Impact of Casualisation on Employees' Performance at Multinational Companies: A study of Stanbic IBTC Bank, Nigeria.

Mark Onum Ojobi[1] and David Akoso[2]
Department of Business Administration
Faculty of Management Sciences
University of Abuja, Nigeria
Email: ojobi.mark@uniabuja.edu.ng; akosodavid@gmail.com

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ABSTRACT

This study that examined the negative impacts of casualisation on employees' performances observed that despite the different international conventions and positions as well as national, local, and organisational policies against casualisations, many organisations including private and public in the different industries in developing economies like Nigeria are still deeply into it.The study adopted a descriptive survey approach by electronically administering questionnaire on 120 employees of the adopted case study using the purposive and random sampling techniques. With a return rate of 80.33% the study analyzed gathered opinions using the simple percentage and multiple regression statistical tools. The results confirmed that casualisation in different forms including agency, technical, quasi permanent, technical, etc. significantly and negatively impact on the concerned employees' performances of assigned tasks and taking up contextual roles. Consequently, the study recommended that serious, concerted and significant efforts should be made by concerned organisations to stop casualisation as employees' performances are significantly being affected negatively as revealed by this study and that relevant authorities should step up their regulatory and supervisory roles to stop these discriminatory and almost inhuman practice.

Key words: Casualisation, Contextual, Employment, Performance, Task

1.0 INTRODUCTION

Rarely, any organisation exists, survives, or performs without employees' efforts (Rad et al, 2016) despite the claims of increasing technological presence. It is then very necessary to offer these employees just, fair, and equitable, terms of employment (Bature et al, 2019) so that they can be appropriately motivated for consistent acceptable performances that will positively contribute values to the organisation. The employee is considered the most valuable asset of the organisation (Adesanya, 2019). he/she is indispensable, but highly complex and unpredictable (Bature et al, 2019), thus must be appropriately managed. The organisation's prevailing conditions or terms of employment is a significant component of that management and often includes the nature of employment (Obiabunmuo, et al, 2021), which could among others be casual, contract, quasi-permanent, permanent (tenured), etc. Casualisation that was hitherto for temporary positions has now extended into filling permanent positions in many organisations, particularly in developing economies like Nigeria (Obiabunmuo et al 2021). It is a norm in recent times in major industries in Nigeria including banking, telecommunication, etc. (Fajana, 2015) for such reasons as reducing staffing and related costs (Denesi, 2011) even though extant laws and statues of Nigeria and international conventions perceive such practices as discriminatory (Falade, 2022).

Thus, this study examined the collective and separate impacts of such prevalent casualisation as quasi permanent, agencies, restructuring, and technical (that are made to take up permanent roles like their permanent colleagues) at this

subsidiary of Standard Bank Group (SBG) in Nigeria on each of the affected employees' task performance, conceptual performance, and punctuality.

Statement of problem

Globally, including Nigeria casualisation is against the tenets of labour (Osagie et al, 2019). Even though the different international conventions including the Universal Declaration of Human Rights of 1948 and the Discrimination (Employment and Occupation) Convention of 1958 that Nigeria is a signatory to (Abdulsalam, 2019); as well as provisions of Chapter 4, (42)(2), of Nigeria's 1999 Constitution (as amended); Section 7(1) of the Labour Act of 2004, Cap 198 (Falade, 2022); the Employees' Compensation Act 2010; etc. guarantee citizens freedom from discrimination of any kind (Premiumtimesng.com, 2023); casualisation and discriminatory employments are increasingly becoming the norm in Nigeria and other parts of the world, particularly developing economies and among multinational corporations.That practice is not only discriminatory, but demotivating (Obiabunmuo, et al, 2021). Even though casualisation are also a violation of related Standard Bank Group (SBG) policies, Stanbic IBTC Bank, a subsidiary of SBG in Nigeria just like many other commercial banks and multi national businesses in the country has agencies, quasi permanent, restructuring, and technical casual employees occupying most front desks as well as other supporting and backroom roles with little or no fringe benefits and allowances due their full-time, tenured, or permanent colleagues other than salaries and wages. This unwelcome practice is on the increase due to decreasing government regulations along with these organisations deliberately ignoring casual workers welfare in order to cut cost (Lowry, 2012). Such conditions may have consequences for the affected employees' performances (Lowry, 2012) with respect to task, contextual, and many others. Suffice it to add that the conditions for such employments are not only pathetic, but also highly discriminatory. The practice has been found to be responsible for about 75 percent of forgeries and frauds in Nigeria's banking industry (Guardian, 2015).

