

Influence of Exogenous and Endogenous Factors on Changing Work Patterns in Ibadan Electricity Distribution Company

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Adebimpe A. Adenugba*
Busayo Bankole
Department of Sociology
Faculty of the Social Sciences
University of Ibadan, Ibadan
Ibadan

*Corresponding Author: bimpeadenugba@yahoo.com

Abstract

This paper examines the changing work patterns and the factors that are responsible this in the Ibadan Electricity distribution company (IBEDC) located in Ilorin. Strategic Choice Theory was adopted in the explanation of the necessity for change in work patterns. The study is descriptive and made use of both qualitative and quantitative approach. Purposive and random sampling was carried out for the selection of 300 questionnaire respondents from the pool of workers. A detailed analysis is made based on the responses from the questionnaire as well as from the conducted in-depth interviews of carefully selected workers. The paper reveals that customers' complaints about service delivery accounted for the need for change in work patterns while poor quality of service is the main factor necessitating change in work patterns. Findings also revealed that 64.1% of respondents emphasized that jobs were re-designed which led to new job descriptions and new work patterns. Finally, the study concludes that the changing nature of work cannot be neglected; the influence of technological innovation, work re-structuring and job re-design were seen to have helped to reshape attitudes among managers and workers.

Keyword: work, employment relationship, organizational commitment, job satisfaction

Introduction

Work patterns have always been subject to changes but the pace of change is now more rapid than ever. The motivating factor for this change is derived mainly from organisations that strive to alter the mode of operations of their employees to better their business needs.

The shift away from traditional concepts of work is reflected in increasing levels of self-employment, of subcontracting and of temporary employment (Adenugba, 2003). Organisations are under constant pressure to produce goods and services, as and when it is wanted and at the right price. This burden can often mean that new ways of working have to be developed to make the best use of staff and other resources (Mangan, 2000). Recruitment into many job positions is now done largely through outsourcing in most organisations. The

changes in work practices are the results of a number of major factors interacting with business, such as the transformation of markets technologically, information and communications revolution, creation of new possibilities for what, how and where work is done.

Also, globalisation of markets cannot be separated from the development of new employment patterns, with the rise in importance of the knowledge worker, the growing numbers of self-employed people and small businesses, the erosion of the traditional concept of the job as full-time, permanent and male, and the consequent changes in the role and outlook for trade unions have all changed. New organisational structures are emerging with the introduction of the networked organisation, the sub-contracting of whole functions, and the growing use of independent specialists. Growing concern of organisations over environmental issues for business, such as rising threshold of public concern and expectations, and the need for businesses to fulfil a significant role in helping to solve global environmental problems have contributed immensely to the need for change in work pattern in numerous businesses.

Arising from globalisation, an employer may outsource labour or production components to have an easier way to cut costs and run off competition. The popular practice is to cut the number of permanent employees and substitute them with casuals. The high level of unemployment and abundance or excess supply of labour also plays a major role in fuelling casualisation. Casual employment is characterised by shortfalls in protection and substantive disadvantages over most of the dimensions of what can be termed 'precariousness' in employment (Campbell, 2000).

The strength of any organisation is in its workforce. This is to say that an organisation with troubled workforce will find it tenuous if not impossible to exist and perform in an effective manner. This entails that human capital in any organisation needs to be handled with great care, since they are a distinctive resource that needs to be given special managerial attention and time (Storey, 2001). There has been evidence of some detrimental effects associated with the increasing diversity of working arrangements. There is a risk that part of the workforce gets trapped in a succession of short term, low quality jobs with inadequate social protection leaving them in a vulnerable position.

In developing societies, for instance, Nigeria which is riddled with development crisis and saturated labour market, keeping cost of labour low by most employers has resulted in the proliferation of nonstandard employment relations such as contract work, casual work or part time work, even though workers in these categories have essential skills to hold full time jobs with varying implications for decent work shortfalls (International Labour Organisation (ILO), 2005).

