

# Motivation and Work Behaviour of Casual Worker: A Theoretical Perspective

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## ABSTRACT

The motivation of casual workers for corporate and individual performance cannot be overemphasized in an organisation, this work explored the casual workers behaviour in relations to job security, work environment, wage system, gender differences and power imbalance. The work is hinged on two theories, they are the expectancy theory and social exchange theory. The concluded that the well-being, satisfaction, and commitment of casual workers are integral to the overall success and vibrancy of the organisational settings. By prioritizing job security, safety, fair compensation, and transparent conversion pathways, institutions can create an environment where casual workers thrive, contributing their best to the organisation.

**Key words:** Casual Workers, Work Environment, Wage System, Job Security

## INTRODUCTION

The motivation of workers to enhance both individual and corporate performance is a strategy that organisations have adopted over the years and the world over (Okine, *et al*, 2021, Nnonyelu and Odugwu, 2021), studies have shown that the concentration of the study on motivation had been on other forms of workers excluding the casual workers (Edgar, *et.al*,2017, Willis *et. al*, 2019), this therefore go a long way to influence workers behaviour that will lead to effective and efficient performance of workers and the organisation at large.

This dynamic interplay between motivation and work behaviour lies at the heart of organizational success, yet within the complex ecosystem of Nigerian corporate organisation, a group of workers often remain shrouded in obscurity: the casual workforce. These individuals, the unseen hands maintaining work environment, cleaning offices, and securing facilities, fuel organisational activities, yet their motivations and work behaviours remain largely unexplored.

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## REVIEW OF RELATED LITERATURE

### Conceptualising Motivation and Work Behaviour

Motivation always influences work behavior, according to Uka and Prendi (2021) motivation plays a crucial role on employees' performance which invariably impinge on the overall performance of the organisation, it is a critical factor in understanding how casual workers in an organisation approach their tasks and responsibilities. Stajkovic and Luthans (1998) on motivation emphasizes the importance of an individual's belief in their capability to execute tasks effectively. The findings of this study suggest that individuals with higher self-efficacy are more motivated and exhibit positive work behaviors. In the context of casual workers in an organisation, understanding their self-efficacy levels becomes crucial in unraveling the intricacies of their motivation and work behavior.

Moreover, the study conducted by Lovakov (2016) on the Antecedents of Commitment among Australian University Staff sheds light on the connection between motivation and organizational commitment. The research indicates that when employees feel motivated, they are more likely to develop a strong commitment to the organization. For casual workers in a Nigerian organisation, the nexus between motivation and commitment is particularly relevant, as their temporary status may influence their level of engagement and dedication to the institution.

Research conducted by Idiegbeyan-Ose et al. (2019) focused on the motivation and job satisfaction of university staff in Nigeria, offering insights into the motivational factors that impact work behavior. The study identified various factors such as salary, recognition, and promotion as significant determinants of job satisfaction. For casual workers, where the employment conditions may vary, the understanding of these factors is crucial in comprehending the shades of their motivation and how it translates into work behavior.

The national context in Nigeria provides additional layers to the study of motivation and work behavior among casual workers in any organisation. A study by Ayodele et al. (2022) on job insecurity and work behavior in Nigerian universities addresses the specific issue of job insecurity, which is highly pertinent for casual workers. The findings suggest that job insecurity negatively influences work behavior, impacting job satisfaction and organizational commitment. Given the temporary nature of casual employment, the fear of job insecurity is likely to be a prevalent concern among this workforce, influencing their motivation and work behavior.

International studies also offer valuable insights into motivation and work behavior, providing a broader perspective. The research by Blau (1987) on exchange and power in social life introduces the concept of social exchange theory, emphasizing the reciprocity in social relationships. Applying this to the context of casual workers in an organisation, the study suggests that the perceived fairness in the employment relationship, including equitable rewards and recognition, plays a pivotal role in shaping motivation and work behavior.

Additionally, a cross-cultural study by Lämsä, Vehkaperä, Puttonen, and Tukiainen (2016) comparing Finnish and Nigerian university employees explores the cultural dimensions influencing work behavior. While cultural differences are evident, the study highlights the universal importance of factors like job satisfaction, organizational commitment, and leadership in shaping work behavior. Casual workers in an organizational setting may navigate these factors within a distinct cultural context, adding a layer of complexity to their motivation and work behavior.