Research questions

Sequel to the statement of problem, the following research questions were drawn

i. To what extent has casualisation negatively impacted the affected employees' task performance at Stanbic IBTC Bank, Nigeria's FCT?

ii. How has casualisation negatively impacted the affected employees' contextual job performance at Stanbic IBTC Bank, Nigeria's FCT?

Research objectives

Majorly, this study examined the negative impacts of casualisation on employees' performances at a major subsidiary of Standard Bank Group (SBG), Stanbic IBTC Bank in Nigeria's FCT in the last half a decade (20202024). Specifically, the study:

i. Assessed the extent to which casualisation has negatively impacted the affected employees' task performance at Stanbic IBTC Bank, Nigeria's FCT.

ii. Evaluated how casualisation has negatively impacted the affected employees' contextual job performance at Stanbic IBTC Bank, Nigeria's FCT.

Research hypotheses

Sequel to the research questions and specific objectives the following hypotheses were drawn

H_{O1}: Casualisation has not significantly and negatively impacted the affected employees' task performance at Stanbic IBTC Bank, Nigeria's FCT.

H_{O2}: Casualisation has not significantly and negatively impacted the affected employees' contextual job performance at Stanbic IBTC Bank, Nigeria's FCT.

Scope of the study

This study examined the collective and separate negative impacts of such prevalent casualisation as quasi permanent, agencies, restructuring, and technical (that are made to take up permanent roles like their permanent colleagues) at Stanbic IBTC Bank, a subsidiary of Standard Bank Group (SBG) in Nigeria's Federal Capital Territory (FCT) on each of the affected employees' task and conceptual performances in the last half a decade (2020-2024).

Stanbic IBTC was adopted because it is a subsidiary of SBG, a major MNC across Africa and other continents of the globe that should uphold minimum acceptable standards, but it is deeply into such practice. Similarly, the period was adopted because it was discovered that rarely any related study had been conducted in the banking industry using the proposed subvariables despite the continuous increase in such practice (Guardian, 2015).

2.0 LITERATURE REVIEW Conceptual Framework

The study has two major variables (concepts) including casualisation as the independent variable (IV) and employees' performance as the variables has some adopted sub variables as dependent variable (DV). Each of these major displayed in fig. 2.1.