In Nigeria, the rationale for the exclusion of employer-funded benefits such as paid holiday and sick leave is that, under common law, casuals are deemed to be employed on a new contract at every engagement, and so are unable to accrue the required continuous service with an employer (Wooden & Hawke, 1998). The problem of non-standard employment is very common in many

establishments in Nigeria whether in indigenous, transnational or multinational firms, either public or private industry, including telecommunications sector, oil and gas sector, power sector, banking sector, education sector, and so on (Onyeonoru, 2004; Okafor, 2007). Specifically, this has been a long outstanding issue in the oil/gas industry and multinational corporations. Going by the recent privatization of the nation's power sector, the faith of employment relationship cannot be said to have remained the same in the sector.

This research draws attention to the emerging evolution of work patterns over time, and to stimulate interest in it. A strong theme that will arise out of this research is the examination of exogenous and endogenous factors responsible for changes in work patterns, welfare and work sustenance. The current study contributes to the surging area of change in work patterns and focuses on the influence of exogenous (environmental issues, technological change, etc) and endogenous factors (structure, skills, strategy) on the process of change. This paper contributes to knowledge gap inherent in the causes of changing work patterns.

Changes in the Pattern of Work

Mangan (2000) argues that employers seem to be the instigators of most moves to change labour hire practices or working arrangements and cites a survey conducted by McAndrew in 1992 in New Zealand, which found that of those firms that put new individual contracts in place, employers initiated 88 percent (McAndrew & Ballard, 1995). Quite a number of literature is in agreement that non-standard employment has been on the increase over the last 20 years. The term non-standard employment relationship indicates the existence of a standard employment relationship even though the latter is relative (Kalleberg, Reskin, & Hundson, 2000).

In recent decades there has been a vivid increase in non-standard jobs due to such factors as considerable unemployment, globalisation, the move from the manufacturing sector to the service sector and the spread of information technology. These changes have created a new economy which demands flexibility in the workplace and, as a result, triggered the decline of the standard employment relations and a dramatic increase in precarious work (Adewumi, 2008). Each form of nonstandard employment may offer its own challenges but they all share more or less the same disadvantages: low wages, few benefits, lack of collective representation by unions and little to no job security and definite duration (Okafor, 2007).

Factors affecting Work

The process of improvement and circulation of new information and communication technologies (ICTs) that took off in the 1990s constitutes a far-reaching transformation of the means of production, distribution and exchange.

Already, it has profoundly affected international trade and investment, the movement of capital and labour, and many work processes and products. It has also enhanced the shift towards services and their outsourcing internationally. The direct employment effects of ICTs are, on the one hand, new jobs created in producing and delivering new products and services and, on the other, the loss of jobs in redundant technologies or in firms that fail to keep up with competitors' rate of innovation. Indirect effects include the impact of technological change on productivity, skill requirements and associated organizational adaptation.

The concept of flexible firm originated in the work of Doeringer and Priore (1971) and Loveridge and Mok (1979). Atkinson (1984) suggested that the growth of the flexible firm has involved the break-up of the labour force into increasingly peripheral, and therefore numerically flexible, groups of workers clustered around a numerically stable core group that will conduct the organization's key, firm-specific activities. At the core, the focus is on functional flexibility. Shifting to the periphery, numerical flexibility becomes more important. As the market grows, the periphery expands to take up slack; as growth slows, the periphery contracts. In the core, only tasks and responsibilities change; the workers here are insulated from medium-term fluctuations in the market and can therefore enjoy a measure of job security, whereas those in the periphery are exposed to them.

Womack and Jones (1990) in *'The Machine that Changed the World'* popularized the term 'lean production'. Production systems associated with leanness include just-in-time, supply chain management, material resources planning and zero defects/right first time. The concept of 'leanness' has since been extended to non-manufacturing organizations. This can often be number-driven and is implemented by means of a reduction in headcounts (downsizing) and a reduction in the number of levels of management and supervision (delaying). But there is no standard model of what a lean organization looks like. According to research conducted in 1996, firms select from a menu the methods that meet their business needs (Kinnie, Hutchinson & Purcell, 1998). These include, other than delaying or the negative approach of downsizing, positive steps such as team-based work organizations, cross-functional management and development teams, emphasis on horizontal business processes rather than vertical structures, and HRM policies aimed at high performance and commitment and including communication programmes and participation in decision making.

