



Workers Casualization and Industrial Harmony in Selected Industries in Rivers State, Nigeria

¹Oti, Ben Ifeanyichukwu & Prof Kinakanwo Anele²

Department of Sociology, University of Port Harcourt, Nigeria.

¹Mobile: [09023754510](tel:09023754510), /Email: bifeanyichukwu@yahoo.com

²Mobile: [08038890832](tel:08038890832), Email: anelekinika@yahoo.com

ABSTRACT

The study examined the issue of casualization of workers and how it affects industrial harmony in selected industries in Rivers State, Nigeria. Specifically, the study investigated how job insecurity among casual workers, denial of work place benefits to casual workers, and segregation of workers along the lines of casual and full-time dichotomy impacts industrial harmony. The study was anchored on the flexible specialization theory for its theoretical and analytical perspective. The cross-sectional survey design was adopted where 1,468 workers participated in the study drawn from four companies including Integrated Logistics Services (INTELS), International Breweries Limited (PABOD), First Bank Plc and Nigerian Agip Oil Company (NAOC). The quantitative questionnaire instrument was the primary method of data collection and the study revealed that there is a significant association between segregation of workers along the lines of casual and full-time staff and industrial harmony. The study also revealed a significant association between denial of work place benefits to casual workers and industrial harmony. Results also indicated that casualization of workers heightens job insecurity amongst casual workers thereby impeding industrial harmony. Based on the findings, the study concludes that casualization of workers impedes workers satisfaction, and workers welfare thereby affecting industrial harmony. The study demonstrates that the categorization of workers into ‘core’ and ‘periphery’ arising from casualization breeds insecurity, job satisfaction and industrial harmony. Hence, the study recommends the need for the criminalization of casualization of workers so as to improve workers satisfaction, job insecurity, productivity and industrial relations.

Keywords: Staff Casualization, Industrial Harmony, Job Insecurity, Staff Welfare, Rivers State.

INTRODUCTION

The phenomenon of casualization of workers have increasingly taken the center stage in industrial relations practice over the last few decades as a result of the implications the practice has on organizational productivity. Casualization refers to the transformation of a workforce from one employed on permanent contracts to one engaged on a short term or casual basis. It also indicates a process of work becoming less likely to be regular or permanent. In other words, it is altering of working practices so that regular jobs are converted to a casual or short-term job. While there is yet to be a clear-cut explanation to the origin of casualization of workers as employment practice, the usage of the term first appeared in dock workers practices in Britain in 1920s, where the use of casual labour was the norm for unskilled workers. Later development, have shown that this atypical work relationship has come to embrace not only the unskilled, but as well as the semi-skilled and highly skilled labour force. Observers have argued that in both the informal and formal sectors of the economy, casualization of workers has acquired permanency, as virtually every sector tend to have a substantive share of its own casual workers. For instance, the International Labour Organisation (2000) posited that the current Globalization trends which have created enormous political, economic and social changes have resulted in a more open and liberal world

economy, as previously distinct national economics have become increasingly integrated into international market place. The implication therein is that emerging global liberal market have instigated intense competition among businesses that has forced employers to respond appropriately, through various cost curtailing measures, aimed at reducing overhead costs. Accordingly, Campbell and Burgess (2001 cf. Cuyper, et al, 2007), contends that the rise in casualization of employees is as a result of employers' demand for more flexibility and reduction of labour and administrative costs. To this end, management apologists, proposed that casualization of workers is a resultant effect of labour market deregulation and globalization. Oyesola (2018) on his part opines that increasing wave of globalization and trade liberalization, across the world have continued to mitigate the desire of employers to cut cost in other to remain competitive. Similarly, Okoisor (2007) asserts that survival of an enterprise in the face of stifling market competition, rest in its ability to rejig its policy of engaging full-time workers. Hence, casualization of workers offers employers a lee-way to engage a manageable number of workers management can adequately sustain. Although, variations to what constitutes casual work continues to create problem of distinction, as scholars and researchers try to make clarification between those directly hired by the company and those involved in tripartite employment relationship (Cuyper et.al, 2007); namely, those hired by third party to perform work for a user firm or those who engage workers for user companies in times of high demand (temporary agency workers) or those who provide specific and predominantly specialized services that are outside the core business of the user company (sub-contractors).

Notwithstanding, the multi-variant nomenclatures used, casualization of workers points to existing employment practice that offers ephemeral or untenured jobs to unemployed, which entails among others denial of pecuniary work place benefits, job rights such as freedom to collectively bargain for better working conditions and prohibitions from joining trade unions within or outside the organization. In Rivers state for instance, where there is an increasing rate of unemployment, which has continued to heighten desperation by job seekers to take any job offer on the table, tend to create impression that such workers would be averse to any form of workplace agitations, is found to be untrue. Recently, casual workers in Nigeria Agip Oil Company (NAOC), Port Harcourt, embarked on three-day protest, against what they termed inhumane and unacceptable working conditions they were being subjected to by management of the company; a protest that led to three-days disruption and stoppage of work in the company. A similar case occurred at Integrated Logistics Services (INTELS) where the Associated Maritime Services Union Staff Association a branch of Maritime Workers Union of Nigeria of the company directed its members to shut down work at Eastern Ports, pending the reversal of the redundancy and disengagement letter issued to over 500 workers by management of INTELS on December 4, 2020. These developments have become of great concern to employers, industrial managers and scholars, and it is against this backdrop that this study examined the impact of casualization on industrial harmony in selected organizations in Rivers state.

Objectives of the Study

Specifically, the study addresses the following research objectives as it seeks to:

- i. Examine the relationship between categorization of workers into casual and regular staff and industrial harmony in the selected industries in Rivers State.
- ii. Ascertain if there is a nexus between denial of workplace benefits to casual workers and industrial harmony in the selected industries in Rivers State.
- iii. Examine the relationship between job status and job insecurity among casual workers in the selected industries in Rivers State

Research Hypothesis

The study is guided by the following research hypothesis:

Ho1: There is no significant relationship between categorization of workers into casual workers and regular staff and industrial harmony in the selected industries in Rivers State

Ho2: There is no significant relationship between denial of workplace benefits to casual workers and industrial harmony in the selected industries in Rivers State.

