



PART-TIME EMPLOYMENT AND SUSTAINABLE HUMAN RESOURCE MANAGEMENT IN SHIPPING COMPANIES IN THE NIGERIAN MARITIME INDUSTRY IN SOUTH-SOUTH REGION

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ABSTRACT

This study examined the relationship between part-time employment relationship and sustainable human resource management in shipping companies in Nigerian Maritime industry in the South-South Region. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population of the study was one hundred and seventy (170) strategic managers of the selected six maritime firms. Taro Yamen's 1970 sample size calculation formula was employed in ascertaining the sample size of one hundred and nineteen (119). The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed that there is a positive and significant relationship between part-time employment and the measures of sustainable human resources management in shipping companies in Nigerian Maritime industry in the South-South Region. The study concluded that part-time employment relationship positively correlates with sustainable human resource management. The study recommended that organizations in the maritime industry should fashion out ways to inculcate training and development even in atypical forms of employment relationship like part-time so as to be able to meet up the quality demands of their customers/clients. This would also help to strengthen the effectiveness and sustainability of human resource management in shipping companies in the Nigerian maritime industry.

Keywords: *Part-time Employment, Maritime Industry, Sustainable Human Resources, Green Human Resource, Social Human Resource, Economic Human Resource.*

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INTRODUCTION

The Maritime industry is a prime sample of a globalized industry. The Nigerian maritime industry encompasses all organizations involved in the business of constructing, designing, acquiring, manufacturing, operating, supplying, revamping and/or maintenance of vessels, or constituent parts thereof: of management and/or operation of shipping lines, stevedoring and customs brokerage services, shipyards, dry docks, marine repair shops, marine railways, shipping and freighting services and similar business enterprises. Maritime industry embraces all the maritime related business activities which occur within the Nigerian maritime environment (NIMASA 2018). These comprises offshore economic activities like salvage, towage, fishing, underwater resources and on-shore economic activities like port activities, maritime transport (shipping), ship construction, maintenance and repairs and activities. In this noble industry and many others, the era of organizations being obsessed by profit-maximization activities is speedily changing and waning. Contemporarily, organizations and the business world have recognized that humans constitute the nucleus of all business activities (Jamal, Zahid, Martins, Mata, Rahman & Mata, 2021). This latest notion has altered the corporate world and given birth to corporate sustainability which produces durable value for all stakeholders of the organization (Jamal *et al*, 2021).

Katarzyna (2021), states that the emergence of the theory and practice of sustainability in human resource management and other spheres of management, is said to have been initiated by three key groups: the ecologists, business strategists and the United Nation's World Commission on Environment and Development 1987, captioned the 'Brundtland Commission'. The business strategy scholars on the other hand, with the traditional view that organizations primarily exist for grasping a sustained profitability/return on investment (Goldman, Nienaber & Pretorius, 2015), focused on the traditional goal of economic sustainability of

organizations with a major concern about sustainable competitive advantage, creativity and innovation in private and public sectors plus cleaner production processes of business organizations. The Brundtland Commission, in the 1980s progressively inculcated the social dimension of sustainability thereby postulating sustainability to be a form of development that satisfies the present needs without jeopardizing the ability of future generations to satisfy their own needs (Zacher, Chan, Bakker & Demerouti, 2015). This social perspective arose to tackle marginalization of a substantial number of social groups and as a form of protest against capitalism and trampling on human rights and well-being. These three groups established what is in the recent time regarded as the triple bottom line of the concept of sustainability which are: the environmental, the social and the economic perspectives (Ehnert, Parsa, Roper, Wagner & Muller-Camen (2016). These triple bottom line in literature of sustainability are considered the three core dimensions of the concept of sustainability and often captioned: the green, the social and the strategic sustainability (Melorose, Perroy & Careas, 2015).

