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## Precarious Employment and Small Business Sustainability: Evidence from Lagos State Selected Cleaning Services Companies

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### Abstract

Maintaining a stable workforce is necessary for ensuring business sustainability yet employers engage in precarious employment which entails low wages, low benefits, job insecurity and health consequences for employees. This study assesses the influence of precarious employment on small business sustainability in selected cleaning services companies in Lagos State, Nigeria. The study adopts Marxist and social exchange theories with related literature to elucidate an imbalance employer-worker relationship which can relatively be leveraged if both parties can maximise their rewards and minimise costs. That is, creating a synergy by aligning the interests of both employers and employees to minimise work place conflict and employment instability. The study reveals that human factor has largely been ignored as work environment enhances employment stability, a prerequisite for business sustainability. Therefore, small businesses should provide conducive environment in which employees can self actualise their goals and align it with the sustainability of the business.

*Keywords: Precarious Employment, Small Business Sustainability, Work Environment, Employment Stability*

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### **Background to the Study**

Scholars argue that businesses play an important role in our daily lives and therefore, successful businesses represent a key ingredient for developing nations (Gavrea, Ilies & Stegorean, 2011). It is widely recognized that competitive business is the principal source of economic growth and wealth globally and makes a substantial contribution to poverty reduction. Although large and multinational businesses have the higher public profile, the majority of businesses are small businesses. They are estimated to be responsible for over 50% of the new jobs created globally and, in developing and emerging countries, they also employ more people than do large businesses (Croucher, Stumbitz, Quinlan & Vickers, 2013). Small businesses represent more than 90% of global businesses and account, on average, for about 50% of Gross Domestic Product of all countries and for 63% of their employment (ACCA, 2010).

Ezeonwuka (2014), observe that almost all first generation industries in Nigeria have closed down, while some multinational businesses that are in the manufacturing sector, have wisely relocated to other West African countries like Ghana and Cote D'Ivoire, and rather prefer to sell their products in the robust consumer Nigeria market. Small businesses are practically driving the Nigerian economy creating jobs and other economic activities. These small businesses, often referred to as Small and Medium Enterprises (SMEs), depending on capital base and number of employees, are represented in all sectors of the economy be it manufacturing, agriculture, trade and commerce, shipping and maritime services, hairdressing and cleaning services to mention a few. In fact, SMEs is the bedrock of developing economies, taking cognizance of the employment opportunities, economic growth, dynamism and flexibility it creates. Therefore, they are a critical sector of the economy and the engine of Nigeria's economic growth (Regha, 2016).

According to Quinlan, Mayhew and Bohle (2001), small business growing signify significance in terms of employment generation has been a direct consequence of outsourcing/competitive tendering and organisational restructuring. Apparently, many organisations have in the process of saving cost, outsource some of its traditional work functions like human resource, marketing, cleaning and security services to outsourcing companies or labour brokers who in turn employ workers as contract staff without adequate benefits as enjoyed by permanent staff (Uwem, Kabuoh & Alagbe, 2015). Small business tends to employ more than proportionate number of temporary, part-time, home-based and other types of contingent workers than larger businesses.

Among the small businesses driving the Nigerian economy in terms of employment generation and poverty reduction is the Nigerian cleaning services industry. The growth of the cleaning services industry is ostensibly a consequence of the growth of outsourcing practices in Nigeria. A list compiled by V-connect in 2016, indicate that there are over one hundred and fifty cleaning services companies in Lagos State alone.

Furthermore, Akinbode and Uwem (2013) observe there has been increased in the numbers of cleaning services companies in Nigeria and therefore cleaning is now one of the most commonly outsourced services due to the need of promoting standardization and consistency in service. In addition, they indicated that a variety of services is rendered by cleaning services companies such as janitorial service, fumigation, laundry, Industrial cleaning, maid service, and pre and post construction cleaning. More so, they noted that janitorial service is observed as the most rendered service with hundreds of staff. Depending on the capital base and size of the cleaning services company in Lagos State, the staff strength varies from 15 to 500 personnel. The highly staffed cleaning companies are the ones offering janitorial services while the laundry ones have the least staff strength.