Every organisation is characterized by a unique blend of professional and organisational goals, this introduces specific factors that influence the motivation and work behavior of casual workers. A study by Eagan Jr et al. (2015) on job satisfaction among faculty in higher education institutions emphasizes the significance of autonomy, support, and collegiality in shaping job satisfaction. Motivations varies from organisations and individual workers. Casual workers in an organizational setting are likely to be motivated by factors beyond monetary rewards, making the exploration of these intrinsic motivators crucial for understanding their work behavior.

Furthermore, a study by Keller and DuBois (2021) on the relational aspects of employment highlights the role of mentorship and interpersonal relationships in influencing work behavior. Casual workers experience may differ from organizations, that is, having a different relational dynamic different from other organisation due to their temporary status, impacting their motivation and sense of belonging within the organisations setup.

Prior research on motivation and work behaviour (Hemakumara , 2020; Van Nguyen et al., 2021; Xu et al., 2022) has primarily focused on formal employee populations, overlooking the shades of the informal sector where casual workers reside. However, studies by scholars like Ferriz-Valero and Ferriz-Valero (2020) and Arshad et al. (2021) highlight the limitations of this approach, emphasizing the need for research that captures the unique experiences of informal workers. Casual workers in such organisations that is characterized by precarious employment status, low wages, and uncertain career prospects, present a compelling case for further investigation.

Employment security, a fundamental aspect of formal employment, often takes on a precarious form for casual workers. Studies by Piccoli et al. (2021) and Shin and Hur (2021) suggest that job insecurity negatively impacts employee motivation and performance. Fear of losing their jobs can lead to absenteeism, reduced productivity, and lower levels of engagement. However, the picture for casual workers might be more nuanced. Research by Yu et al. (2021) and Mushtaque et al. (2022) indicates that job insecurity can also act as a motivator, driving individuals to work harder to prove their worth and secure more stable positions. Understanding how employment security shapes work behaviour among casual workers will require context-specific research that captures the interplay between anxieties and aspirations within this unique setting.

Work environment plays a crucial role in shaping employee well-being and performance. Studies by Hamidi et al. (2020) and Tabassum et al. (2021) have highlighted the link between physical work environment factors like lighting, temperature, and noise levels with employee stress, fatigue, and productivity. For casual workers, the work environment presents potential safety hazards in addition to these concerns. Cleaning duties might expose them to hazardous materials, while security roles could involve confrontational situations. Research by Black et al. (2022) and Cassiano et al. (2022) underscores the importance of investigating how such risks influence safety behaviour and risk perception among casual workers. Exploring how the work environment shapes safety practices and well-being among casual workers can inform interventions that create safer and healthier workspaces.

The wage system presents another crucial factor influencing work behaviour. Casual workers often navigate low wages and irregular pay, as documented by scholars like Mooi-Reci and Wooden (2017) Cameron et al. (2021). Financial precarity can lead to demotivation and disengagement, impacting productivity and commitment. However, research by Mitchall and Jaeger (2018) Jabagi et al. (2019) suggests that low wages can also act as a motivator, particularly for individuals with limited alternative options. Understanding how the wage system influences work behaviour among casual workers requires examining not only the absolute level of wages but also their perceived fairness and consistency, alongside the broader economic context faced by these workers.

The anticipation of career advancement, often absent in casual employment, emerges as a potential motivator. Research by Chanana and Sangeeta (2021) and Riyanto et al. (2021) highlights the positive impact of career development opportunities on employee motivation and engagement. For casual workers who harbor aspirations of transitioning to permanent positions within an organisation, the potential for career advancement could serve as a powerful motivator, driving increased effort and dedication. Conversely, as noted by scholars like De Menezes and Cunha (2010) and Martin (2020), the absence of clear pathways to permanent positions can breed cynicism and disengagement. Investigating the role of conversion prospects in shaping work behaviour among casual workers can inform human resource practices that foster career development and employee satisfaction within this often-overlooked workforce.

Beyond these key factors, several other dimensions merit exploration. Scholars like Stevens et al. (2017) and Charness and Chen (2020) emphasize the importance of social identity and sense of belonging in shaping work behaviour. Do casual workers feel integrated into the organisation? How does their perceived social identity

influence their motivation and engagement? Additionally, cultural context plays a significant role in shaping work values and expectations.