Emerging Trends in Nigeria

In Nigeria, the 2005 new labour Act tinkered with section 42 CAP 437 of the former Trade Union Act. This new Act legalized non-standard employment relations through casualization, contract labour, abuse of occupational health and safety, and other anti-labour actions in Nigeria. Although in some sections the labour Act not only specifies what constitutes casual labour but locations and persons who engage in it, including duration. For example, section 74

subsection 3, CAP 198 of the Act specifically restricted casual jobs to a village or town for the purpose of the — construction of and maintenance of building used for communal purposes including markets, but excluding...places of worship. However, the Nigerian employers engage casuals for periods ranging from five to 10 years not in villages or towns but cities like Lagos, Abuja, and Ibadan and so on without regularizing their appointments. This clearly violates section 7(1) of the Act which stipulates that:

...not later than three months after the beginning of a worker's period of employment with an employer, the employer shall give to the worker a written statement specifying, the name of the employers or group of employers, and where appropriate, of the undertaking by which the worker if employed, the name and address of the worker and place and date of his engagement; the nature of the employment, if the contract is for a fixed term, the date when the contract expires; the appropriate period of notice to be given by the party wishing to terminate the contract, the rates of wages and method of calculation thereof and the manner and periodicity of payment of wages.

In Nigeria, there has been a dramatic increase in non-standard jobs in recent past due to such factors as: massive unemployment, globalization, the shift from the manufacturing sector to the service sector and the spread of information technology. These changes have created a new economy which demands flexibility in the workplace and, as a result, caused the decline of the standard employment relations and a dramatic increase in precarious work (Adewumi, 2008). Each form of nonstandard employment may offer its own challenges but they all share more or less the same disadvantages: low wages, few benefits, lack of collective representation by unions and little to no job security and definite duration (Okafor, 2007).

Theoretical Framework

Strategic choice theory was favoured among the pluralist theories for this research. The strategic choice theory was first proposed by Kochan, Katz and McKersie's (1986). This particular theory picks up on the systems concept developed by Dunlop (1958) and advanced on it by accommodating a number of contemporary changes in the way industrial relations was being practiced. Three such changes are noted as being influential in determining the way managers' deal with industrial relations issues. The first is identified in the recent decline in union membership and the rise of new industries not covered by unions. The second is noted in the way collective bargaining structures and outcomes involving trade unions have altered. And the third is recognized in the emergence of new managerial values and human resource strategies that

encouraged information sharing, workplace cooperation, performance incentive schemes and autonomous work teams.

The theory argues that these changes have made dealing with industrial relations matters far more complex than has traditionally been the case. First, the decline of trade unionism, the increasing decentralization of bargaining processes and the advancement of human resource management practices have caused a redistribution of decision making authority over workplace relations. Second, the growing popularity of unitarist ideas in techniques used by human resource managers has encouraged organizations to take a more proactive approach to the management of employees. This was reflected in the way senior executives are taking a more integrated approach to the development of human resource and business strategies. Third, and as a consequence of this, it is asserted that managers can no longer be regarded as merely the passive reactors to demands and initiatives put forward by organized labour. Indeed the integration of human resource and business strategies means that decisions about marketing, production, finance, investment, and so on, are all having more and more influence over the day-to-day management of workplace relations. Birecree (1994) analyzed the International Paper Company (IP) during the 1980s and revealed that important structural changes in product markets, product mix, and technology of production contributed to IP's perceived need for significant changes in work practices and compensation by 1985.

Strategic choice theory starts with consideration of relevant forces in the external environment that affects employment relationships. Changing external environment induce employers to make adjustment in their competitive business strategies. Thus, industrial relations processes and outcomes are determined by a continuously evolving interaction of environmental pressures and organizational responses.