The Lagos State cleaning services industry which requires technical competency to handle certain aspects of the job, is largely labour intensive, engages in triangular employment and creates job opportunities in the already saturated Nigerian employment market. To buttress this, Agwu and Emeti (2014), suggest that small businesses are labour intensive, capital saving and capable of helping create most of the one billion new jobs the world will need by the end of the century. However, the sustainability of many of these cleaning services companies in Lagos State after a few years of inception, in terms of return on investment, stability of employment and consistency of service delivery is apparently waning. They are mostly afflicted with inconsistency in government policies, inability to recruit personnel with requisite skills and competence, job insecurity, employment instability, uncondusive work environment, flawed work life balance, lack of access to finance, foreign exchange rate, import tariff, inflation, multiple taxation and uncondusive business environment that affects their sustainability over a period of time leading to premature closure.

Ishola, Olaleye, Ajayi and Edun (2013), argued that the death of small and large business is on the increase in Nigeria. They also noted that the Nigerian Corporate Affairs Commission in 2010 delisted over 35,000 business names including cleaning services companies from its list of active business. In addition, they estimated that two businesses die daily and sadly government have not been able to proffer solution to this obnoxious menace, worst still, small business operators finds it difficult to understand why their businesses die.

Ugwushi (2009) opined that wherever a business goes burst, bankrupt or fails there is always a resultant negative impact on most, if not all, of the stakeholders of the business. Entrepreneurs lose their capital investments, employees lose their jobs, the society loses a means of the production and distribution of goods and services, the government loses revenues it would have earned from tax. It also reduces the standards of living of individuals and brings about the deprivation of goods and services. The impact of business failure is always overbearing and this is why the issue should be attended to with great concern.

### **Objectives of the Study**

The main objective of this study is to investigate the effect of Precarious employment on Small business sustainability in selected cleaning services companies in Lagos State, Nigeria. The specific objective is set to; Evaluate the impact of work environment on employment stability in selected cleaning services companies in Lagos State, Nigeria.

### **Statement of the Problem**

In recent years, there has been a paradigm shift in the way people are employed not only in multinationals and government owned establishments, but also in small businesses which are largely owned by sole proprietors or are considered family businesses. In nearly every economic sector, good jobs are falling prey to corporate cost-cutting moves at the expense of working families. Too many jobs are being outsourced, contracted out, or reclassified under a barrage of legal definitions designed to keep pay down, benefits low, and unions out (Fapohunda, 2012). The massive shift from regular employment to temporary work or jobs through agencies and labour brokers is having a deep impact on all workers, their families, and on the society (Eroke, 2013), leading to both conflict at home and the workplace.

Odeku (2015) suggests that the recent global economic crisis has been considered by many, as a major factor in the increased use of temporary or casual labour in order for organisations to be more flexible in their employment strategies. Changes in business practices including repeated rounds of downsizing/restructuring by large private and public sector employers, privatization, outsourcing/off shoring and converting employees into self-employer sub-contractors have not only increased the number of workers holding shorter contract duration work. These changes have also increased job insecurity amongst those workers holding ongoing/permanent jobs, adversely affecting their health, safety and well-being. The insecurity of these workers appears to make them more susceptible to bullying and harassment including unwanted sexual advances (Quinlan, 2015).

Small businesses including cleaning services companies in Lagos State are not excluded from this change in work arrangement that have seemingly made cleaners vulnerable and workplace deplorable leading to employment instability that mitigates business sustainability. Some cleaning services companies that have so far weathered the storm are bedevilled with complaints from clients concerning benchmark of service delivery such as inconsistent resumption time of cleaners, inability to retain the same set of cleaners for a long period of time due to high labour turnover, inadequate cleaning chemicals, outdated cleaning equipment and inability of service provider to pay cleaners promptly (Uwem et al, 2015). More so, they opined that majority of the cleaning services companies in Lagos State have been experiencing a decline in the standard of work and quality of service delivery while some are going into extinction a few years after inception. To buttress this, Agwu and Emeti (2014), suggested that small businesses in Nigeria die within their first five years of existence, a smaller percentage goes into extinction between the sixth and tenth year while only about five to ten percent survive, thrive and grow to maturity.

In addition, various scholars have adduced reasons for the premature death of SMEs inclusive of cleaning services companies which among others are, inconsistency in government policies, negative disposition of financial institutions towards small business, lack of proper planning, insufficient capital, poor customer relation, poor accounting, lack of marketing skills, employee silence to mention a few (Agwu & Emeti, 2014; Uwem, Egwuonwu, Kabuoh & Ekwoaba, 2016). However, this study is looking at the human factor in terms of how work environment can influence employment stability which is essential for business sustainability.

As posited by Uwem et al. (2015), inability to recognize employees as leading assets, ineffective employee's retention policies, and deplorable work environment result in high labour turnover, making it difficult to achieve business sustainability which requires stability of a competent workforce and consistency in service delivery over a period of time. Considering the issues above, this study will examine the impact of work environment on employment stability of cleaning services companies in Lagos State.