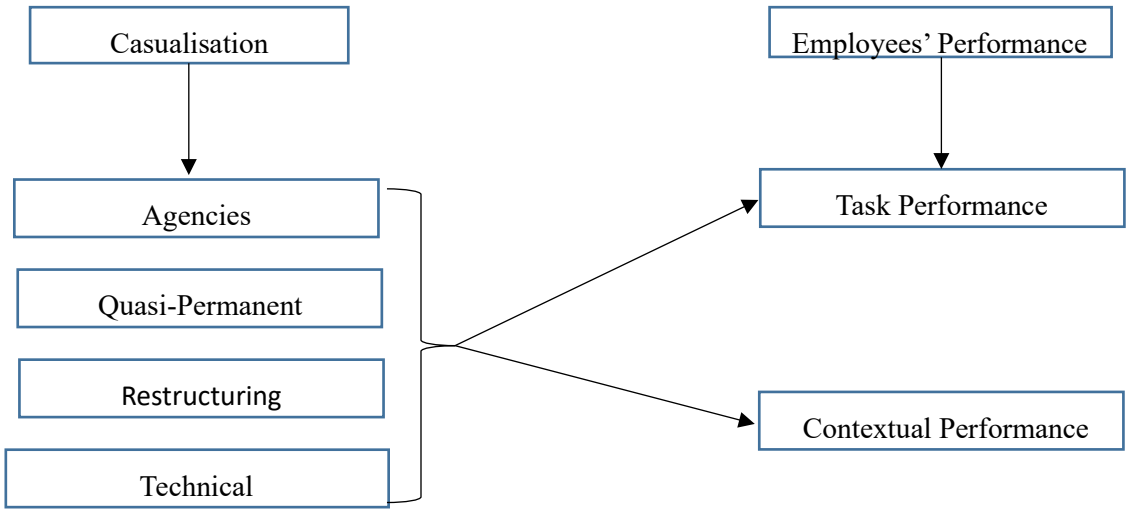


Figure: 2.1: *The study's conceptual framework*

Concept of casualisation

Suffice it to state that there are no universally acceptable definitions of the concepts of this study, but a few have been in this study. Theoretically and traditionally, casualisation also known as casual employment is known in the United States of America (USA) and Europe as Non-Standard Work Arrangement (NSWA) (Obiabunmuo, et al, 2021) is a short-term employment for specified periods such as peak for retail or construction businesses to complement permanent employees (Bodibe, 2017), but in practice and contemporary times, it is an employment that attracts hourly pay rates with limited benefits and rights (Obiabunmuo, et al, 2021).

Casualisation is the replacement of tenured or full-time employee with those employed on adhoc basis (Akhimien, et al, 2023). These are common employments that attract hourly pay rate along with very little or no such employment rights or benefits as right to notice, severance pay, gratuity, pension, most forms of paid leave including annual, sick, public holidays, etc. that the tenured or permanent employees enjoy (Akhimien, et al, 2023). They are not even allowed to be part of labour union activities in their organisations, industries, and sectors. The European Parliament conceptualised it as 'irregular or intermittent employment, with no expectation of continuous employment'(Eurofound, 2019).

In recent times in Nigeria, it is simply the deliberate engagement of some employees to take up roles and perform tasks like their full time or permanent colleagues in the same organisation but with very discriminatory conditions just to keep staffing cost very low. This kind of employments come in many different forms and under different nomenclatures including agencies, quasi permanent, restructuring, and technical casualisations.

Agency employments are employments made by employment agencies and contracted to organisations (Bamidele, 2017) like commercial banks, the manufacturing firm. These are the most common type of casualisations in a country like Nigeria. They take same roles as their permanent colleagues, but are denied so many benefits and perks of these offices. Quasipermanent employments involve the direct employment of people to work on a casual basis in an organisation occupying roles and performing tasks not different from those of permanent workers. The major difference between the formal and the latter is that the former are employed indirectly through employment agencies while the latter are employed directly by the organisation itself.

Restructuring employments are those made before or during the internal restructuring to 'fill gaps' so as to optimise available options by the organisation when reworking job roles (Bamidele, 2017). When work changes are planned in organisations, managers slow down permanent recruitment so as to maximize their options for changing job roles and tasks as restructuring proceeds. Most organisations with the intent to restructure will reduce tenured appointments during the period close to the restructuring. Technical casualisations have specific expert or specialist, but not the organisation's specific skills such as outsourcing ICT, transport, security, cleaning, etc. The affected employees have a continuing role (Bamidele, 2017).

Concepts of employees' performance

Similar to the study's IV, there is no common ground on the definitions, elements, and measurements of employees' performance despite the vital nature of this organisational resource (Tamunomiebi et al, 2020). It is increasingly taking the centre stage of discourse among scholars of management sciences (Masa'deh et al, 2018) because of its implication to to achieving organisational goals, objectives, and mission (Anitha, 2014).

Employees' performance is the consequence of employees' mental and psychological capabilities (Tamunomiebi, et al, 2020). It is the outcome of the employees' philosophy including behaviours and involvement towards organisational objectives and goals attainment (Ahmad, et al, 2017).