Exogenous factors appear to play a major role in inducing momentum for new employment realities in IBEDC. Three factors in particular were significant: (1) technological change, (2) corporate image of organisation, and (3) feedback on services from customers. Changes in key technologies for the production of services are seen to affect firms by altering workers skill requirements and expertise. Employee skill deficiency is bound to be palpable due to increased ICT usage. This generally leads to the development of new selection, training and redeployment of workers to enhance the skill base of the organisation. The standing of the corporate image of the firm to the populace is another factor that its influence on change of work patterns cannot be left out. If a firm's corporate image is not in a good standing, management may want to adopt new means of servicing customers in order to be in business. Finally, customers' feedback on service delivery and expectations are also factors responsible for changes in work pattern. This factor may induce management to question appropriateness of the historical culture and may stimulate a strategic response from the management.

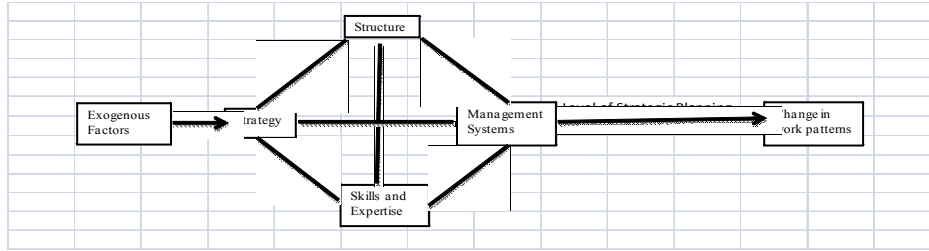


Figure 1: *Conceptual Framework showing the relationship between the dependent and independent variables*

Source: *Adenugba and Bankole (2015)*

Firms generally are known to have strategy in place in carrying out day-to-day activities of business. Historically, organisations usually follow age-long strategy which often than not is out of tune with new world realities. Also, in the case of company acquisition by new management, the culture of the acquired or unbundled company in the case of IBEDC may not align with the corporate level. For instance, diversification of business activities to enhance revenue generation against the backdrop of one core function was uncommon before now.

Another factor influencing change in work pattern is the organisation’s structure. A firm’s structure may be designed as either having a one-way or two-way link. In a one-way link situation, feedbacks from information passed down from the top are not entertained. It is a unitarist form of structure and this does not usually pave way for strategic planning since the input of grass root workers on how to improve productivity and services are unavailable. On the other hand, an organisation with a two-way link enhances strategic planning in the sense that room is given to the voices of mid-level and low-level workers in the firm.

The skills and expertise of a firm’s workforce in relation to means of production, both expected and actual also bring about strategic planning. Typically, the strengths and weaknesses of existing workforce in terms of relevant skills and motivation may culminate into deficiencies on the part of workers which may be in form of poor quality of service. Management system on the other hand identifies with or without the input of workforce these strengths and weaknesses in the workforce in terms of relevant skill requirement and motivation to guide against deficiencies. It generally involves reward systems, communication systems, and employment relations systems etc., which are practically essential in strategic planning. All of these things interact with one another to bring about operational strategic choice when the need arises.

Methods

This study adopted exploratory and descriptive research design. The study employed both qualitative and quantitative techniques to explore the effects of exogenous and endogenous factors changing work patterns in Ibadan Electricity Distribution Company (IBEDC). Specifically, questionnaire and in-depth interview instruments were adopted. The choice of a descriptive research design is based on its capacity to enhance timely collection of data from a cross section of the study population.

For this research, the samples were limited to members of staff of Ibadan Electricity Distribution Company. The target population of the research included women and men who were both in permanent and temporary employment of the Ibadan Electricity Distribution Company. The process of determining the sample size for the research was based on Sekaran's (2005) rule of thumb showing that a sample size larger than 30 and less than 500 is appropriate for most research. For the purpose of this research, the sample population was put at 300. The basic concept underlying this method of sampling is that the elements or the individuals in the population are judged to be homogenous.

