use of mean and standard deviation in a table count, meanwhile the inferential statistics utilised is Pearson Product Moment Correlation analysis which was used to determine the significant relationship between the independent and dependent constructs in the study.

The result of the hypotheses testing was highlighted in Table 4 and the result showed that the R coefficient of the independent variables ($r = 0.053$ and $r = 0.216$) revealed a significant relational impact between probationary period, part-time contract and employees' personal growth in the study area. The result of the R coefficients showed that a unit increase in the probationary period for employees will influence a (5%) increase in the level of workers' personal growth in the organisation. On the other hand, the result also showed that a unit increase in the level of part-time contract will result in 21% increase in the level of staff personal growth in BUA Group of Companies, Lagos. The correlation coefficient of ($r = 1$) showed that there is positive significant relationship between temporary employment and employees' personal growth in BUA Group of Companies, Lagos. This was in objection to the observation of the research of Oludele (2015) which maintained that casualisation of workers adversely affected the membership of trade union in Lafarge Wapco Cement, Ewekoro, Ogun State, Nigeria. This was in the areas of (i) the volume of membership of trade union (ii) Union's and members' financial ability and negotiating capability; and (iii) staff's job satisfaction in terms of career progression and personal growth.

In furtherance of the above, the result also showed that the R coefficients of the independent variable is ($r = 0.304$ and $r = 0.108$) represented with the constructs of demographic shifts and technological changes. The r coefficient in the study showed that a unit increase in the demographic shifts of the workers will influence 30% increase in the level of employee job competency in the organisation. On the other hand, the result also showed that a unit increase in the adoption of technology in the workplace will influence 10% significant increase in the level of competencies of employees

on their given duties in BUA Group of Companies. The result therefore showed that the non-standard employment has a significant positive impact on employees' job competency in the workplace. This finding was in contraction to the result of Osagie *et al.* (2019) which pointed out that casualisation policies such as non-existence of leave and leave bonuses, dearth of injury rewards and other social aids prevented effectiveness and performance of casual staff of the studied companies in Nigeria.

Conclusion and Recommendations

Conclusion

It is evident in this study that engagement of employees on a short-term basis had significant impact on workers' welfare such that a rise in casualisation would result in the reduction of their welfare packages. It was additionally established that irregularity of work was a stylemark of casualisation which had significant negative impact on employees' welfare packages as demonstrated by reduction in their entitlements. Though, it could be ascertained that casual staff of the organisations used to enjoy some measures of good treatments as offered to their permanent and full staff of the company, yet, the contract was in a despicable mode as it was shown in the study.

Recommendations

Following the findings of the study, the following recommendations are offered:

- i. It is suggested that if casualisation of labour is a must practice in BUA Group of Companies, Lagos, the occupational health, industrial relations, labour union and human resources experts in the organisation should ensure the repackaging of this nature of contract. This is to encompass job security, allowances and benefits rights, welfare and dignity clauses as are applicable to full-time and permanent employment. This will serve as a moral booster for the concerned staff.
- ii. It should be mandated by the Nigerian Government at all levels on different employers of labours across the country to be converting temporary employment of their committed and industrious casual staff members to permanent and full-time appointment after a maximum

period of one (1) year probation. This will bring out innovativeness and ingenuity from these workers having been ascertained of a career path and progression.

- iii. The government should equally ensure the speedy ratification of the country's Labour Act to incorporate substantial fines and severe punishment for employers and organisations that refuse to comply with directives relating to the employment regularisation of proficient casual staff one year of probation period. Also, there is need to have in place necessary and helpful apparatuses to monitor and check deviant employers/organisations. This will minimise casualisation of labour to its barest level.

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