Ho3: There is no significant relationship between job status and job insecurity among casual workers in the selected industries in Rivers State

Literature Review

Casualization of workers, has continued to elicit wide-ranging comments from scholars, researchers, industrial sociologists, with regards to grasping, the complete and concise explanation of its meaning, nature and implications. Okougbo (2004) defining casual work, describes it as 'work occupation in which the demand for employment is highly variable such as port work, farm work, farm migratory work and other jobs of unskilled intermittent nature'. The International Labour Organisation (2000) on its part, describes a casual worker, as one who is expected to be available when required but guaranteed no work and towards whom the employer has no responsibility other than to pay for the work actually carried out. A casual worker, in this sense, is a broad term that encompasses disparate group of workers who have little in common other than being regarded by their employers as pool of labour, to be drawn on when required and dispensed with when not. This implies that a casual worker is employed at the discretion of the employer, whenever his services are needed. To this end, as long as one is designated a 'casual', there is neither job security nor guarantee for job continuity; his engagement is but momentary, and depends on the need of the employer.

Ebokpo (2019) categorizes this set of workers into two, those directly hired by the company itself, either at peak period such as holiday or when work load is heavy as supplement labour. Under this, are those that are hired on casual basis not necessarily due to peak or work load, but as 'normal' staff with 'abnormal' engagement terms that require them to perform routine job that is permanent in nature. The second category, are those that fall under the triangular employment model, whereby a broker hires labour and sublets them to a firm, where they render services. This category of casual employment is rampant in working environment like security outfits, cleaning, mining, banking, construction among others.

On his part, Ibekwe (2016), describing the nature of employment under casualization states, that it involves a process by which employment shifts from preponderance of full-time and permanent positions to casual and contract positions. In order words, Casualization of employees entails engagement of workers in a non-standard and non-permanent work relationship. By the term of this employment, such workers are not eligible for promotion, retirement/terminal benefits/pay-offs, sundry allowances and other emoluments like housing allowance, overtime payment, transportation, canteen services, and leave allowances and compensation in case of accident or death in the course of duty.

There is no doubt that use of casual workers, have saved employers huge sum of money in over-head cost, but at the same time it has led to unmitigated loses. The picketing exercise usually embarked on by the Nigeria Labour Congress (NLC) intermittently have resulted in huge financial losses for many firms. For instance, Esele (2007) infers that feeling of discontent particularly among workers in the oil industry could be attributed to anti-union stand of employers. The labour-phobic disposition of employers in the sector have led to tendencies of resorting to intimidation and threats to the workforce to denounce union membership or accept individual contracts (wittingly coloured as *Professional Contract* without surrendering rights and future terminal benefits) in place of the regular contract of employment, where workers enjoy among others the rights to join union and right to negotiate conditions of employment in the workplace. Fapohunda (2012), work on 'Casualization and Degradation of Work', generated facts from issues and arguments made about the labour practice. Like Danesi's, Fapohunda opines that remuneration for casual workers is not fair or comparable to that of permanent workers, as casual workers are denied the right to organise and benefit from collective agreements.

Danesi (2011), attributes the labour practice to increase in capital mobility and the deregulation of the labour market. On the effect of casualization, she examined the consequences using a tripartite model; namely, its impact on the employee, employer and the economy. For employees, casualization exerts downward pressure on wages and working conditions of permanent workers. This is partly, because, the pay systems and employment conditions are operated in such a way that engenders comparison between the various segments of the workforce. Furthermore, casualization of workers continues to pose a threat to

permanent job positions, who are under constant threat of having their jobs given to casual workers. Secondly, since casual workers are not entitled to workplace benefits, employers do not contribute to any form of pension or gratuity fund. Hence, in the event of an accident or death, workers and their dependents are left destitute because they cannot claim compensation from the employer. Casualization also increases the intensity of work. It creates job vulnerability, as workers under casual job position are excluded from labour unions, thus, could neither benefit from outcome of the collective bargaining process, nor, could they enjoy workplace perks like holiday right, sick leave, transport, medical, canteen rights, etc.

Industrial harmony on the other hand harmony connotes a state in a workplace where workers along with their union and management is aware that their overall survival lies in recognizing the fact that they are partners in progress and work progressively towards cooperative attitude for mutual benefit. Puttapalli and Vuram (2013 cf. Akuh et al, 2016) views industrial harmony as concerned with the relationship between management and employees with respect to the terms and conditions of employment and the workplace. It is a situation where employees and management cooperate willingly in pursuit of organization's aims and objectives. To this end, Ladan contends that industrial harmony is imperative for two vital reasons; it enhances labour productivity by improving performance and efficiency in an organisation. Secondly, it creates peaceful working environment that is attractive to tolerance, dialogue and other alternative means of resolving labour disputes.

However, like Bateman and Snell (1999) pointed out, state of industrial harmony does not assume absence of conflict but that effective and proactive collective agreement and grievance procedure exist that can prevent conflicts from transforming to crisis. In other words conflict can be constructive which often is necessary for any human organization or pathological which can be dysfunctional to organizational set goals, particularly, in a situation of acute job disaffection which can be at group level exemplified in union and management altercation, leading to breakdown in psychological contract of trust making restoration of employees confidence on management difficult at individual level which could result in high level of avoidable accidents, low morale and productivity, high labour turnover or absenteeism, lack of focus, temperaments, distrust and suspicion and inclination towards industrial grapevine (Mudavanhu, 2015).