### Research Questio

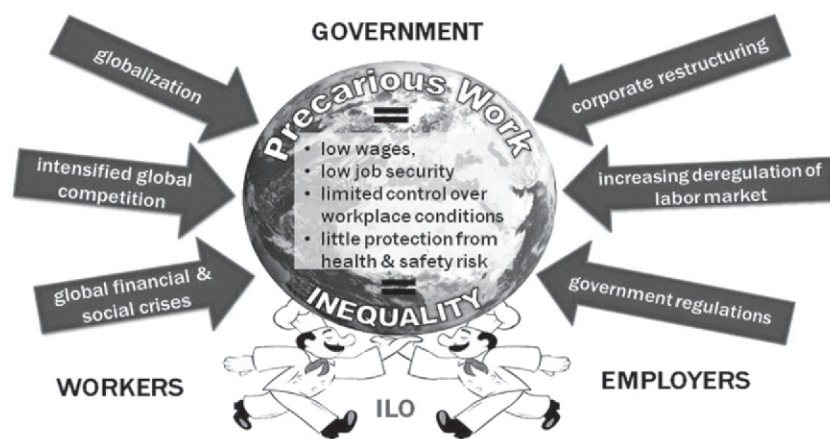
The study craves to answer the following question:

1. What is the impact of work environment on employment stability in selected cleaning services companies in Lagos State, Nigeria?

### Literature Review

This section focuses on the review of salient constructs in this study. They include; precarious employment, working environment, employment stability and small business sustainability inselected cleaningservices companies in Lagos State, Nigeria. It seeks to determine the relationship between the constructs in this investigation. This section also consists of the conceptual review, theoretical and empirical review.

### Precarious Employment



**Source:** Edralin, D. M. ( 2013). Precarious Work: The Unionized Hotels Workers' Experience. *Center for Business Research & Development Working Paper 2013-0*

International Labour Organisation ILO (2011) asserts that precarious work is a term used to describe non-standard employment which is poorly paid, insecure, unprotected, and cannot support a household. The standard employment relationship generally refers to a situation where the worker has one employer, works full-time, enjoys extensive statutory benefits and entitlements and expects to be employed indefinitely (Fudge, 1997; Rogers & Rogers, 1989; Schellenberg & Clark, 1996; Cranford, Vosko & Zukewich, 2003). The standard employment relationship is the model upon which labour laws, legislation and policies, as well as union practices are based.

Whereas standard employees can reasonably expect relative job security, fringe benefits and long-term opportunities within organizations, those defined as nonstandard or contingent employees are perceived and treated as organizational outsiders, and thus frequently experience inadequate compensation, inferior stereotypes, and a lack of future prospects (Boyce et al. 2007; Giesecke, 2009; Kalleberg, Reskin & Hudson, 2000; McGovern, Smeaton & Hill, 2004; Yu, 2013).

With globalization in most countries, privatization, liberalization, deregulation and removal of subsidies have taken place, thereby making most workers apprehensive about their jobs. Moreover, both jobs and incomes have become more precarious as global mergers and intense competitions pressurize government to privatize companies and parastatals and hence streamline their operations. Consequently, hiring and firing workers as well as actualization of labour according to the needs of the markets make sense for an organization concerned with increasing its profits, but it plays havoc with people's lives (Afonja, 2003; Okafor, 2007). The threat of job loss may create insecurity, and in turn strain, due to the threat of loss of fundamental needs such as income, social contact/support, help with structuring time and opportunities for personal development (Scott-Marshall & Tompa, 2011). Workers with uncertain job tenure tend to withdraw from work roles, causing them to be less committed and less productive (Dekker & Schaufeli, 1995; Karasek & Theorell; Probst, 2005).

Rodgers and Rodgers (1989) identified four dimensions central to establishing whether a job is precarious. The first dimension is the degree of certainty of continuing employment; here, time horizons and risk of job loss are emphasized. The second dimension is control over the labour process – this dimension is linked to the presence or absence of a trade union and, hence, control over working conditions, wages and pace of work. The third dimension is the degree of regulatory protection – that is, whether the worker has access to an equivalent level of regulatory protection through union representation or the law. The fourth dimension is income level, a critical element since a given job may be secure in the sense that it is stable and long-term but precarious in that the wage may still be insufficient for the worker to maintain herself/himself.