This concept that involves observable behaviours of employees that are relevant to the goals of the organisation (Naveen et al, 2015) can be measured in so many ways including task performance, contextual performance, and many more. Employee task performance is crucial and import for organisational survival, growth, and expansion (Adekiya, 2023). Employee task performance is that aspect of employee performance that includes behaviours directed towards fulfilling fundamental job responsibilities enshrined in the employee's job description, and that has direct connection to those set of actions that are part of the reward system (Pradhan, et al, 2017). This type of performance is reflecting the extent to which employees achieve officially required outcomes and behaviours that directly affect the attainment of the organisation's goals (Motowidlo et al, 2014).

Employee contextual performance is the extra activities that employees carry out to contribute to the success of the organisation (Borman et al, 2017). Employee contextual performance is more voluntary in nature while task performance is more prescribed and expected by the formal job role (Johnson, (2011). contextual performance has emerged as an important component of employees' job performance especially because of the increasing competitive job market (Borman et al, 2017). Lately, employees are expected to go the extra mile, above, and beyond the requirements listed in their job descriptions (Gbodo, 2025).

Theoretical framework

This study was hinged on a few related employment theories including the classical, the Keynesian (neoclassical), and the human relations. The classical theory, which has a long run focus holds that employee's conditions of employment (total compensation) should be equal to the value addition that would be lost if that employee were to be laid off and that that compensation is only sufficient in the view of the employee to elicit acceptable performances

always (Keynes, 1936). The neoclassical theory is a fall out of the perceived shortcoming of the classical theory (Choudhary, 2018). It is a theory developed by John Keynes that is largely dependent on demand and supply of labour called effective theory of employment. John Keynes believed that unemployment, under employment, and casualisation arises because of ineffective demand that can be solved by effective demand for labour (Kenton, 2023).

The human relations theory that emerged in the 1920s and 1930s through the work of Elton Mayo and the Hawthorne Studies focuses on the social dynamics and the psychological aspects of relationships and conditions at the workplace to consistently improve employee satisfaction, productivity, and overall performances. It emphasizes the importance of informal groups, interpersonal relationships, and above all, positive treatment of employees to boost morale and job performance. Treatment of employees is generally tied to the condition of employments and the type of employment.

Review of empirical studies

Previous related studies found that casualisation has negative impact on employees' commitment at First Bank of Nigeria Plc. Ekpoma, Edo State, South South region of Nigeria (Akhimien et al, 2023). Casualisation resulting in the absence of leave, leave allowance, injury or hazard compensations and other social benefits affect the affected employees performance and effectiveness at Coca Cola (Osagie et al, 2019). There is significant relationship between casualisation and employee commitment in banks (Obiabunmuo, et al, 2021). Casual employees' motive influences their employment views and can lead to insecure, isolation, lack of commitment and more (Tom et al, 2014).

Other studies also found reaffirmed the need for managers to infuse policies geared at enhancing organisational justice in work places to improve work commitment and job involvement (Ebeh et al, 2017); discriminating against casual workers can impact on their quality of service (Lowry, 2012); task performance along with others are consequences discrimination between full and casual employees (Wickramasinghe et al, 2011); casual employees task performance is likely to improve when they are paid fringe benefits as performance bonus (Cheng-Hua et al, 2009); the need to improve casual employees conditions of employee for improved employees' and the organisation's performances was emphasised (Ryan et al, 2013).

The study gap

Sequel to the review of related empirical studies, this study was motivated on the basis of literature and geographical gaps. The study observed that rarely any previous study examined the collective and separate impacts of such prevalent casualisation as quasi permanent, agencies, restructuring, and technical on each of the affected employees' task and conceptual performances in Nigeria's banking industry in recent times. Thus, the study was limited to the different offices and branches of the adopted case study in the last half a decade (2020-2024) in the country's Federal Capital Territory (FCT).

3.0 METHODOLOGY

The study adopted a descriptive survey research design to sufficiently examine the impacts of the different adopted sub-variables of casualisations on each of the adopted sub-variable of employees' performance. It also adopted the multistage sampling technique by purposively and then randomly selecting sample size of 120 casual employees from across the different offices and branches in the FCT. Google form questionnaire was electronically administered on the selected sample size via their WhatsApp solutions. The collated data were then analyzed using descriptive and inferential statistical techniques including simple percentage (%) and the Multiple Regression techniques.

