
Casualization and Job Satisfaction among Contract Staff of Rivers State University of Science and Technology, Port Harcourt.

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Abstract

The study investigated relationship between casualization and job satisfaction among contract staff in Rivers State University of Science and Technology, Port Harcourt. A sample of 120 was used for the study proportional stratified random sampling technique was used to compose the sample. Two research questions were answered while two corresponding hypotheses were tested in the study 0.05 level of significance. The two instruments used for data collection were the Casualization Descriptive Questionnaire (CDQ) and Job Satisfaction Questionnaire (JSQ). Statistically, the research questions were answered with Pearson's Correlation Coefficient (r), and Z-test was used to test the significance of the obtained coefficient of correlation (r). The result revealed that there is a positive relationship between pay packages and job satisfaction. Based on the result, it was recommended that only officers who retiring and have satisfactory record of service should be employed as casual staff.

Keywords: *Casualization, job satisfaction, pay packages, work condition, contract.*

Introduction

Job satisfaction as a concept is an essential element considered by employees and employers around the world, when taking or giving an appointment in an organization. It is used to describe the level of feelings of contentment of workers towards their job or an enthusiastic disposition placed on the job by the workers. The Cambridge English Dictionary defined job satisfaction as "the feeling of pleasure and achievement that you experience in your job when you know that is worth doing, or the degree to which your work gives you this feeling. While on the other hand, (Boundless.com) sees job satisfaction as the level of contentment employees feel about their work, which can affect performance. It denotes the level of contentment of a worker for his or her job. This feeling emanate from individual's perception of satisfaction.

From the foregoing definitions, job satisfaction is the psychological disposition which a worker derives from performing a task. All jobs stimulate certain level of feelings in the workers based on the extent they satisfy or fail to satisfy the value and expectations of the workers (Nwankwo,

2013). The level of feelings falls under two categories, affective feelings and cognitive feeling. Affective feeling describes a person's emotion about the job as a whole. Cognitive feeling is how satisfied employees feel concerning some aspect of their job, such as security, pay, benefit work condition etc. (bountless.com).

Meeting the expectations and contentment of the workers result in job satisfaction, while depriving them of their happiness and expectations brings them to dissatisfaction. Job satisfaction is usually associated with good and attractive/working conditions such as pay, promotion, fringe benefits, level of communication, person's ability to complete required tasks etc which may be salary and non salary conditions.

Rivers State University of Science and Technology is a state owned institution with both teaching and non-teaching staff constituted its workforce. The focus of the research is on contract staff, that is, the casual staff. The researcher has observed that there are categories of workers with regard to satisfaction with their job. It has been observed that workers in the institution, no matter how well or poorly paid, do their work with much enthusiasm and commitment. The researcher's personal contact with such workers reveals their value for their job and profession. These crops of workers are ever willing to offer intellectual and technical services to students at all time.

While, on the other hand, there are categories of staff in the same university who do not take their job serious. In most cases, they do not attend their lectures, not attending to files on desks, come late, close early, made themselves unapproachable by students. Students see such workers as demigods on campus. Also, there is another group of workers while occupy the middle position in the scale of job satisfaction. These groups are moderate in the performance of their duties (Okoye, Okolie & Aderibigbe, 2014).

Casualization of the workforce is traced to the introduction of Structural Adjustment Program (SAP) in 1986, as well as the IMF and World Bank conditions (Fapohunda, 2012). This condition precipitated a slump in the economy. As it is today, the situation that prevailed decades ago has resurfaced with its adverse antecedents on the economy. There is downsizing in every sectors of the economy. Many factories are shutting down, banks lay off staff, ministries, department and agencies are merging to survive in a distress economy.

Understanding the operations of the economy would identify the various factors within the operation of the economy. Many employers of labour considered casual employment because they want to run away from responsibilities attached to permanent employment. (Thom-Otuya, 2004). Because, when staffs are permanent, the issues relating to their medical bills, long service award, gratuity and retirement are prominent. While in quarter, the government instructed MDAs to rely on permanent staff and drop some casual staff because they want to run away from such commitment between them and this category of workers; which are more vulnerable because they are not protected by labour union.

Casualization is the transformation of a workforce from one employment status, permanently contracted to one engaged on a short term temporary basis. A contract appointment is a temporary appointment (which does not provide for the payment of pension) to a post of the level which appointment is made by the Federal/State Civil Service Commission for a specific pensionable terms and temporary employment (FRN, 2008). The public service rules spelt ou categorically that contract appointment may be offered to expatriates or Nigerians if:

- i) They are pensioners;
- ii) They are 50 years of age or over at the time they are being appointed;

- iii). They specifically requested to be employed on contract terms; and
- iv). The candidate possesses specialized competencies or skills.