As posited by Burgessa, Connella and Winterton (2013), precarious work has long been associated with inferior physical working conditions, less attractive terms of employment (Quinlan, Mayhew & Bohle, 2001) and a wide range of negative health effects (Benach & Muntaner 2007; Tompa et al, 2007). According to Vosko (2006), precarious employment is

an increasingly common term used to highlight labour market insecurity. Precarious employment is shaped by tendencies in late capitalism whereby employers use subcontracting and other strategies to minimise labour costs and thereby lower the bottom of the labour market. Precarious employment is defined as forms of employment involving atypical employment contracts, limited social benefits and statutory entitlements, job insecurity, low job tenure, low earnings, poor working conditions and high risks of ill health (Cranford, Vosko & Zukewich, 2003).

Vermuyten (2014), observe that precariousness is more and more becoming a living situation that is not only characterized by material deficits, insecurity, adverse working conditions and lack of recognition, but above all by dwindling possibilities for people to make long-term plans. Alongside the permanent exclusion from gainful employment and the increase in insecure working conditions there is a third focal point – the fear of falling down the social ladder and losing status among those groups of people who still have normal regular jobs.

The efforts of the past decades, though helpful, have evidently proved insufficient to curb the growth of precarious work. Trade union initiatives against precarious work however continue to spread around the world, and rather than seeing a decrease in precarity, workers and societies seem to suffer ever more from precarious conditions (ILO, 2011). Still, precarious employment practice is common in sectors with restrained economic conditions (Kroon & Paauwe, 2014).

In Nigeria, there is the crisis of development and saturated labour market, most employers intention to keep cost of labour as low as possible has resulted in the proliferation in precarious employment relations such as contract work, casual work or part time work even though workers in these categories have prerequisite skills to hold full time jobs with varying implications for decent work deficits (James, James & Oyetunde, 2013). Many businesses in Nigeria are known to have as much as 50% of their work force as either casual or contract employees (Danesi, 2011).

The massive unemployment situation in Nigeria may have led to exploitation of vulnerable workers including those with university degrees by employers who are bent on profiteering from this obnoxious circumstance that is accentuated by capitalism, globalization and global economic downturn. Oftentimes, management is reluctant to convert these temporary workers to permanent staff or even give employment contract despite the fact that the Nigerian Labour Act requires the employer to give his/her employees a written statement specifying the term of employment within 3 months from the beginning of a worker's period of employment (sec.7(1) LA).

In the cleaning services industry in Lagos State, workers mostly employed through a triangular arrangement with labour brokers acting as labour intermediaries are subjected to working conditions that are precarious in nature. This cost saving arrangement ensures labour is recruited at a cheap price; issues of pension, adequate compensation in case of industrial accidents and health benefits are not included in the

terms and conditions of payment. Precarious work arrangement in the cleaning services companies in Lagos State has an uncertain duration, low job security and low income especially when it involves sole proprietors/partnership enterprises who fire and hire workers at will (Uwem et al, 2015). What is predominant in the cleaning services industry is individual bargaining. Unionism is gravely avoided; hence employers often use or adopt the system of Paternalism (Akinbode & Uwem, 2013).

### **Small Business Sustainability**

Sustainability is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainability is simply ensuring that economic, environmental and social developments go hand in hand (Dee, 2010). Sustainability refers to an organization's activities, typically considered voluntary, that demonstrate the inclusion of social and environmental concerns in business operations and in interactions with stakeholders (van Marrewijk & Verre, 2003). Sustainability thinking is based on the demand by the society to distribute the risks, losses and gains from a company doing business more fairly. It is a business view where corporate decisions do not only impact other businesses but also other sectors that comprise society, political and civil society (Waddock, 2006). This responsibility towards a business impact on society means that the stakeholders of a firm have to be integrated into the organizational picture. As buttressed by Bowen (1953), the decisions of the business man have a direct bearing on the quality of our lives and personalities. His decision affects not only himself, his stakeholders, his immediate workers, or his customers-they affect the lives and fortunes of us all. The cleaning services industry in Lagos State requires a win-win situation in an environment where the cleaners will be given a sense of belonging by taking cognizance of their needs while the company must operate in a manner to satisfy the clients, community and government in terms of remittance of tax.