Highlighting the conditions necessary for harmonious relationship between employers and employees, Akuh (2016) outlines some conceptual approaches to industrial harmony; that management personnel must understand their roles and responsibilities in the discharge of their duties; duties and responsibilities of all employees must be clearly spelt out, groups within the workplace must be conversant with responsibilities and objectives of their company and be regularly informed, there should exist effective interchange of ideas and information between management and staff, the supervisors must be brought up to date with innovative ideas on employee relationship with management and grievance settlement procedures at the shop floor level, there should be constructive engagement between the union and management to enhance communication and grievance settlement mechanism and the employer must fulfill the terms of agreement entered with the union during collective bargaining.

Ijeoma (2017) explaining one of the impediments of industrial peace contends that disharmonious relationship mitigated by the psychological depression associated with nature of work and status of a worker can negatively affect worker's perception of the employer. For instance, casualization of workers can never create a feeling of content but rather that of worthlessness; resulting in anti-company feelings. Most of these ill feelings often times are covertly expressed through deliberate production delays through manhandling of expensive machines. Eke (2015) opines that since industrial harmony remains at the very core of organizations goals, to achieve this demands that employers must evolve means of creating a workplace environment where workers feel being treated with respect and dignity. There is also the need to build trust in employer and employee relationships. According to Fells (1993), trust is that willingness to take unilateral action which might lead to exploitation, but which anticipates non-exploitative response from the other party. To achieve harmony friendly and supporting working environment must be created which promotes good working relationship or a socially safe working environment (Ignatius & Linnerial,

2020). This means in a working environment where friendship is cultured, a positive working environment becomes possible. But where contrary is the case, for instance, where workers feel high sense of disproportionate system of rewards between their effort and reward disaffection may result.

Theoretical Framework – Theory of Flexible Specialization

The study adopted the theory of flexible specialization which was developed by Jon Arkinson. The theory provides a model for explaining the increasing trend in the use of casual workers in industries. Arkinson posits, that casualization of workers is a response to global economic changes, that threatens the survival of many businesses. To survive, these enterprises had to resort to labour flexibility which takes two main dimensions; Functional flexibility, that involves ability of organizations to engage and deploy workers in multiple tasks. This flexibility involves employment of full-time staff with considerable job security. The other is numerical flexibility, that involves the use of peripheral workers or sizeable number of workers without job security. Labour flexibility, is a new form of capitalist expansion, upon which workers are being paid less than the volume of the commodity they produce, so that profits can be made and maximally appropriated by owners. That is, casualization, which is the fulcrum of labour flexibility strategy, is another evidence of how capitalism keeps mutating, and transforming itself. According to Harvey, by evolving rapid changes in labour market, through a systematic and progressive reduction in trade union relevance as a major stakeholder, by replacing secured job placements with casual ones, employers were able to the unions and the workforce amenable to any conditions that it deems necessary or workers risk losing their jobs.

There is no doubt that the flexible specialization approach, attempts to explain reasons for the increase in casualization of workers, which it linked to employer's resort to labour flexibility, which provides them opportunity to have a good labour mix (permanent workers and casual workers), and to meet production demands and expectations. However, its problem lies in its inability to provide a concise explanation with regards to response of casual workers, who in the face of massive unemployment and over bloated labour market will take any job irrespective of conditions. Secondly, is the fact that labour flexibility is not new to organisations, the difference is that it has been elevated to core management ethos. The fact that industrial establishment is a corporate entity with well-established rules bordering on terms of engagement, and the fact that each party freely and willingly entered the relationship, which constrains casual workers to act within the terms spelt out in terms of employment, do not imply acquiescence in absolute terms, to existing working conditions in their workplace.

MATERIALS AND METHODS

The study adopted the cross-sectional survey design and it was comprised of 1,468 workers who were selected from four companies in Rivers state including Integrated Logistics Services (INTELS), International Breweries Limited (PABOD), First Bank Plc and Nigerian Agip Oil Company (NAOC). Primary data was collected through the administration of quantitative closed-ended questionnaires to the 1468 workers who were sampled at random. Data analysis involved the use of simple percentages for univariate data analysis and the use of the Chi square statistics at the 0.5 level of significance for hypothesis testing with the aid of the Statistical Package for Social Sciences software (SPSS, Version 20).

RESULTS

Socio-Demographic Characteristics of Respondents

The socio-demographic distribution of the respondents as shown in table 1 indicates that out of the 1468 respondents who participated in the study, 651 of them are staff of INTELS, while 230 of them are staff of Int. Breweries, and 562 of them are members of staff of NAOC, while only 51 of the study participants work with First Bank.

The gender distribution of the respondents showed that out of the total number of respondents, 936 (62.7%) were males, while 558 (37.3%) were females. More so, the age distribution revealed that out of the total number of respondents, 994 (66.5%) were between the age range of 26 – 35 years, 352 (23.6%)

fell between 36 – 45 years, while 148 were between 18 – 25 years old.

Furthermore, the marital status distribution of respondents indicated that out of the total number of respondents, 833 (55.8) were single, while 661 (44.2%) were married. Also, the educational distribution of the respondents indicates that out of the total number of respondents, 1240 (83%) had tertiary education, 206 (13.8%) had secondary education, while 42 (2.8%) had primary education. With regards to nationality, the table indicated that out of the total number of respondents that responded to this question, 1416 (94.8%) were Nigerians, while 78 (5.2%) were Non-Nigerians.