Additionally, cultural context plays a significant role in shaping work values and expectations. Studies by Khan and Cox (2017) and Limajatini et al. (2019) highlight the influence of national culture on factors like power distance, collectivism/individualism, and avoidance of uncertainty. How do these cultural factors influence the motivations and work behaviours of casual workers in various organisation? Are there specific cultural norms or expectations that shape their experiences and responses to the aforementioned factors like employment security, work environment, wage system, and career advancement? Investigating these cultural nuances is crucial for developing interventions and policies that resonate with the specific context of an organisation.

Furthermore, gender emerges as a critical lens through which to examine work behaviour. Studies by Ivancheva et al. (2019) and Paraskevopoulou (2020) highlight the gendered experiences of precarity and informality in the labour market. Do casual workers exhibit gendered differences in their motivations and work behaviours? Are there specific challenges or opportunities faced by female casual workers compared to their male counterparts? A gender-sensitive analysis is crucial for understanding the diverse experiences and needs within this workforce.

Finally, power dynamics within an organisational structure merit exploration. Studies by Lam and Xu (2019) and Nechanska et al. (2020) highlight how power imbalances can influence employee voice and agency. How do casual workers perceive their power dynamics within the institutional hierarchy? Do they feel empowered to voice their anxieties and partake in decision-making processes that affect their work experiences? Knowledge of these power dynamics is central to fostering a more unbiased and inclusive work atmosphere for all personnel.

In conclusion, this empirical review has delved into the complex chemistry of elements that shape the motivation and work behaviour of casual workers. We have explored the impact of employment security, work environment, wage system, career advancement prospects, social identity, cultural context, gender, and power dynamics. While international research provides valuable insights, casual workers' demands further investigation. By conducting in-depth research that captures the lived experiences and perspectives of casual workers, we can gain a deeper understanding of their motivations, challenges, and aspirations. This knowledge can then inform the development of policies and practices that not only enhance institutional efficiency and safety but also create a more equitable and fulfilling work environment for all personnel in an organisation, recognizing and valuing the vital contributions of the often-invisible casual workforce.

## **Theoretical Review**

### **The Expectancy Theory**

Expectancy Theory, developed by Victor Vroom in the 1960s, is a psychological theory that explores how individuals make choices based on their beliefs about the relationship between effort, performance, and outcomes. In the context of the study on the motivation and work behavior of casual workers in an organisation, the application of Expectancy Theory provides valuable insights into the cognitive processes and expectations that influence the behavior of this unique workforce.

### **Proponents of the Theory**

The Expectancy Theory has been endorsed and expanded upon by various scholars in the field of organizational behavior and psychology. Victor Vroom, the original proponent, argued that individuals are motivated to exert effort when they believe that their efforts will lead to successful performance, and successful performance will, in turn, result in desirable outcomes (Vroom, 1964). Other scholars such as Porter and Lawler (1968) extended and refined the theory, emphasizing the role of valence, which refers to the value an individual place on the anticipated outcomes.

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## Assumptions and Strengths of the Theory

The theory rests on several key assumptions, including the idea that individuals are rational decision-makers who assess the potential consequences of their actions before deciding on a course of action (Vroom, 1964). The strengths of Expectancy Theory lie in its simplicity and its ability to provide a logical framework for understanding motivation. It acknowledges the subjective nature of motivation, recognizing that individuals weigh the perceived probability of success, the value of outcomes, and the desirability of those outcomes in making motivational decisions (Beckmann and Heckhausen, 2018; Barclay et al., 2017).

## Application of the Theory to the Study

In applying Expectancy Theory to the study on the motivation and work behavior of casual workers, it is essential to delve into the intricacies of how the theory's principles manifest within the unique context of temporary employment in a work environment.

Casual workers, often engaged in short-term contracts or part-time positions within an organisation, navigate an environment where the prospect of conversion to a permanent role represents a significant outcome. Expectancy Theory posits that individuals are motivated to exert effort when they believe that their efforts will lead to successful performance, and successful performance will result in desirable outcomes (Vroom, 1964). In the context of casual workers, the study aims to explore how these individuals evaluate the relationship between their efforts, performance, and the coveted outcome of being converted to a permanent position.

The first component of Expectancy Theory is the "expectancy," which refers to an individual's belief that exerting effort will lead to successful performance. For casual workers in a work place, this expectancy is influenced by factors such as the clarity of performance expectations, the availability of resources, and the level of support from supervisors and colleagues. A study by Van Zyl et al. (2021) on temporary workers emphasizes that clear performance expectations enhance the belief that effort will result in successful task performance.