To strategically garner resources to effectively guard against the recent hiccups and myriads of challenges that befell organizations lately, there has been an attempt by managers of organizations to alter the forms of employment relations that exists in a typical organization. Atypical form of employment relationship in the recent times is considered as the novel normal form of employment in the labour market scenery, predominantly for young workers, which is presumed to be a way forward towards attainment of organizational goals swiftly (Alberti, Bessa & Hardy, 2018; Mortimer, Kim & Staff, 2016; Rubery, Grimshaw & Keizer., 2018). This form of employment relationship emerged as an outcome of the increase of international trade, expedited by deregulation and decline of trade barriers, in combination with technological advancements

which has enlarged market limitations and increased international competition (Domenico & Miguel, 2017). Consequently, organizations are now under continuous and growing pressure to innovate or reduce costs in order to preserve and sustain their local and international customer base. As a solution to the increased pressure, diverse forms of employment practices have emerged as alternatives to match the trend (Irish Congress of Trade Unions, 2017). An essential novel form of employment that is being embraced by managers of today's organization globally is atypical employment relation which has part-time employment as a key constituent

Tealdi (2011), points out that part-time employment relationship denotes employment relationships which are not in conformity with the typical or normal model of full-time work, regular income, open-ended and having a sole employer over a long period of time. In the contemporary era, standard job opportunities in the labour market have become more and more scarce and are more likely to be employments with irregular hours and remunerations (Hardgrove, McDowell & Rootham, 2015). A part-time employment relationship is normally characterized by rationed time span, cheaper separation costs, and lesser social security and welfare incentives expenditures on the part of the management, all of which helps the organizations in the industry to evade so much expenditures, enhances higher financial stance or economic stability of the organization. Vosko, John, Eric, Mark, Andrea, Rebecca, Mary & Jennifer (2017), asserts that this form of employment contract equally gives the employers the opportunity to evade certain employment regulations viewed as costly or too expensive and by so doing, cost is being minimized and the sustainability of the organization becomes guaranteed. Specifically in the Nigerian maritime sector, key players in the sector are known to be deeply involved in different kinds of irregular and dehumanizing employment practices which they adopted as a means to muddle through alterations

and survival. This form of employment relationship and/or practices is known to safe cost for employers thereby increasing their profitability, however, its negative implications on the well-being of employees cannot be waved away easily as it is very demeaning.

Glavin (2013), studied the effect of different elements of atypical employment relationship on job autonomy of employees. He found that atypical work practices result in employee's incapability to guarantee their sustained access to the psychological, material, and social resources necessary for their well-being. Autonomy, offers employee's sense of personal control and capability of exercising control over various aspects of one's life, is very important in building employee confidence on the job (Clench-Aas, Nes & Aaro, 2017; McGann, White & Moss, 2016). Ndikom, Buhari, Okeke & Matthew (2017), adopting a qualitative research method, studied challenges and prospects of maritime industry in Nigeria, and found that Lack of political will to enforce some of the instigated government policies, promotion of mediocrity, lack of technical and professional expertise are major challenges hindering sustainability in the industry. In view of the foregoing, this study examines the relationship between part-time employment relationship and sustainable human resource management in shipping companies of the Nigerian Maritime industry, South-South Region.

This study was guided by the following specific objectives:

- To examine relationship between part-time employment relationship and green human resource management in shipping companies of the Nigerian Maritime industry, South-South Region.
- To examine relationship between part-time employment relationship and social human resource management in shipping companies of the Nigerian Maritime industry, South-South Region.

- To examine relationship between part-time employment relationship and social human resource management in shipping companies of

the Nigerian Maritime industry, South-South Region.