Table 1: Socio-Demographic Characteristics of Respondents

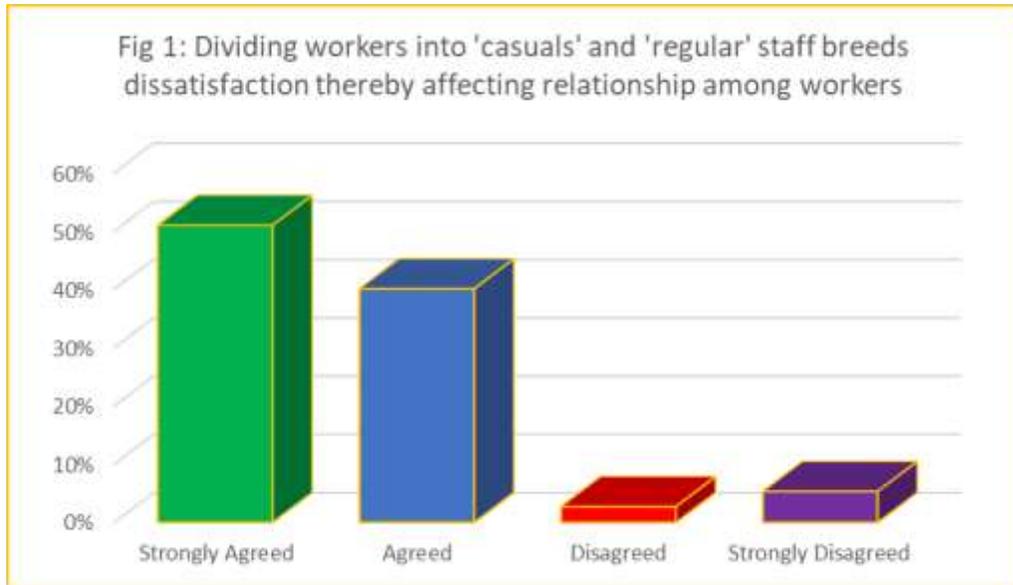
Variables	Frequencies	Percentage
1. Organization	1468	100%
INTELS	651	43.6
INTL Breweries	230	15.4
First Bank	51	3.4
NAOC	562	37.6
2. Gender	1468	100%
Male	936	62.7
Female	558	37.3
3. Age	1468	100%
18 - 25	148	9.9
26 - 35	994	66.5
36 – 45	352	23.6
4. Marital Status	1468	100%
Single	833	55.8
Married	661	44.2
5. Educational Status	1468	100%
Primary	42	2.8
Secondary	206	13.8
Tertiary	1240	83.4
6. Nationality	1468	100%
Nigerian	1416	94.8
Non-Nigerian	78	5.2
7. Job Status	1468	100%
Management Staff	151	10.1
Permanent Staff	523	35
Casual Worker	820	54.9
8. Length of Service	1468	100%
3 years	432	28.9
4 years	509	34.1
Above 4 years	553	37

Source: Based on Field Data.

Table 1 also revealed the job status of the respondents as the data indicated that out of the total number of respondents who participated in the study, 820 (54.9%) were casual workers, 523 (35.0%) were permanent staff, while 151 (10.1%) were management staff. Lastly, in ascertaining the length of service of respondents in their various organizations, the data revealed that 553 (37.0%) had been employed for more than 4 years ago, 509 (34.1%) had been employed over the last 4 years, while 432 had been employed for 3 years.

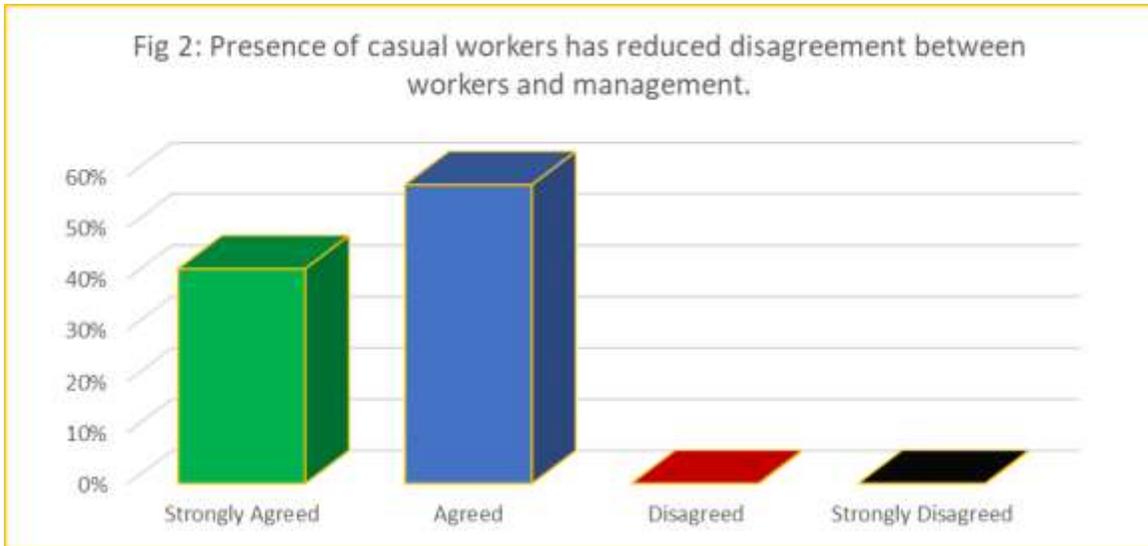
Research Objective One

Research objective one examined whether categorization of workers into casual and regular staff affects industrial harmony in the selected industries. The data presented below describes the opinions of the respondents on the above subject. Respondents were asked whether dividing workers into casuals and regular breeds dissatisfaction and affects relationship amongst workers. The data as indicated in figure 1 showed that 762 (51.0%) of the respondents strongly agreed that dividing workers into 'casuals' and 'regular' staff does breed dissatisfaction and affects relationship among workers, while 612 (41.0%) of them agreed to the notion.