The second component is "instrumentality," which refers to the belief that successful performance will lead to desired outcomes (Quratulain et al., 2021). In the study context, the desired outcome is the conversion to a permanent position. The application of instrumentality involves understanding how casual workers perceive the connection between their successful job performance and the likelihood of being considered for permanent employment. A study by Latorre et al. (2016) on social exchange emphasizes the reciprocal nature of employment relationships, where successful performance is expected to lead to positive outcomes, including job security. The anticipation of instrumentality becomes a crucial factor influencing the motivation of casual workers, as they weigh the perceived linkage between their efforts and the prospect of securing a more stable and long-term position within the organisation.

The third component is "valence," which represents the value an individual places on the outcomes (Bowden et al. 2017). The study aims to uncover the subjective valuation that casual workers attach to the prospect of conversion. The work of Carruthers (2018) extended Expectancy Theory by emphasizing the role of valence in understanding motivation. The literature on job satisfaction and organizational commitment becomes particularly relevant here, as it reflects the emotional and attitudinal aspects associated with the perceived value of outcomes (Meyer and Allen, 1991; Chordiya et al., 2017). For casual workers, valence encompasses not only the intrinsic rewards of job satisfaction and commitment to the institution but also the extrinsic reward of a potentially secure and permanent job.

Drawing from the study by Neel et al. (2016) on self-efficacy, which aligns closely with Expectancy Theory, the application of the theory involves recognizing the importance of individual beliefs in shaping motivation. Self-efficacy, defined as an individual's confidence in their ability to perform a specific task, becomes intertwined with the expectancy component of the theory. Casual workers who possess high self-efficacy regarding their tasks may exhibit stronger beliefs that their efforts will lead to successful performance, reinforcing the expectancy that such performance will result in the desired outcome of conversion.

## **Weaknesses of the Theory**

While Expectancy Theory provides valuable insights, it is not without its limitations. The theory assumes that individuals have complete information and can accurately assess the probability of success and the desirability of outcomes, which may not always be the case in real-world scenarios (Feather et al., 2021). Additionally, it tends to focus on individual factors and may not adequately capture the social and relational aspects of the employment relationship.

This limitation leads to the incorporation of Social Exchange Theory, which emphasizes the reciprocity and social dynamics in relationships. Social Exchange Theory posits that individuals engage in relationships based on the expectation of mutual benefit, and the balance of this exchange influences their attitudes and behaviors (Blau, 1964). In the context of casual workers, the social exchange lens provides a broader perspective, acknowledging the influence of the employment relationship, organizational culture, and interpersonal dynamics on motivation and work behavior.

The study by Cropanzano et al. (2017) highlights the social context of the employment relationship, suggesting that social exchange processes are integral to understanding employee attitudes and behaviors. In the case of casual workers, the anticipation of conversion can be seen as part of a social exchange dynamic where the individual invests effort and expects, in return, not only the possibility of permanent employment but also recognition, support, and fair treatment.

In conclusion, while Expectancy Theory provides a solid framework for understanding the motivation and work behavior of casual workers, its limitations, particularly in capturing the social dynamics of the employment relationship, necessitate the integration of Social Exchange Theory. Together, these theories offer a comprehensive perspective, acknowledging both the individual cognitive processes and the social context that shape the motivation and behavior of casual workers in an organisation.

## **Social Exchange Theory**

Social Exchange Theory, rooted in the works of early sociologists such as Homans (1958) and Blau (1964), offers a lens through which to understand the dynamics of social relationships, emphasizing the give-and-take of resources, rewards, and costs. In the context of the study on the motivation and work behavior of casual workers in an organisation, Social Exchange Theory provides a nuanced framework to explore the reciprocal nature of the employment relationship and the social dynamics influencing the behavior of temporary staff.

## **Proponents of the Theory**

Social Exchange Theory has been influential in the fields of sociology and organizational behavior, garnering support from scholars who recognize the importance of social interactions and mutual expectations in shaping human behavior. Peter Blau, one of the key proponents of the theory, argued that social exchange involves individuals weighing the rewards and costs of interactions, with the aim of maximizing positive outcomes while minimizing negative ones (Blau, 1964). The theory has been further developed and refined by researchers like Lévi-Strauss (1969) and Cook et al. (2013), contributing to its widespread application in understanding various social phenomena.