### **Work Environment**

A work environment is made up of a range of factors, including company culture, management styles, hierarchies and human resources policies. Workplace environments greatly influence employee satisfaction, which in turn directly affects employee turnover rates. Knowing how to use a positive work environment to increase employee satisfaction and reduce turnover is a key to developing a high-performance workforce. Conducive work environment ensures the wellbeing of employees which always enable them exert themselves to their roles with all force that may translate to higher productivity (Ali, Ali & Adan, 2013). Awan and Tahir (2015) opined that more attention should be paid in identifying and dealing with working condition because when employee have negative perception to their environment they sometimes suffer from chronic stress.

Chandrasekar (2011), opine that in today's competitive business environment, organisations can no longer afford to waste the potential of their workforce. There are key factors in the employee's workplace environment that impact greatly on their level of motivation and performance. The workplace environment impacts on employee morale, productivity and engagement - both positively and negatively. It is not just coincidence



that new programs addressing lifestyle changes, work/life balance, health and fitness - previously not considered key benefits - are now primary considerations of potential employees, and common practices among the most admired companies. Haynes(2008) found that the behavior components of working environment have more impact than the physical components of working environment and in the environment where level of interaction is high, supports creativity and transfer of transactional knowledge.

According to Akinbode and Uwem (2013), many cleaning services companies in Lagos engage in unethical human resource practices because there is either a Human Resource department or designated person in charge of Human Resource Management and in situation where there is a designated personnel the person is more or less a rubber stamp Officer. Oftentimes, cleaners and supervisors are sacked arbitrarily without recourse to fair hearing. More so, the requisite safety tools like hand gloves, boots and cleaning equipment are hardly provided. This may have negatives outcomes such as unhealthy work life balance, moonlighting, psychology trauma, employee silence and deviant behaviour leading to employment instability.

### **Employment Stability**

Employment instability is an increasingly important social problem in workplace environment especially in the Nigerian informal economy. Apparently, it is accentuated by precarious employment which encourages work flexibility, low wages, work part time work, nonstandard hours and work unpredictability and may have health consequences for workers. Cleaning services companies' personnel in Lagos State is mostly dominated by primary and secondary school leavers. However, the unemployment situation in the country has made graduates to seek employment as cleaners. Most of these graduates in the cleaning services companies work on temporary basis and engage in multiple job holding. The consequence is high labour turnover which is prevalent in the cleaning industry making difficult for employer to maintain the same set of workers over a period of time.

Origo and Pagani (2015) noted that employment stability is desirable not only for workers, but also for firms, that dislike high turnover and prefer stable employment relationship in order to recoup human capital investment and selection costs. However, the intensification of competitive pressures has required in the last decades more flexibility both on firms and on workers side.

### **Relationship between Precarious employment, Work Environment, Employment Stability and Business Sustainability**

According to Uwem et al (2015),in their study precarious work, workplace conflict and organizational performance, empirical studies like the Hawthorne experiment have shown that work environment and nature of work affects the behaviour and enthusiasm of employees and this determines the level of job satisfaction, happiness and drive to enhance organizational performance and consequently business sustainability. This is also in tandem with a study - Can better working conditions improve the performance of SMEs? -conducted by Croucher, Stumbitz, Quinlan and Vickers in 2013 for International

Labour Organization. The research using descriptive survey approach ascertained that there is suggestive evidence of working conditions, safety and health, and skills development increasing positive outcomes which are creative innovations of employees, customer satisfaction and improved productivity. To buttress this, a study by Arshad, Asif, Baloch in 2012 on the impact of Fairness In Working Conditions On Organizational Performance In Pakistan Telecommunication Company, Limited, Islamabad reveal that there exists a very strong relationship among the two. If fairness in the system is increased it will lead to employment stability and vice versa. A very thorough survey has been conducted in all the offices and customer support centers in Islamabad to verify the relationship among fairness and organizational performance. The sample size of 200 is taken from Islamabad city. The results of the research have supported this statement that by improving the working environment and providing proper office infrastructure to the employees the productivity can be increased which will ultimately lead to business sustainability.

Daragh McCarthy conducted a study on the impact of precarious work on wages, productivity and economic growth for Nevin Economic Research Institute. The study reveal that temporary forms of employment are more likely to be a trap than a stepping stone to a permanent contract, the wage penalty has negative implications for the potential lifetime earnings for workers in this form of employment. The propensity of businesses including cleaning services companies to invest less in workers on these types of contracts raises concern over the potential for future productivity growth, which heavily influences the capacity of the economy to expand and drive sustainable increases in living standards.