This study adopted a multi stage sampling procedure. In stage one, Ilorin, Kwara State was purposively selected for convenience. Second, the study area is clustered into two business units of IBEDC in Ilorin, namely; Baboko and Challenge out of the four existing business units in Kwara State. Third, a list of all workers at the IBEDC, Ilorin as a sampling frame. Then, simple random selection of respondents from the sampling frame was carried out to pick 300 respondents without replacement.

The research made use of self-administered questionnaire as oppose to the postal questionnaire. Five (5) in-depth interviews (IDI) were also conducted with the workers based on availability at the office at the time of visit. It cuts across all the levels of organizational hierarchy to include senior and junior staff. Data gathered through the questionnaire were presented in tables with the aid of SPSS (Statistical Package for Social Sciences).

Findings and Discussion

Table 1 presents the socio-demographic characteristics of the respondents in the study. The table shows that majority of the respondents were males (60.1%), while females were only about one-third of the respondents. This shows that we have more male presence in the Ibadan Electricity Distribution Company. About 9.9% of respondents are less than 20 years of age, while about one out of every two respondents is within age group 20–39 years (50.3%). About 35.2% of respondent are within the age group 40–49 years. These show a youth bulge in the company and depict that majority of the respondents are in the active population age grade.

Table 1: Distribution of respondents by Socio-demographic Characteristics

Characteristics	Category	Frequencies
Gender	Male	169 (60.1)
	Female	112 (39.9)
Age	15 – 19	29 (9.9)
	20 – 29	66 (27.5)
	30 – 39	64 (22.8)
	40 – 49	99 (35.2)
	50 – 59	13 (4.6)
Marital Status	Single	95 (33.8)
	Married	184 (65.5)
	Divorced/Separated	2 (0.7)
Level of Education	Primary	9 (3.2)
	Post-primary	30 (10.7)
	NCE/OND	80 (28.5)
	Degree/HND	123 (43.8)
	Postgraduate	39 (13.9)
Length in Service	< 1 – 5	94 (33.4)
	6 – 15	127 (45.2)
	16 – 25	50 (17.8)
	26 >	10 (3.6)
Income	0 – 25,000	68 (24.2)
	25,001 – 50,000	49 (17.4)
	50,001 – 75,000	62 (22.1)
	75,001 – 100,000	47 (16.7)
	100,001 >	55 (19.6)
Departments	Customer Service	24 (8.5)
	Finance/Accounting	40 (14.2)
	Sales/Marketing	51 (18.1)
	General Administration	20 (7.1)
	Technical/Engineering	85 (30.2)
	Human Resources	30 (10.7)
	Others	31 (11.0)
Religion	Christian	162 (57.7)
	Islam	119 (42.3)

Table 1 further shows that about 65.5% of respondents are married, while about 33.8% are single never married. This indicates that two-thirds of respondents are married. Educational distribution show that respondents with primary education as highest level of education attained are about 3.2%, while over three-quarter of the respondents hold at least a minimum of NCE/OND degree. About 13.9% of respondents hold postgraduate qualifications. It can be argued from these results that respondents for this have good educational

background and indicative of high level of literacy among the IBEDC respondents.

The table further revealed that the length of service of more than three-quarters of respondents with the electricity company is less than 15 years, while about 17.8% have worked between 16-25 years. This shows that majority of the workers still have a considerable length of years to devote to service in the company. About 24.2% of respondents earn N25,000 or less as their monthly income which invariably means that about one-quarter of respondents have low economic status by state of realities in Nigeria, while about 19.6% earn above N100,000 monthly in the company. About 39.5% of respondents earn between N25,001–N75,000. Religious affiliation of respondents show that more than half of them are of Christian faith compared to about 42.3% that are of Islamic faith.

Table 2 presents respondents observable changes in patterns of work at IBEDC, Ilorin over time. From Table 2, it is observed that 37.4% of the total respondents were of the opinion that new job descriptions were not given them, while close to two-thirds (62.3%) of the respondents agreed that new job descriptions were spelt out to them. This is indicative of the change in the work patterns. This fact is further buttressed by the job re-designed outcomes with majority of the respondents (64.1%) emphasising that jobs were re-designed while 33.8% of respondents believed that no job re-designing took place, 2.1% of the population had no comment.