## **Assumptions and Strengths of the Theory**

At its core, Social Exchange Theory assumes that individuals are rational actors who engage in social relationships based on the expectation of mutual benefit. The theory emphasizes the reciprocity of social interactions, where individuals expect that their contributions will be met with rewards and that there will be a balance in the exchange. One of the strengths of Social Exchange Theory lies in its ability to provide a framework for understanding both economic transactions and social relationships. The concept of reciprocity, central to the theory, highlights the social norm of returning favors and maintaining balance in exchanges (Paraskevaidis and Andriotis, 2017).

Applying Social Exchange Theory to the study involves examining the social interactions and transactions between casual workers and the organisation. The temporary nature of their employment positions introduces a unique set of social dynamics as they navigate relationships with colleagues, supervisors, and the organisation itself. A study by Nuri (2017) emphasizes the social context of employment relationships, highlighting the importance of perceived fairness, trust, and reciprocity in shaping employee attitudes and behaviors. For casual workers, the anticipation of conversion to a permanent role represents a significant aspect of the social exchange, where they invest effort and expect, in return, not only the possibility of long-term employment but also recognition, support, and fair treatment.

Moreover, the concept of "relational contracts" aligns closely with Social Exchange Theory. Rousseau (1989) introduced the idea of psychological contracts, emphasizing the unwritten and implicit agreements between individuals and organizations. In the case of casual workers, the relational contract involves the social exchange of efforts and contributions for the expectation of future benefits, such as conversion to permanent employment. This aligns with the central tenets of Social Exchange Theory, where individuals engage in relationships with the anticipation of mutual gain.

### **Application of the Theory to the Study**

In the study on the motivation and work behavior of casual workers in a work environment, Social Exchange Theory offers a rich perspective on the intricate social interactions within the employment relationship. Applying the theory involves delving into the norms, expectations, and reciprocity that characterize the exchanges between casual workers and the organisation, shedding light on the social dynamics influencing their behavior.

Social Exchange Theory posits that individuals engage in social relationships with the expectation of mutual benefit, where contributions are met with rewards and a sense of balance is maintained in the exchange (Blau, 1964). In an organizational setting or context, casual workers invest effort and contributions into their roles with the anticipation of not only financial compensation but also the possibility of conversion to permanent employment—a significant reward in the social exchange.

A central concept within Social Exchange Theory is perceived organizational support (POS), which focuses on an employee's belief that the organization values their contributions and cares about their well-being (Eisenberger et al., 2020). The application of POS to the study involves examining how casual workers perceive the level of support from such organisation in terms of fair treatment, recognition, and communication about conversion prospects. When casual workers feel that the organisation values their contributions and demonstrates a commitment to their future within the organization, they are more likely to reciprocate with positive work behaviors.

Furthermore, the concept of relational contracts aligns with the social exchange dynamic. Rousseau's (1989) notion of psychological contracts emphasizes the unwritten and implicit agreements between employees and organizations. For casual workers, the relational contract involves the understanding that their efforts and contributions are part of a social exchange, with the expectation of future benefits such as conversion to permanent employment. The breach of this implicit agreement, if conversion prospects are not transparent or fulfilled, can lead to a breakdown in the social exchange, impacting motivation and work behavior.

The social identity theory, as explored by Turner et al. (1979), adds another layer to the application of Social Exchange Theory. Casual workers, as part of the organisation, engage in social exchanges that contribute to their social identity within the work setting. The anticipation of conversion serves not only as an individual gain but also as a means for casual workers to strengthen their social identity by aligning with the in-group (permanent staff) within the work environment.

The power dynamic within social exchanges is a critical consideration. The perceived fairness and balance of the exchange are influenced by the power held by both parties. If casual workers perceive a power imbalance where they have limited control or influence, the reciprocity within the social exchange may be affected. Power dynamics can shape the perceived fairness of the exchange, impacting motivation and work behavior

(Cook et al., 2017).

While Social Exchange Theory provides valuable insights into the social dynamics of the employment relationship, it is not without limitations. Critics argue that the theory may oversimplify human behavior by focusing on rational calculations of self-interest, neglecting the complexity of emotional and altruistic motives (Mangone, 2020). Additionally, the theory may struggle to account for power imbalances within social exchanges, a crucial consideration in the employment relationship.