Casual staffs (contract) are categorized into adjunct, sabbatical and contract staff.

Adjunct Workers: These are part-time workers hired on contractual basis by the institution in teaching capacity but are not full member of the faculty.

Sabbatical Workers: These are contractual appointments given to workers on leave from different institutions for the purpose of research within the university and its catchment

Contract workers: These are contractual and non pensionable appointment given to retirees of the institution with exceptional performance and special skills. So, the category of workers in casual work refers to the systematic replacement of full-time and part-time staff with staff employed on an adhoc basis (Okafor, 2010 as cited by Kalejaiye, 2014).

Statement of the Problem

Workers in every institution of higher learning experience certain level of job satisfaction based on the relationship between employees and management with regard to the issues of salary and non-salary conditions of service. Workers in RSUST had realize that level of job satisfaction can impact or mar their job performance, and thus an essential ingredient to create job efficiency experience have shown that high-performing workers do feel satisfied with their job, with the level of commitment and dedication exhibited. While some are dedicated and committed others are not, and are seen exhibiting unprofessional conducts such as lateness to duty, absenteeism, hostility to students, inability to complete required task on time, which are associated with lack of job satisfaction. While on the other hand, some have demonstrated moderate commitment toward their job, consequently students suffer the unpleasant outcome. Despite the widespread to the contrary, it is true that workers in the university work under the same condition of service, but have varying level of job satisfaction. It is likely that the nature and condition of their employment may have influence on their level of job satisfaction. The problem of the study therefore is what is the relationship between casualization of workers and job satisfaction? This is the problem address by the present investigation.

Purpose of the Study

The purpose of the study is to investigate the relationship between casualization and job satisfaction of workers in Rivers State University of Science and Technology, Port Harcourt. The study tends to investigate specifically;

- i) The relationship between pay packages and job satisfaction.
- ii) The relationship between work conditions and job satisfaction.

Research Questions

The following research questions will be answered to obtain the results of the study.

- i) To what extent is pay packages related to job satisfaction?
- ii) To what extent is work condition related to job satisfaction?

Hypotheses

Ho₁: There is no significant relationship between pay packages and job satisfaction.

Ho₂: There is no significant relationship between workers' condition and job satisfaction.

Methodology

The study was carried out in Rivers State University of Science and Technology, Port Harcourt. It is a state owned university situated in Port Harcourt, the state capital.

The research design adopted for this study is correlational. Correlational design is the study that involves the determination of relationship between two or more valuables, and that the design normally indicates the direction and magnitude of the relationship. The present is correlation because the researcher and gather two set of data from the respondents.

The population for the study comprised all 273 casual workers in the university payroll for the 2015/2016 academic session.

The sample size for the study consisted of 120 casual workers proportional draw from the total population.

Table 1: Distribution of Population of 273 Workers

Population	Workers			Total
	Adjunct	Contract	Sabbatical	
Subgroup population	125	112	36	273
Proportion	0.5	0.4	0.1	1.00
Sample size	$0.5 \times 125 = 60$	$0.4 \times 112 = 48$	$0.1 \times 36 = 4$	120

The instruments used for data collection are the casualization description questionnaire and job satisfaction questionnaire (JSQ). The respondents were instructed to rate each them on a 4-point modified Likert type of scale with response options of Very High Extent (4 points), High Extent (3 points) Low extent (2 points) and very low extent (1 points).

The job satisfaction questionnaire contains 12 items that measured factors of job satisfaction ranked on four-points likert-type of scale of Strongly Agree (4 points) Agree (3 points) Disagree (2 points) and Strongly Disagree (1 points).

The instruments were validated by 3 experts and adjudge to be valid. The reliability coefficients of the two instruments were 0.77 and 0.81. Copies of the questionnaire were administered with through the help of Head of Departments in the university. The research questions were answered with Pearson's Correlation Coefficient (r), the respondents' score on the casualization descriptive questionnaire were correlated with their respective score on JSQ using Pearson Product Moment Correlation method and that the obtained coefficient (r) tell the magnitude and direction of the relationship between the two variables in question.

Z-test was used to test the significance of the coefficient by correlation (r) obtained in the research questions. The formular is shown below.