In addition, 76.2% of respondents agreed that changes in the organisation include the introduction of new organisational structure while 23.8% disagreed on introduction of new organisational structure. Change in work patterns was also evident in the mode of disseminating information within units as well as with other units. Also, 57.7% of respondents were of the opinion that there were changes in the mode of communication within units and 55.5% agreed that mode of communication with other units have been changed giving strength to the result obtained for introduction of new reporting channels. It is implied in the table that 54.8% indicated that new reporting channels were introduced while 43.8% disagreed over this. These results were corroborated by a participant who commented as thus:

We now have improved reporting ways; it used to be only memos coming from the Heads of Departments instructing us of changes without prior inclination. But these days, our opinions about ways to move forward are requested for and welcomed. It makes one feel like actually participating in the affairs of the company. IDI/Field Engineer/Male/November 02, 2013

As depicted by the table, 70.5% of respondents indicated that new technologies were introduced to help them service customers better. On the other hand, 29.2% did not agree to the introduction of new technologies. Also, 75.8% of respondents indicated that new conditions of service were implemented while just 23.5% of respondents disagreed. In fact, some existing literature actually

corroborate this finding in the sense that; Roffey Park Institute conducted a research and surprisingly found out that 70% of employees were looking for ‘more meanings at workplace just because there was organisational restructuring which affected both the structure, functions and employees’ attitude to work (Holbeche & Springett, 2004). The research further revealed that changes in the workplace may be associated with employee’s attitude change, changes in work behaviour, *modus operandi*, and organizational effectiveness.

Analyzing the above responses, it is obvious to see that majority of the staff of IBEDC recognises changes that have taken place due to change in work patterns within the organisation. Noon and Blyton (2007) suggested that the significance of change in the pattern of work in the organisation could create conducive atmosphere or work climate and at the same time make the workplace another hell to dwell in through employee-work environmental relationship. Work arises through the feeling that it is morally necessary to work and seek paid employment rather than being idle. Work is regarded by many people as central to life activity. It has been established by researches that work is second only to family in terms of importance (Holbeche & Springett, 2004).

Table 2: Observable changes in the patterns of work

Variables	YES	NO	No Comment
New Job Description given	175 (62.3)	105 (37.4)	1 (0.4)
New Reporting Channels Introduced	154 (54.8)	123 (43.8)	4 (1.4)
Mode of Communication Within Unit	162 (57.7)	117 (41.6)	2 (0.7)
Mode of Communication With Other Units	156 (55.5)	121 (43.1)	4 (1.4)
Job Re-Designed	180 (64.1)	95 (33.8)	6 (2.1)
New Org Structure Introduced	214 (76.2)	67 (23.8)	-
Conditions of Service Implementation	213 (75.8)	66 (23.5)	2 (0.7)
Intro of New Tech	198 (70.5)	82 (29.2)	1 (0.4)
New Goals/Targets Set for the Coy	223 (79.6)	54 (19.3)	3 (1.1)
Leadership attitude to Internal Issues	174 (61.9)	81 (28.8)	26 (9.3)
Enthusiastic about Change in Coy	195 (69.4)	70 (24.9)	16 (5.7)
Personal Commitment To Change	225 (80.1)	47 (16.7)	9 (3.2)

Table 2 indicates that a lot of changes have been introduced just to meet the demand of new pattern of work since the structural form and the functions have changed from what it used to be.

The desire for survival is often the motivating factor behind many organisational changes in work patterns, but there are certainly other factors as well. In some cases, relatively effective organisations will engage in

programmes of planned change, and could do so for a variety of reasons. For instance, an effective organisation may engage in change for strategic reasons (Buller, 1988). Another factor that can often serve as a powerful motivator of change in work patterns is poor organisational performance. When an organisation fails to show a profit over an extended period of time, or sees its market share being steadily eroded, this event will often facilitate organisational change.