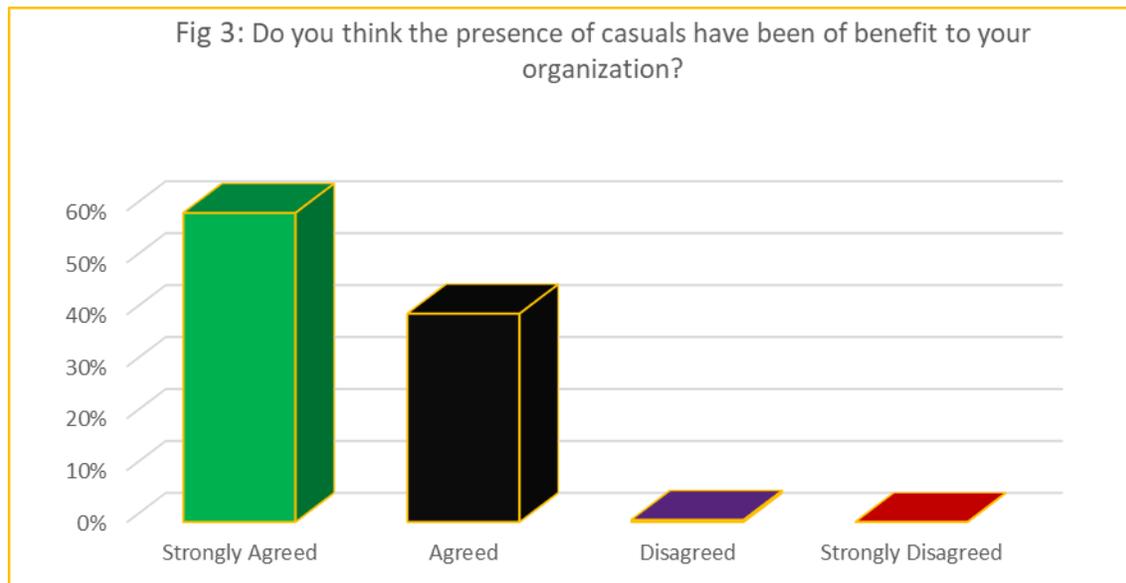
Source: Based on field data

On the other hand, 41 (2.7%) disagreed of the respondents disagreed with the notion, 79 (5.3%) of them strongly disagreed with the notion.



Source: Based on field data

Secondly, respondents were asked whether the presence of casual workers has reduced disagreement between workers and management. Data from figure 2 indicated that 1400 (93.9%) of the respondents disagreed with the notion that presence of casual workers has reduced disagreement between workers and management, while 6 (0.4%) of them strongly disagreed, and 65 (5.7%) agreed. Furthermore, respondents' opinions were solicited on whether they think the presence of casual staffs have been beneficial to their organizations. Data as indicated in figure 3 revealed that 872 (59.5%) strongly agreed that the presence of casuals have been of benefit to their organization, 592 (40.1%) agreed, while 6 (0.4%) disagreed with the notion.



Source: Based on field data

Test of Hypothesis One

Ho1: There is no significant relationship between categorization of workers into casual workers and regular staff and industrial harmony in the selected industries in Rivers State

H_{A1}: There is a significant relationship between categorization of workers into casual workers and regular staff and industrial harmony in the selected industries in Rivers State

Decision Rule: We will reject the null hypothesis if the p-value is less than the alpha, otherwise, we will not. Alpha (α) = 0.05.

Table 2: Chi Square Test for Hypothesis 1

	Value	df	Assymp. Sig. (2 – sided)
Pearson Chi Square	112.492	6	0.000
N Valid of Cases	1468		

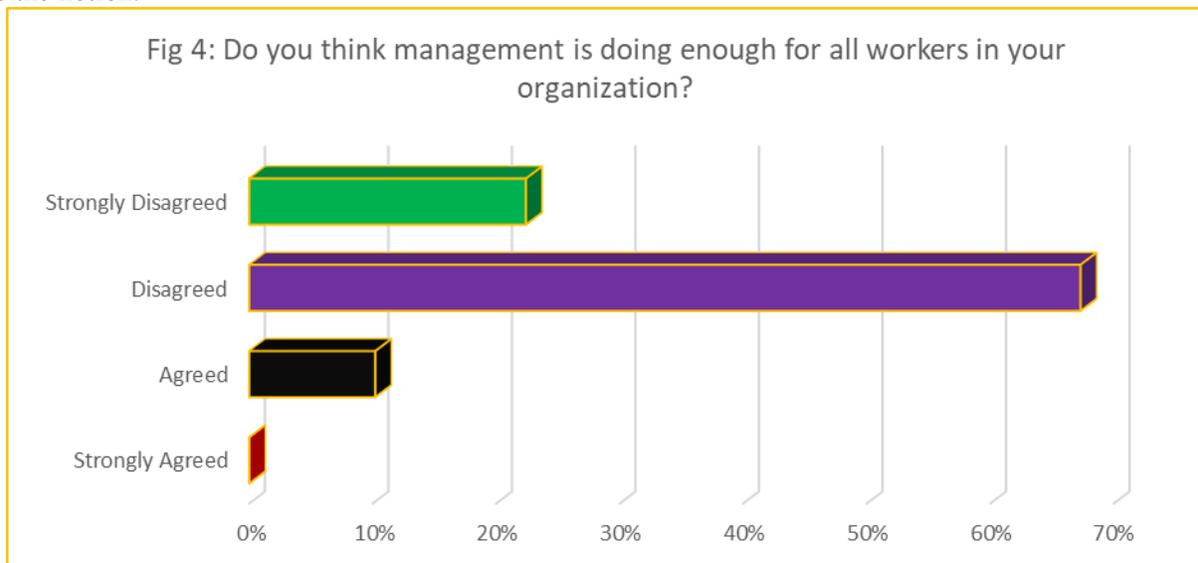
Asymptotic significances are displayed. The significance level is .05

Source: Author’s Computation Based on SPSS Output.

Table 2 showing the result of the chi square statistics test for hypothesis 3 indicates $X^2(6, N = 1468) = 112.492, p = 0.000$. Going by our result, since the p value 0.000 is less than 0.05, the test is statistically significant; hence we reject the null hypothesis. This implies that there is a significant relationship between categorization of workers into casual workers and regular staff and industrial harmony in the selected industries in Rivers State.