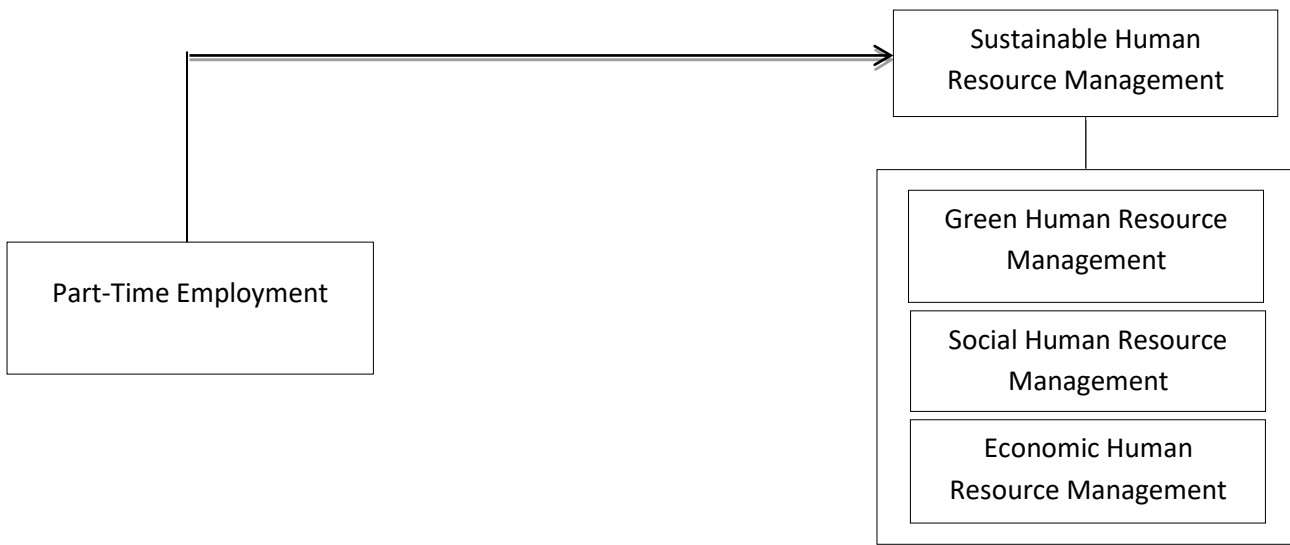


Figure 1: Conceptual framework for part-time employment and sustainable human resource management

Source: Desk Research (2021)

LITERATURE REVIEW

Theoretical Foundation

Stakeholder Theory

The relationship between part-time employment relationship and sustainable human resources management stems from the stakeholder theory (Freeman, 1984) and the evolutionary social change theory anchored by (Spencer, 1898). Freeman (1984), emphasized that the stakeholders of an organization is the component part of a political, social and economic biosphere consisting of diverse competing and co-operating groups with lawful needs and interests. These various levels are closely associated to the organization's vital stakeholders whom are the customers or clients, employees, government, owners and society (Renwick, Jabbour, Muller-Camen, Redman & Wilkinson, 2016). Therefore, to attain any meaningful level of sustainability at the system level which comprises of individual, organizational or society, the organization must thrive to strike a balance

between the needs and goals of the stakeholders simultaneously or at the same time.

Certainly, the concepts of part-time employment and even sustainable human resource management are offshoots of the evolutionary social change theory. The concept of human resource management has developed from the personnel management epoch, human resource management era, strategic human resource management period (Tamunomiebi & Zeb-Obipi, 2013) and now sustainable human resource management era. Human resource experts, having envisaged the trend of economic and cultural globalization, environmental change, and high competitiveness of the markets, emergent complexities of strategic and scarce resources forcing themselves on all sectors of the societies over the whole world, are developing ideologies on how to sustain the existence of human resource management via a novel concept of sustainable human resource management.

Conceptual Review

Part-time Employment

Part-time work epitomizes an inferior employment status with lower wage, less job security, and fewer workplace and social security benefits (Peng 2012). Part-time work is alleged to be very appropriate for young mothers and fathers, retirees, students, persons wish to commence their personal businesses and require ample time, plus others who do not wish to have a full-time employment. It is also a common saying that part-time work grants employees more energy and time to attend to family chores and other demanding activities (Demilade, 2020).