Thus, the multiple regression models in this study were specified as:

$T_{SK} = \alpha + \beta_1 (A_{GC}) + \beta_2 (Q_{SP}) + \beta_3 (R_{ST}) + \beta_4 (T_{EC}) + \varepsilon I$…….....1 $C_{NT} = \alpha + \beta_1 (A_{GC}) + \beta_2 (Q_{SP}) + \beta_3 (R_{ST}) + \beta_4 (T_{EC}) + \varepsilon I$…….....2

Where T_{SK} represented Employees' Task Performance and C_{NT} represented Employees' Contextual Job Performance. α was the intercept/slope (constant) while β_1, β_2 β_3 and β_4 were the regression coefficients that indicated the extents of impacts of each of the adopted sub-variables of the independent variable (casualisation) including Agency Employments (A_{GC}); Quasi Permanent (Q_{SP}); Restructuring (R_{ST}); and Technical Employments (T_{EC}) on the corresponding sub-variable of dependent variable (Employees' Performance) while εI is the stochastic error term.

4.0: RESULTS AND ANALYSIS The response rate and bio statistics of the respondents Table 4.1.1: Demographic characteristics of respondents

Respondents Characteristics		**Frequencies**	**Per cent**
Academic Qualifications	SSCE	16	16.47%
	OND	23	23.71%
	HND	32	32.99%
	First Degree	22	22.68%
	Post Graduate	2	2.06%
	Total	**97**	**80.33%**
Years of Related Working Experiences	3 Years & Below	16	16.47%
	4-6 Years	41	42.27%
	7-10 Years	27	27.84%
	Above 10 Years	13	13.40%
	Total	**97**	**80.33%**

Source: *Field Survey, (2025)*

Table 4.1.1 indicated two important demographic characteristics of the study's respondents. The table revealed a response rate of 97 out of 120 representing 80.33 percent. The breakdown showed that majority of the study's respondents were holders of a minimum of Ordinary National Diploma certificates (OND) (23.71 percent), Higher National Diploma certificates (HND) (32.99%), and First Degree academic certificates (22.68%). It also displayed that 13.4 percent of the respondents had been casual employees in the banking industry for over 10 years, while 27.84 percent of them had been there for between 7 through 10 years, and 41 of them representing 42.27 had been casual employees for between 4

Tests of hypotheses

Test of Hypothesis One (H_{O1})

H_{O1}: Casualisation has not significantly and negatively impacted the affected employees' task performance at Stanbic IBTC Bank, Nigeria's FCT.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793[a]	.629	.613	.29520

through 6 years. These statistics are important to the quality of responses gathered for analysis.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.107	.261		4.239	.000
	AGC	.179	.069	.219	2.589	.011
	QSP	.207	.099	.249	2.101	.038
	RST	.744	.070	.752	10.637	.000
	TEC	.595	.110	.605	5.429	.000

a. Dependent Variable: TSK

$T_{SK} = \alpha + \beta_1 (A_{GC}) + \beta_2 (Q_{SP}) + \beta_3 (R_{ST}) + \beta_4 (T_{EC}) + \varepsilon I$…….....1

$T_{SK} = \alpha + .179A_{GC} + .207Q_{SP} + .744R_{ST} + .595T_{EC} + \varepsilon I$

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.580	4	3.395	38.958	.000[b]
	Residual	8.017	92	.087		
	Total	21.597	96			

a. Dependent Variable: TSK

b. Predictors: (Constant), TEC, AGC, RST, QSP

a. Predictors: (Constant), TEC, AGC, RST, QSP

The model summary table disclosed the extent of negative impacts of all the four adopted subvariables of the study's independent variable (Casualisation) including Agency Employments (A_{GC}), Quasi Permanent (Q_{SP}), Restructuring (R_{ST}), and Technical Employments (T_{EC}) on the affected employees' task performance (T_{SK}) in Nigeria's FCT from the year 2020 through 2024. With an R-Squared (R^2) value of 0.629, the table revealed that these adopted sub-variables of the independent variable were collectively responsible for 62.9 percent of the negative variations in the affected employees' task performance at the case study in Nigeria's FCT The multiple regression coefficient table displayed the extent of negative impacts of each adopted sub-variable of the independent variable during the period under review while the other variables not captured in this study were responsible for the outstanding 37.1 percent negative impacts.