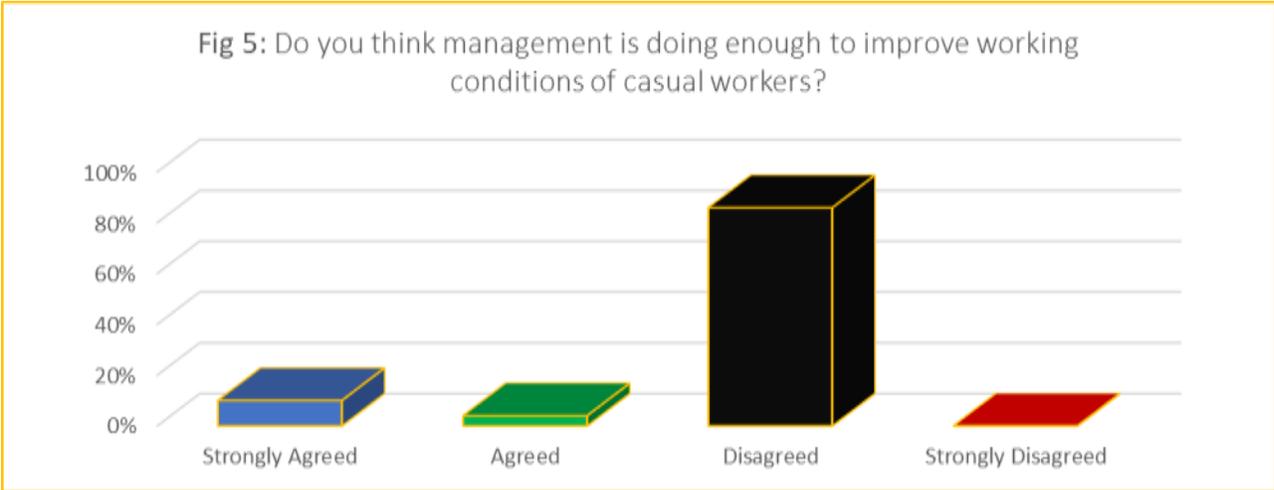
Research Objective Two

Research objective two examined whether there is a nexus between denial of workplace benefits to casual workers and industrial harmony in the selected industries in Rivers State. The data presented below describes the opinions of the respondents on the above subject. Firstly, respondents were asked if they think management is doing enough for all workers in their organizations. Data presented in figure 4 indicate that 1002 (67.3%) of the respondents disagreed to the notion that management is doing enough for all workers in their organization, while 333 (22.4%) strongly disagreed, and only 133 (10.2%) agreed to the notion.



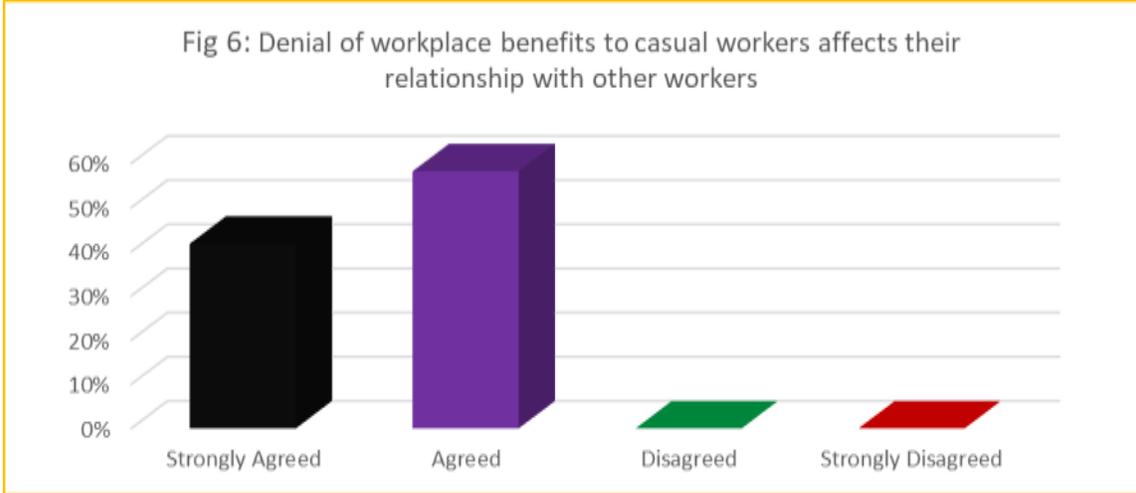
Source: Based on field data

Secondly, respondents were asked if they think management is doing enough to improve the working conditions of casual workers. Data from figure 5 indicates that 1254 (85.9%) respondents disagreed with the notion that management is doing enough to improve working conditions of casual workers, 152 (10.0%) strongly disagreed, while only 62 (4.0%) agreed to the notion.