Karlshaus & Kaehler (2017d), has it that Part-time leadership is related with the social dimension of the Triple Bottom Line concept of sustainability especially in the sense that managers have more time for their social activities and that since part-time employment in top or leadership positions is almost usually voluntary, the interests of the leader prevails. This further implies that part-time employment might yield free life time for other activities which might be connected to family, recreation, private business activities, friends, etc. This constitutes an enhancement to the social life of the manager (leader), which might in turn help the manager have a work life balance and even enrich his understanding of the needs of the workers his leading (Karlshaus & Kaehler, 2017d). Karlshaus (2020), equally has it part time employment relates to the economic dimension of sustainability in leadership in the sense that part-time leadership models generate economic value due to their attractiveness for applicants. Demilade (2020), opined that part-time working arrangements may involve irregular hours or require employees to work on-demand on short notification, and this is known as on-call work or zero-hour contracts. In Nigeria, zero-hour contracts have no specific legal status, because they have no legislative recognition nor an accepted legal definition (Erugo, 2019).

Sustainable Human Resources Management

Sustainable human resource management is the effective adaptation of human resource management approaches and practices that facilitates the attainment of social, ecological and financial goals, with a control within and outside of the organization for a long-term time horizon while ensuring that the ability of the future attainment of such goals are not jeopardized (Ehnert *et al*, 2016). This definition implies that human resources management and its internal and external environment are interrelated with multiple goals, complex relationships and open-system model with its stakeholders (Beer *et al.*, 2015). Adopting the ideology in strategic human resource management, Alex & Pattanee (2020) expressed that sustainable human resource management entails application of bundles of human resource management practices as basis of analysis in order to derive maximum success instead of using individual human resource practices. The reason presented for this assertion is that individual human resource management practices that constitutes the bundles supplement each other in producing a concerted effort that are much larger than that of each individual greatest practice (Bello-Pintado & Garcés-Galdeano, 2019).

Sustainability in human resource management encompasses those long-term focused conceptual strategies and activities targeted at a socially responsible and economically suitable recruitment, selection, deployment, development and downsizing of employees (Ehnert *et al*, 2016). Arman (2017), describes sustainable human resource management as all undertakings which boost progressive environmental outcomes, constructive social and human outcomes instead of overemphasizing on financial and strategic consequences all the time. The Green sustainable human resource management practices are implemented totally by people who express a positive attitude and approach towards the environment and having a sense of responsibility for the outcomes of their actions on the environment (Jamal *et al*, 2021).

In furtherance to the foregoing, Bello-Pintado and Garcés-Galdeano (2019) highlighted numerous ways in which sustainable human resource management practices could be propelled. They proffered the ability-motivation-opportunity improving (AMO) viewpoint as an approach containing three sets of human resource management bundles: the ability-improving human resource management bundle which encompasses employee selection and training; the motivation-increasing human resource management such as compensation; and the opportunity-improving human resource management which encompasses giving autonomy to the employees. To Bello-Pintado & Garcés-Galdeano, (2019), employee training, motivation and empowerment (autonomy) are the key factors towards having a sustainable human resource management. The measures of sustainable human resource management are discussed below:

Greenhouse Sustainable Human Resources Management

The insinuation of the green concept is that performance should not be measured only on or be just centred on economic conceptualization of profit maximization/highly competitive advantage only, but more broadly, inculcating environmental and social facets. Green human resource management is said to be highly instrumental in achieving corporate sustainability (Yong, Yusliza, Ramayah, Jabbar, Sehnem, Mani & Pathways, 2020). Practicing green human resource entails that organizations should empower, instigate or inspire their labour force to be deeply involved in initiating eco-friendly and green ideas (Ahmad, 2015). Additionally, green human resource management entails that the organization establishes a kind of external partnership with the source (environment) of their resources. That is, the organization must be in close relationship or interaction with the labour market, educational institutions, non-governmental institutions, and even worker's families from where they got their employees and by so doing, will be adding value on the road to sustainable human resource management (Ehnert *et al*, 2014).