According to Bakoticand Babic (2013), the conditions under which a job is performed can be different from those completely comfortable to those very difficult and dangerous to employees' life and health. Difficult working conditions can be influenced by: external factors that include climate - meteorological conditions, temperature, humidity, drafts, lighting in the workplace, noise and interference, gases, radiation, dust, smoke and other harmful factors; subjective factors that include gender and age of the worker, fatigue, monotony, unfavorable posture during work; factors related to the organization of production such as duration of the work shift and work schedule

## **Theoretical Review**

### **Marxist Theory**

The unfolding scenario in Lagos State work environment in which capitalism reigns and by extension employers are practically Lords of the Manor in the industrial relations system is aptly captured by Karl Marx's postulation about the history of class struggle. Political power is decided by power over capital (production). Woods (2013) noted that capitalism contains within itself the seeds of its own destruction; that is, it is an anarchic and chaotic system characterized by periodic crises that throw people out of work and cause social and political instability.

Majority of employers in the cleaning services industry are sole proprietors who ostensibly harness the high unemployment rate in Lagos State to suit their whims and caprices. These employers incessant enthusiasm for profit at the detriment of workers may have led to an imbalance employer-worker relationship as workers face deplorable working conditions, resulting in workplace conflict and consequently employment instability. This is in line with Marx's prediction, in Woods (2013), of how the inherent conflict between capital and labour would manifest itself. As Karl Marx wrote in his book *Das Kapital*, companies' pursuit of profits and productivity would naturally lead them to need fewer and fewer workers, creating an 'industrial reserve army' of the poor and unemployed: Accumulation of wealth at one pole is, therefore, at the same time accumulation of misery.

However, small businesses including cleaning services companies in order to ensure sustainability of the business over a period of time should in the pursuit of accumulating profit enhance the wellbeing of its workforce.

### **Social Exchange Theory**

This study is anchored on the Social exchange theory as postulated by George Homans in 1958. It proposes that the relationships we choose to create and maintain are the ones that maximize our rewards and minimize our costs (Long-Crowell, 2014). In the Employer-Worker relationship, employers are more egocentric and definitely not concerned with equality. Workers are likely to keep and value relationships for a long term that give them the most benefits for the least amount of effort which means they will prefer to stay in a work arrangement that they perceive could help them to their goals and objectives. Creating a synergy by aligning the interests of both employers and employees will minimize workplace conflict and help achieve business sustainability.

Social exchange theory clearly explains the relationship between work environment and employment stability. This theory supports the possibility that enabling work environment promotes employee participation, retention and job stability in the organization to the extent that the employees feel obligated to exert extra effort in return for these extra benefits (Azeem & Akhtar, 2014). These are extra role activities that employees perform and are not mandated to do, but are beneficial towards the organization, is a further indication of their organizational commitment (Lambert, 2000).

### **Empirical Review**

According to Eroke (2013), the degradation of work in Nigeria jeopardizes the livelihoods and well-being of workers and their families and results in fewer opportunities for Nigerians to improve working and living conditions. Mokaya, Nyangara and James, (2013), argue that factors like working conditions, remuneration and promotions play important role on employees level of job satisfaction. Ollukkaran and Gunaseelan (2003) found that how well employees engage with their working environment; will have positive impact on employees performance level. The performance of a corporate organization, which determines its survival and growth, depends to a large extent on the productivity of its workforce. Labour is generally regarded as the most dynamic of all the

factors that are employed for the creation of wealth, having the potential to energize and serve as catalyst to the other resources (Taiwo, 2010).

Mohanty, Susmitaparija and Ghansyamsahu (2012), observe that a positive relation exists between Human Resource Development HRD climate and employee performance and any change in working climate impacts on performance. Similarly, working environment also impacts on job satisfaction as opined by Bakotic and Babic (2013), and employees prefer to work in working environment that is less risky. Moreover, office design also impacts on performance as environmental factors are source of motivation by employees as noted by (Amina & Shehla, 2009). Smrita et al. (2010) found that the development of good culture in the organization affects employees level of motivation.

### **Conclusion and Recommendation**

Employees are comfortable working in an environment that is similar to their homes. Improving working conditions relates to the improvement of safety at work, training of workers, control and improvement of machinery and tools, and to provide adequate protective equipment. Furthermore, higher salaries and compensation benefits may seem as the likely way to attract employees. However, quality of the physical workplace environment may also have a strong influence on a company's ability to recruit and retain talented people. Some factors in workplace environment may be considered keys affecting employee's engagement, productivity, morale and comfort level. Government should insist on strict adherence to labour laws and policies as panacea for employment stability. A situation where casualization of labour and deplorable work environment is prevalent calls for caution because of the consequent negatives outcomes.

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