Table 3 shows the opinions of respondents on factors that necessitate the need for change in work pattern at IBEDC Ilorin. From table 3, it is observed that about three-quarter (75.7%) of respondents indicated that customers' complaints about service delivery, an exogenous factor, accounted for the need to change work patterns in IBEDC Ilorin. On the other hand, 16.1% respondents were of the opinion it wasn't customers' complaints while 8.2% of respondents had no comment. It was further agreed upon by 67.1% of respondents that poor quality of service, an endogenous factor, is the main factor necessitating change in work patterns while 21.8% of respondents did not agree to this. In line with these opinions, a participant commented:

At a time, our services were nothing to write home about. Power outage here and there, production of low voltage or high voltage which has caused serious damage to customers' belongings at various periods, culminated to numerous petitions written to our offices. IDI/Customer Care Manager/Male/November 02, 2013

Table 3: Factors necessitating the need for changing patterns of work

Variables	Yes	No	No Comment
Customer Complaints	212 (75.7)	45 (16.1)	23 (8.2)
Supervisor/Subordinate Conflict	89 (31.8)	169 (60.4)	22 (7.9)
Management/Union Conflict	119 (42.3)	155 (55.2)	7 (2.5)
Decline in Revenue Generation	171 (60.9)	87 (31.0)	23 (8.2)
Poor Work Attitude	113 (40.2)	150 (53.4)	18 (6.4)
Poor Job Satisfaction	123 (43.8)	120 (42.7)	38 (13.5)
Old/Obsolete Tech Use	184 (65.5)	62 (22.1)	35 (12.5)
Poor Corporate Image	160 (56.9)	102 (36.3)	19 (6.8)
Poor Quality of Service	188 (67.1)	61 (21.8)	31 (11.1)

Table 3 further revealed that supervisor/subordinate conflicts as well as management/union conflicts were not responsible for the changes in patterns of work that occur at the workplace. The 60.4% of respondents opined that supervisor/subordinate conflicts at workplace did not account for change in work patterns at IBEDC, but 31.8% believed that such conflicts led to the change while 7.8% made no comment. Also, 42.3% favoured management/union conflicts as a factor while 55.2% of respondents did see management/union conflicts as a factor responsible for change in work patterns. All of these endogenous factors were not considered by employees of IBEDC to result to change in work patterns.

From another finding, it is observed that decline in revenue generation was another factor considered by 60.9% of respondents as a factor that warranted change in the pattern of work, whereas 31.0% of respondents did not believe that this is responsible for the change while 8.2% sat on the fence. In the same vein, 65.5% of respondents opined that use of old/obsolete technology for service delivery is essentially a major factor that is germane to change in patterns of work. Also, 22.1% of respondents on the other hand did not agree to this while 12.5% of respondents chose not to give any comment. These assertions were in tandem with the findings during the analysis of International Paper Company that revealed that structural changes in a firm (technological, market strategy, etc) were significantly responsible for changes in work patterns (Birecree, 1994).

Conclusion

This study indicates that customer complaints about service delivery at the Ibadan Electricity Distribution Company mainly accounted for the necessity to change work patterns. This exogenous factor seem to be one of the major determinant of strategic planning for change in work pattern since it speaks volumes about the corporate image of the company which will definitely affect the profitability of the firm at the long run. A dissatisfied customer will be reluctant to keep patronising a company that provides nothing but poor quality services at all times, there should be value for money paid for services. Poor quality of service will invariably result in loss of revenue to the company. The essence for being in business is to generate revenue and make profits, therefore, there is need for change in patterns of work so as to facilitate income generation and remain competitive in the market.

It is gathered from the study that there were observable changes in work patterns. With the introduction of new technologies, jobs were re-designed so as to maximise the advantages of the new improved technologies. Therefore, there is need for training and retraining of staff to enhance skill requirements so that they can be relevant within the new work culture and structure. Quite a number of IBEDC Ilorin workers agreed that change in work patterns has really improved the effectiveness and efficiency of the company compared to what it used to be.

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