Results

The data and result of the hypotheses derived from the corresponding research questions are presented in the same table.

Ho₁, there is no significant relationship pay packages and job satisfaction among contract staff.

Table 2: Pearson's r for the relationship between pay packages and job satisfaction

Variables	N	$\sum x^2$	$\sum y^2$	$\sum xy$	df	r	Zcal	Zcrit	Result
Pay packages Vs job satisfaction	120	450	312	291	118	0.56	0.051	1.98	Significant

Table 2 show a correlation coefficient (r-value) of 0.56. The result is there is positive relationship between pay packages and job satisfaction.

However, since the Z_{rcal} off (0.051) is less than the Z_{critical} value (1.980) at df of 118 and 0.05 alpha level for a two tailed test, the null hypothesis is accepted. Thus, the result is that there is no significant relationship between pay packages and job satisfaction among contract staff.

Table 3: Pearson's r for the relationship between work condition and job satisfaction

Variables	N	$\sum x^2$	$\sum y^2$	$\sum xy$	df	r	Zcal	Zcrit	Result
Work condition Vs Job satisfaction	120	332	2746	2518	118	0.31	0.03	1.98	Significant

Table 3 shows a correlation coefficient r-value of 0.31. The result is there is positive relationship between work condition and job satisfaction.

However, since the Zcal (0.031) is less than the Z_{critical} (table value) (1.980) at df of 118 and 0.05 level of significance for a two tailed test, the null hypothesis is accepted. Thus, the r-value of 0.31 (low) is not significant.

Summary of Findings

The results of the study are presented below;

1. There is a positive relationship between pay packages and job satisfaction among contract staff and Rivers State University of Science and Technology, Port Harcourt. The relationship is however not significant at 0.05 level of probability.
2. There is also a positive relationship between work condition and job satisfaction among contract staff of Rivers State University of Science and Technology, Port Harcourt. The relationship is not statistically significant at 0.05 alpha level.

Discussion of Findings

This subheading deal with discussion of the result, summary and conclusion of the study as presented.

- i) Relationship between pay packages and job satisfaction.
- ii) The result indicates that there is a positive relationship pay packages and job satisfaction.
- iii) The positive relationship between pay packages and job satisfaction among contract staff implies that as score of the independent variable (pay packages) increase, it brought a corresponding increase in job satisfaction scores, and vice versa.

This connotes that workers, whose scores are moderately high on pay packages earn high scores on job satisfaction, while some whose scores are low on pay packages earn low scores on job satisfaction. When Z statistics was applied, r-value of 0.56 was found to be significant at 0.05 level of significance (Table 2).

The result indicated that there is a positive significant relationship between pay packages and job satisfaction. The result of the study is in disagreement with Okoye, Okolie and Aderibigbe (2014) who found out that of element of quality of work life as well as paid, physical work environment and social environment has a negative coefficient of 0.88 for well paid and safety behaviour.

The divergent result may be attributed to many reasons. While the present study used contract staff in an educational institution construction workers were used by Okoye et al. The degree of association was found to be 0.56 for pay packages and job satisfaction.

The result of the relationship between work condition and job satisfaction among contract staff was statistically significant, the magnitude of the relationship was low as well as the percentage of prediction one variable to another.

Finally, the positive relationship between work condition and job satisfaction means that as scores on work condition increase, there is a corresponding increase in job satisfaction scores, 31 and vice-versa. This implies that most contract staff, whose score are low on work condition earn low scores on job satisfaction, while those whose score are high the reverse is the case.

The finding is in disagreement with Fapohunda, (2012); Arugwom (2007) posits that work condition which supposed to attract productivity and satisfaction will be adopted to use by organization sin their pursuit of organizational values of high productivity, efficiency and effectiveness. However, Hall (2000) opines that through condition may suit short term interest of workers under casualization with satisfaction.

The divergent results for the present and past studies may be attributed to many reasons. While the present study used contract staff, other studies used workers in oil and gas banking and telecommunication sectors.

Conclusion and Recommendations

Based on the result of the study, it can be concluded that casualization has a relationship on job satisfaction, that when workers are better pay and placed on better work condition they become satisfied with their job. The following recommendations are hereby made to increase the level of job satisfaction among contract workers.

1. Officers who is retiring and have good satisfactory record of service should be considered for casualization.
2. Management of organizations that hired employees on casual basis should ensure that candidates who possess specialized competencies and skills, and also candidates who specifically request to be employed on contract terms are considered.

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