From the table, the f-stat value of 38.958 (at a level of significance of 0.000) was within the threshold of 10% (0.1) signifying statistical significance. That meant that there were significant and negative relationships among the sub-variables of the the IV and the DV in the study thus, it can be concluded that the Casualisation significantly and negatively impacted the affected employees' task performance at the case study during the periods covered by the study.

(Casualisation) on the affected or concerned employees' task performance at the case study during the period under review or study. The

mathematical function, T_{SK}= α +.179A_{GC} + .207Q_{SP} + .744R_{ST} + .595T_{EC} +εI indicated that for every 1 percent negative change in the concerned employees' task performance (T_{SK}) at the case study during the period covered by this study, there was an increase of 0.179 (17.9 percent) in agency employments (A_{GC}); an increase of 0.207 (20.7 percent) in quasi permanent employments (Q_{SP}); an increase of 0.744 (74.4 percent) in restructuring employment (R_{ST}); and an increase of 0.595 (59.5 percent) in technical employments (T_{EC}).

The function and statistical figures indicated a direct relationship between each of the adopted sub-variables of the independent variable (Casualisation) and the affected or concerned employees' task performance at the case study during the periods (2020-2024) covered by the study. Additionally, the statistics also revealed that agency employments as a type of casualisation had the least negative impacts on the affected employees' tasks performances while restructuring employments at the same organisation during the same period had the most negative impact on the concerned employees' performances of assigned tasks.

Test of Hypothesis Two (H_{O2})

H_{O2}: Casualisation has not significantly and negatively impacted the affected employees' contextual job performance at Stanbic IBTC Bank, Nigeria's FCT.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922[a]	.850	.844	.18858

a. Predictors: (Constant), TEC, AGC, RST, QSP

The model summary table indicated the negative impacts of all the four adopted sub-variables of the study's independent variable (Casualisation) including Agency Employments (A_{GC}), Quasi Permanent (Q_{SP}), Restructuring (R_{ST}), and Technical Employments (T_{EC}) on the affected employees' contextual job performance (C_{NT}) in Nigeria's FCT from the year 2020 through 2024.

With an R-Squared (R^2) value of 0.850, the table revealed that these adopted sub-variables of the independent variable were collectively responsible for 85 percent of the negative variations in the affected employees' contextual job performance at the case study in Nigeria's FCT during the period under review while the other variables not captured in this study were responsible for the outstanding 15 percent negative impacts.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.923	4	7.481	518.125	.000[b]
	Residual	1.328	92	.014		
	Total	31.251	96			

a. Dependent Variable: CNT

b. Predictors: (Constant), TEC, AGC, RST, QSP

From the table, the f-stat value of 518.125 (at a level of significance of 0.000) was within the threshold of 10% (0.1) signifying statistical significance. That meant that there were subvariables of the independent variable (Casualisation) and the affected or concerned employees' contextual job performance with the exception of agency employment, which had an

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.155	.106		-1.460	.148
	AGC	-.016	.028	-.017	-.580	.563
	QSP	.630	.063	.634	10.020	.000
	RST	.261	.061	.263	4.270	.000
	TEC	.152	.045	.129	3.413	.001

a. Dependent Variable: CNT

$C_{NT}= \alpha +\beta_1 (A_{GC}) + \beta_2 (Q_{SP}) + \beta_3 (R_{ST}) + \beta_4 (T_{EC}) +\varepsilon I$…….....2

$C_{NT}= \alpha - .016A_{GC} + .630Q_{SP} +.261R_{ST} + .152 +\varepsilon I$

significant and negative relationships among the sub-variables of the IV and DV in this study. Thus, it can be concluded that the Casualisation significantly impacted the affected employees' contextual job performance at the case study during the periods covered by the study.