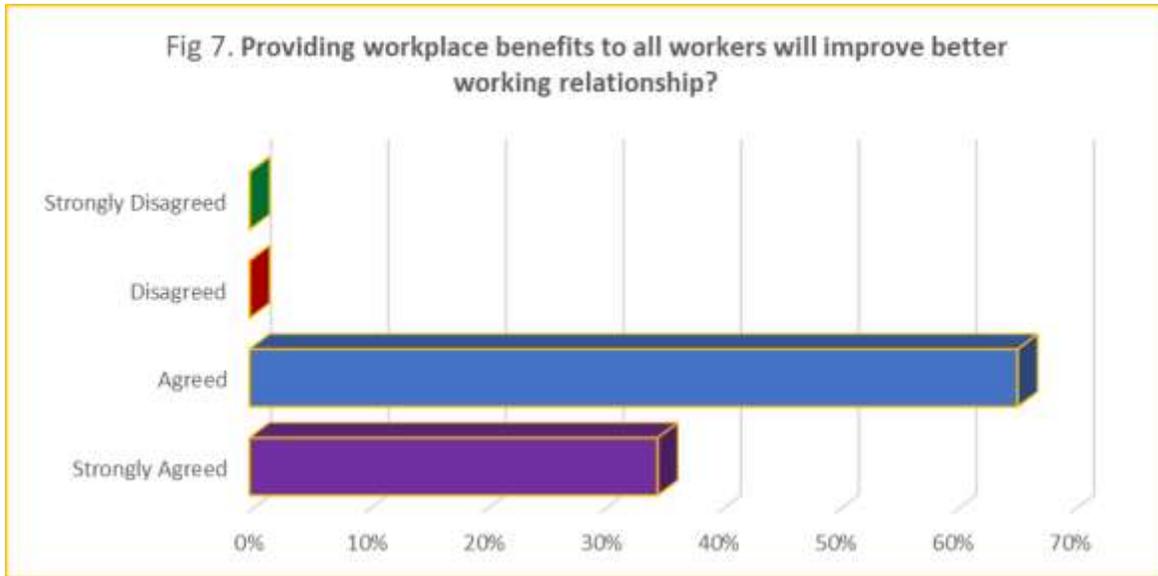
Source: Based on field data

Respondents were also asked whether denial of workplace benefits to casual workers affects their relationship with other workers. Results as indicated in figure 6 revealed that 853 (58.2%) respondents agreed to the notion that denial of workplace benefits to casual workers affects their relationship with other workers, while 615 (41.8%) strongly agreed however none of the respondent had a contrary view to issue.



Source: Based on field data

Lastly, respondents were asked whether provision of workplace benefits to all categories of workers by management would improve better working relationship. Result from figure 7 indicates that 952 (65.3%) of the respondents agreed to the notion that providing workplace benefits to all workers will improve better working relationship, while 516 (34.7%) strongly agreed. However none of the respondents had an opposing view to this notion.



Source: Based on field data

Test of Hypothesis Two

Ho2: There is no significant relationship between denial of workplace benefits to casual workers and industrial harmony in the selected industries in Rivers State

HA2: There is a significant relationship between denial of workplace benefits to casual workers and industrial harmony in the selected industries in Rivers State

Decision Rule: We will reject the null hypothesis if the p-value is less than the alpha, otherwise, we will not. Alpha (α) = 0.05.

Table 3: Chi Square Test for Hypothesis 2

	Value	df	Assymp. Sig. (2 – sided)
Pearson Chi Square	77.257	6	0.000
N Valid of Cases	1468		

Asymptotic significances are displayed. The significance level is .05

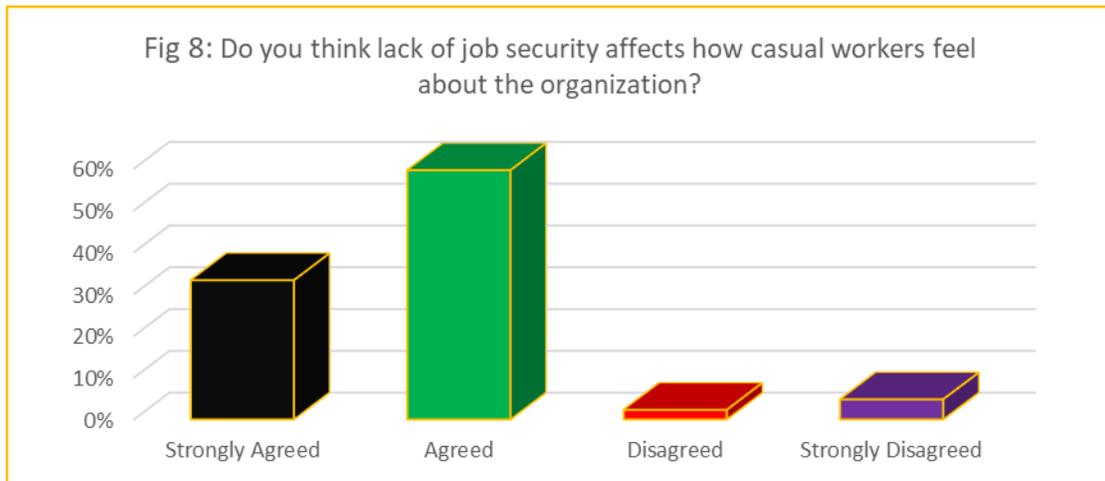
Source: Author’s Computation Based on SPSS Output.

Table 3 showing the result of the chi square statistics test for hypothesis 3 indicates $X^2(6, N = 1468) = 77.257, p = 0.000$ Going by our result, since the p value 0.000 is less than 0.05, the test is statistically significant; hence we reject the null hypothesis. This implies that there is a significant relationship between denial of workplace benefits to casual workers and industrial harmony in the selected industries in Rivers State.

Analysis by Research Objective Three

Research objective three examined whether there is a nexus between job status and job insecurity among casual workers in the selected industries in Rivers State. The data presented below describes the opinions of the respondents on the above subject. Firstly, respondents were asked if they think lack of job security affects how casual workers feel about their organizations. Findings as shown in figure 8 indicate that, 890 (59.6%) of the respondents agreed to the notion that lack of job security affects how casual workers feel about the organization, while 498 (33.3%) strongly agreed. However, 72 (4.8%) and 34 (2.3%) strongly

disagreed and disagreed respectively.