### **Weaknesses of the Theory**

Despite its strengths, Social Exchange Theory is not without its criticisms and limitations. One challenge lies in the assumption of rationality, as not all social interactions are driven solely by calculated self-interest. Critics argue that the theory may oversimplify human behavior by focusing primarily on tangible rewards and costs, neglecting the complexity of emotional and altruistic motives (Matyjek et al., 2020). Additionally, the theory may struggle to account for power imbalances within social exchanges. In the employment relationship, the power dynamic between casual workers in an organisation may influence the perceived fairness and balance of the exchange. If casual workers feel disadvantaged or powerless, the theory may not fully capture the nuances of their social interactions.

This recognition of the theory's limitations underscores the importance of a multi-faceted approach that integrates insights from various theoretical perspectives. In the context of the study, combining Social Exchange Theory with Expectancy Theory provides a more comprehensive understanding, acknowledging both the social dynamics and individual cognitive processes that shape the motivation and work behavior of casual workers.

### **Summary and Literature Gap**

The literature review provides a comprehensive exploration of the motivation and work behavior of casual workers in a work environment. It synthesizes findings from both national and international studies, offering insights into various factors such as motivation, job satisfaction, job insecurity, cultural influences, and gender dynamics that shape the experiences of casual workers. The Expectancy Theory is employed as a framework to understand how casual workers, navigating temporary positions, evaluate the relationship between their efforts and the desirable outcome of conversion to permanent roles. The Social Exchange Theory is introduced to capture the nuanced social dynamics within the employment relationship, emphasizing reciprocity, perceived organizational support, and relational contracts.

Despite the richness of the literature, there exists a notable gap in the research. The majority of prior studies primarily focus on formal employee populations, neglecting the distinctive experiences of informal workers like casual staff. The precarious employment status, low wages, and uncertain career prospects of casual workers make them a unique subgroup deserving special attention. Furthermore, the study emphasizes the need for context-specific research to capture the lived experiences and perspectives of casual workers comprehensively. The literature gap underscores the importance of conducting in-depth investigations into the motivations, challenges, and aspirations of casual workers in this specific context, facilitating the development of policies and practices that cater to their needs and contribute to a more equitable and fulfilling work environment.

## **CONCLUSION AND RECOMMENDATION**

The multifaceted nature of casual employment within an organizational setting, underscores the imperative for nuanced and responsive approaches to workforce management. A one-size-fits-all approach to addressing the challenges of casual employment is not only impractical but also potentially counterproductive.

The paramount importance of job security as a cornerstone of casual workers' experiences cannot be overstated. Thus, the confidence derived from the anticipation of contract renewals, and the perceived impact of job security on motivation collectively contribute to a sense of stability among casual workers. Recognizing



the psychological implications of job insecurity, organisations should prioritize establishing transparent and secure employment structures. This not only fosters a positive work environment but also enhances the retention of skilled and motivated individuals, thereby contributing to organizational continuity and stability.

The intricate relationship between safety, well-being, and work satisfaction emphasizes the need for organisations to prioritize a conducive and supportive work environment. Positive social interactions, manageable workloads, and adequate safety measures emerged as key factors influencing worker safety and well-being. Organisations must proactively address concerns related to workload and safety to create an environment where casual workers feel valued and secure in their roles.

Compensation, including wages, timely payments, and benefits, emerged as a significant aspect of job satisfaction which must be properly presented as the improper presentation may result into an exercise in futility. Again, there is the need to carefully consider the components of compensation to ensure they align with the diverse needs and expectations of casual workers. The non-significant impact of perceived fairness on satisfaction with payment timeliness raises questions about the complex interplay between fairness perceptions and overall job satisfaction. This underscores the importance of transparent and fair remuneration practices.

The exploration of conversion prospects for casual workers revealed a keen interest in transitioning to permanent positions within an organisation. However, the lack of clear pathways poses a substantial barrier to realizing this aspiration. Organisation must address this uncertainty by establishing transparent career advancement structures that provide clear guidance for casual workers seeking permanent positions. Creating these pathways not only enhances motivation and commitment but also contributes to the cultivation of a skilled and dedicated workforce.

The well-being, satisfaction, and commitment of casual workers are integral to the overall success and vibrancy of the organisational settings. By prioritizing job security, safety, fair compensation, and transparent conversion pathways, institutions can create an environment where casual workers thrive, contributing their best to the organisation. As organisations continue to evolve, these insights serve as a roadmap for fostering a supportive, inclusive, and resilient workforce within the realm of casual employment.

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