Social Human Resources Management

A reflection on Maslow's pyramid of needs, indicates that security and safety are very vital element in society, and people fancy to live and work in safe places. It is a common saying that businesses are likely going to flourish much better in environments with high safety of human and material resource. The reason being that, humans are considered most prepared to work liberally, put in their best and skyrocket their productivity and organization's sustainability where there seems to be no observed danger to their lives and property (Chikwe & Biriowu, 2018). Employees are known to desire relaxation/recreational centres, sports facilities, provision of halls for leisure undertakings, giving due considerations to vulnerable individuals of society like the disabled, the elderly and children, provision of spacious work environment free of dangerous objects, better quality of life and well-being, giving employees opportunity to associate, etc (Chan & Lee, 2008 cited in Tooranloo & Sayyahpoor, 2017). Therefore, there has to be room for social interrelationship, social linkages, social capital, unity and harmony between different social groups and social order. Social sustainable human resource management practices are reflected in decent working conditions; enhances employee participation and creates a working environment that adds value to the welfare of the employees.

Economic Human Resources Management

The economic sustainable human resource management aims at cleaner production by trying to optimize usages of resources, decrease wastages, so as to attain sustainability (Severo, De Guimaraes, Dorion & Nodari, 2015). Studies on human resource management indicates that the effective use of the potentials of employees provides a competitive advantage to an organization (Paulo, Edson, Isabel & Valeria, 2020). Researches on economic sustainability of human resource management is also said to tilt more towards strategic management which focuses on the contributions of human resource management towards organizational outcomes based on supply of qualified/talented

professionals in strategic areas of the organization's operations (Sparrow & Otaye-Ebede, 2014 cited in Paulo *et al.*, 2020).

Part Time Employment and Sustainable Human Resources Development

Clint and Carol (2018), using 1,468 private sector organizations, using a sample of 1,468 private sector establishments, investigated the association amongst part-time workers, commitment-based human resource systems, and establishment's financial performances. They found that the relationship between part-time workers and commitment-based human resource systems is negatively related to the organizational performance. Researches focused on individual levels are of the view that part-time employment relationships cause low workers' morale as a result of inherent work uncertainty; reduces employee benefits, reduces employees worth, roles and responsibilities on the job (Broschak, Davis-Blake, & Block, 2008 cited in Clint & Carol (2018). But at organizational level, part-time work is said to bring about cost control in the organization as it encourages reduction in employee compensation especially in terms of fringe benefits (Batt, Colvin, & Keefe, 2002, cited in Clint & Carol, 2018). Yvette van, & Jaap (2020) investigated the effects of part-time employment and gender on organizational career growth. Adopting the congruity theory, they took a non-random sample of part-time and full-time workers across different sectors, particularly across organizations. They found that part-time employment, when compared to full-time employment disrupts job choices, particularly for men.

Tamunomiebi, Adim and Adubasim (2018) examined the relationship between telecommuting and organizational performance of Mobile (GSM) telecommunication companies in Port Harcourt, Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The population of the study was 134 employees of 4 Mobile (GSM)

telecommunication companies in Port Harcourt. A sample of one hundred (100) respondents was calculated using the Taro Yamane's formula for sample size determination. The research instrument was validated through supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The findings revealed a positive and significant relationship between telecommuting and organizational performance of Mobile (GSM) telecommunication companies in Port Harcourt.

Karlshaus (2016); Karlshaus, (2018); Karlshaus & Kaehler, (2017d) in their studies revealed that part-time leadership ideas and navigators largely address flexible work hours and hourly reductions for a superior harmonisation of work and family. Going by the tenets of sustainable human resource social framework, part-time employment thus improves social life of employee by virtue of its impact on the family life (Karlshaus, 2016) as it not only helps to reconcile the interests of the organization with those of the individual leader as an employee, but also with the higher interest of family members and society. Part-time work is said to be good at creating extra time for family, further education, and time to manage health related handicaps which in turn results in a better work-life-balance and a decreased likelihood of stress and burnout (Karlshaus & Kaehler, 2017d) and by default increases performance. According to Harley (1994) cited Julia & John (2020), there is low level of investment on training where part-time and temporary workers exist despite the clarion call for contemporary workforce to keep pace with constant changes in skill requirements launched by technological advancement and swift organizational changes globally.