The multiple regression coefficient table displayed how each adopted sub-variable of the independent variable (Casualisation) negatively impacted the affected or concerned employees' contextual job performance at the case study during the period under review or study. The mathematical function, $C_{NT}= \alpha - .016A_{GC} + .630Q_{SP} +.261R_{ST} + .152 +\varepsilon I$ indicated that for every 1 percent negative change in the concerned employees' contextual job performance at the case study during the period covered by this study, there was a decrease of 0.016 (1.6 percent) in agency employments (A_{GC}); an increase of 0.630 (63 percent) in quasi permanent employments (Q_{SP}); an increase of 0.261 (26.1 percent) in restructuring employment (R_{ST}); and an increase of 0.152 (15.2 percent) in technical employments (T_{EC}).

The function and statistical figures indicated a direct impact between each of the adopted inverse relationship or impact at the case study during the periods (2020-2024) covered by the study. Additionally, the statistics also revealed that agency employments as a type of casualisation negatively impacted the least on the affected employees' contextual jobs performances while quasi permanent employments at the same organisation during the same period had the most negative impact on the concerned employees' performances of contextual jobs.

Major findings

This study that observed that casualisation of employments is against the tenets of labour; international conventions; local and national laws, rules, and organisational policies, but it is still increasingly being practised by most organisations including multinational corporations in developing economies including Nigeria. It examined the collective and separate negative impacts of such prevalent casualisation as quasi permanent, agencies, restructuring, and technical on concerned employees' tasks and contextual job performances at a multinational company in Nigeria's commercial banking industry from 2020 through 2024. The study

hinged majorly on the human relation's theory by Elton Mayo had a response rate of 80.33 percent with about 83 percent of the respondents each having a minimum of Ordinary National Diploma (OND) and their equivalents academic qualification, and a minimum of four years related experiences.

With respect to hypothesis one ($\mathbf{H_{O1}}$), the results revealed that the different sub-variables of casualisation significantly and negatively impacted the concerned employees' performances of assigned tasks at the case study during the period covered by the study. Specifically, the assessed respondents' views indicated that agency employments as a type of casualisation negatively impacted the least on the affected employees' tasks performances while restructuring employments at the same organisation during the same period had the most negative impact on the concerned employees' performances of assigned tasks meaning that agency employees are more likely to perform assigned tasks compared to restructuring and other casual employees in the Nigeria's commercial banking industry. The results indicated a direct relationship between each of the adopted sub-variable of casualisation and the performance of assigned tasks.

With respect to hypothesis two ($\mathbf{H_{O2}}$), the results also revealed that the different sub-variables of casualisation also significantly and negatively impacted the concerned employees' contextual job performances at the case study during the period covered by the study. Specifically, the assessed respondents' opinions revealed that agency employments as a type of casualisation negatively impacted the least on the affected employees' contextual job performances while quasi permanent employments at the same organisation during the same period had the most negative impact on the concerned employees' performances of contextual jobs. The results indicated a direct relationship between each of the adopted sub-variable of casualisation and contextual job performance except agency employments, which indicated negative or inverse impact. That means that as agency employment form of casualisation increases, contextual job performances are likely to increase compared to the other adopted form of casualisation. Adopted in this study.

5.0 CONCLUSION AND RECOMMENDATIONS

Overall, the results of the examined responses revealed that casualisation negatively and significantly impacted the performances of the concerned employees at the case study. This finding is consistent with several previous studies within the same industry or outside and at different locations including those by the likes of Akhimien et al, (2023), Osagie et al, (2019), (Obiabunmuo, et al, 2021), (Tom et al, 2014), (Lowry, 2012), (Wickramasinghe et al, 2011), and (Ryan et al, 2013). Consequently, the study recommended that contemporary businesses, especially should make efforts to stop casualisation as performances are significantly being affected negatively as revealed by this study. Different government offices and officials in related agencies, departments, and ministries as well as the international bodies should rise up to their responsibilities to put a stop to these discriminatory and inhuman practices.

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