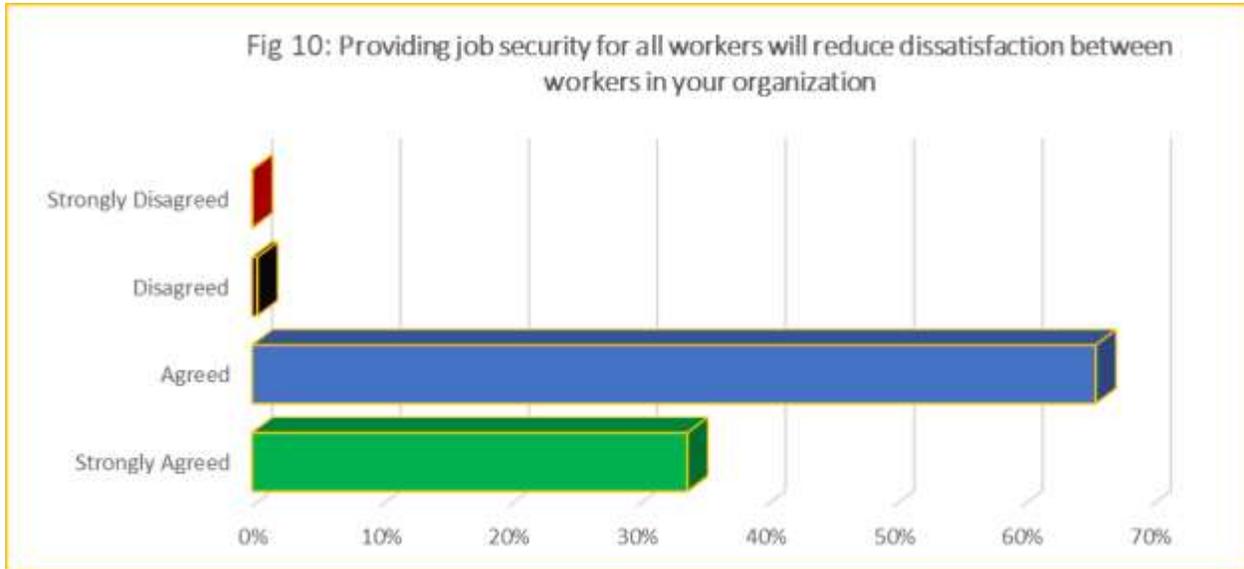
Source: Based on field data

Secondly, respondents were asked if lack of job security is the cause of dissatisfaction among workers in your organization. Results from figure 9 revealed that 1225 (83.3%) of the respondents agreed that lack of job insecurity is the cause of dissatisfaction among workers in your organization, 152 (10.5%) strongly agreed, while 91 (6.2%) disagreed.



Source: Based on field data

Lastly, respondents were asked if providing job security for all workers will reduce dissatisfaction between workers in your organization. Results from figure 10 indicate that 941 (65.7%) of the respondents agreed to the notion that providing job security for all workers will reduce dissatisfaction between workers in their organization, 521 (33.9%) strongly agreed, while 6 (0.4%) strongly disagreed.



Source: Based on field data

Test of Hypothesis Three

Ho3: There is no significant relationship between job status and job insecurity among casual workers in the selected industries in Rivers State

HA3: There is a significant relationship between job status and job insecurity among casual workers in the selected industries in Rivers State

Decision Rule: We will reject the null hypothesis if the p-value is less than the alpha, otherwise, we will not. Alpha (α) = 0.05.

Table 4: Chi Square Test for Hypothesis 3

	Value	df	Assymp. Sig. (2 – sided)
Pearson Chi Square	117.622	6	0.000
N Valid of Cases	1468		

Asymptotic significances are displayed. The significance level is .05

Source: Author’s Computation Based on SPSS Output.

Table 4 showing the result of the chi square statistics test for hypothesis 3 indicates $X^2(6, N = 1468) = 117.622, p = 0.000$. Going by our result, since the p value 0.000 is less than 0.05, the test is statistically significant; hence we reject the null hypothesis. This implies that there is a significant relationship between denial of workplace benefits to casual workers and industrial harmony in the selected industries in Rivers State.

DISCUSSION OF FINDINGS

The data collected and analyzed in the previous section has revealed that casualization of workers impedes industrial harmony within the work space. The result from the data analysis revealed that the categorization of employees into those designated as casual workers and full-time staff has polarized the work force into irreconcilable camps. Thus, making it difficult for workers to be united. It increases suspicion and distrust among workers who view one another as competitors rather than colleagues. The study demonstrated that existence of such diametrically opposed groups have led to increase rate of

disaffection among the workforce, who will never see each other on the same page in terms of aspirations and expectations.

Secondly, the study revealed the inability of casual workers to enjoy work place benefits outside the traditional stipends, which has further deepened resentment towards their employers and hampered mutual working relationships. Our findings are similar to that of Duru (2001) argued that under the casualization labour practice, a worker is engaged by the organization to carry out specific functions. The worker is paid a fixed daily wage rate at a pre-determined time. It could be daily, weekly or monthly. The casual is not entitled to any social benefit from the organization and is in most cases not allowed access to the company's canteen and hospital services. The fact that a casual worker could be hired and fired at any time the employer desires leave him his organization, and such worker will not be positively disposed to industrial peace.

Lastly, the study established a nexus between lack of job security and industrial harmony owing to the fact that casual workers work under the spell of job uncertainties exacerbates feeling of discontent and anger towards their employers by these casual workers in the selected industries studied. This corroborates the argument put forward by Oloko (1972), who contends that 'workers who enter the industrial system of production in settings, which involves the least amount of discontinuity will tend to experience a higher level of commitment and satisfaction than a worker whose participation in the system entails a greater amount of discontinuity'. This shows that the fact that job insecurity subsists, there is hardly going to be converge of interest between the two worker-divide (casual workers and full-time staff), who see their relationship more of competitors than collaborators in industries.

CONCLUSION

The study examined the issue of casualization of workers and its impacts on industrial harmony in selected formal organizations in Rivers state. The study has demonstrated that categorization of workers into 'core' and 'periphery' arising from the casualization and permanent staffing dichotomy is injurious to workers relationship and industrial harmony. The study hence concludes that the practice of casualization breeds job dissatisfaction, and promotes unhealthy working relationships between the various categories of staff as well as management thereby undermining industrial harmony.

RECOMMENDATIONS

Based on the findings of the study the following recommendations are therefore put forward:

- i. That while there may be need for the engagement of casual workers, particularly in areas considered outside the core business of an organization and the fact that it ameliorates the disturbing level of unemployment, does not entail placing workers in perpetual servitude. While workers wait for their jobs to be regularized, there is need to adjust their take home packages in such a way that it can be seen as just and fair by these workers.
- ii. There is need for a well mapped out systematic process of regularization, as continued implementation of unfair/discriminatory incentives, even where casual workers perform the same routine work as their full-time staff counterparts, will continue to be a harbinger of restive future industrial relations.

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