Ideally, when an employee works fewer hours than normal, his/her social life and time for the family gets adequately covered (Karlshaus, 2016). Researches focused on individual levels are of the

view that part-time employment relationships cause low workers' morale as a result of inherent work uncertainty; reduces employee benefits, reduces employee's worth, roles and responsibilities on the job (Broschak, Davis-Blake & Block (2008) cited in Clint & Carol (2018). This implies that lack of incentives on the part of employees imposes an ill feeling and low morale which in turn could affect sustainability. The economic human resource management facet implies the ability of the organization to make profits and gain highly competitive advantage. Studies on HRM indicate that the effective use of the potential of employees provides a competitive advantage to an organization (Paulo *et al*, 2020). Karlshaus (2020), in their qualitative study on implementing part-time leadership as instrument for sustainable HR management, carried out a meta-analysis of existing studies, and found that part-time leadership model can aid the fulfilment of selected sustainable improvement goals. Bearing in mind the input of various scholars in the reviewed extant literature, this study sort to empirically validate the relationship between part-time employment and sustainable human resources management of shipping firms in the Nigerian Maritime sector. The study developed the following hypothetical statements in the null form:

H₀₁: There is no significant relationship between part-time employment and green human resource management in shipping

companies of the Nigerian Maritime Industry.

H₀₂: There is no significant relationship between part-time employment and social human resource management in shipping companies of the Nigerian Maritime Industry.

H₀₃: There is no significant relationship between part-time employment and economic human resource management in shipping companies of the Nigerian Maritime Industry.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population of the study was one hundred and seventy (170) strategic managers of the selected six maritime firms. Taro Yamen's 1970 sample size calculation formula was employed in ascertaining the sample size of one hundred and nineteen (119). The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

Table 1: Reliability Test of Variables

S/N	Variable	Number of Items	Cronbach's Alpha
1	Part-time Employment	4	.971
2	Green Human Resources	4	.954
3	Social Human Resource	4	.965
4	Economic Human Resource	4	.978

Source: SPSS Output

DATA ANALYSIS AND RESULTS

Table 2: Correlations Part-Time Employment Relationship and Measures of Sustainable Human Resource Management

			Part-Time Employment	Green Human Resource	Social Human Resource	Economic Human Resource
Spearman's rho	Part-Time Employment	Correlation Coefficient	1.000	.975**	.958**	.978**
		Sig. (2-tailed)	.	.000	.000	.000
		N	107	107	107	107
		Green Human Resource	.975**	1.000	.923**	.955**
Green Human Resource	Green Human Resource	Correlation Coefficient	.975**	1.000	.923**	.955**
		Sig. (2-tailed)	.000	.	.000	.000
		N	107	107	107	107
		Social Human Resource	.958**	.923**	1.000	.898**
Social Human Resource	Social Human Resource	Correlation Coefficient	.958**	.923**	1.000	.898**
		Sig. (2-tailed)	.000	.000	.	.000
		N	107	107	107	107
		Economic Human Resource	.978**	.955**	.898**	1.000
Economic Human Resource	Economic Human Resource	Correlation Coefficient	.978**	.955**	.898**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	107	107	107	107

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Version 23.0 Result, 2021

Based on the data presented on table 2 where $(r) = .975^{**}$, the results indicates that there is substantial relationship between part-time employment relationship and green human resource management. Thus, part-time employment relationship has a strong positive correlation with green human resource management. That is to say, that the more the part-time employment relationship practice is applied the more the green human resource management becomes sustainable.

Based on the data presented on table 2 where $(r) = .958^{**}$, the results equally indicates that part-time employment relationship has a strong positive correlation with social human resource management. That is to say, that the more the part-time employment relationship practice is applied in shipping companies in the Nigerian Maritime Industry the more social human resource management becomes sustainable.

Based on the data presented on table 2 where $(r) = .978^{**}$, the results indicated that part-time employment relationship has a strong positive correlation with economic human resource management. That is to say, that the more the part-time employment relationship practice is applied in shipping companies in the Nigerian Maritime Industry the more economic human resource management becomes sustainable.

DISCUSSION OF FINDINGS

The study revealed a positive and strong relationship between part-time employment relationship and green human resource management in shipping companies of the Nigerian Maritime Industry. The findings which are in relation to association between part time employment and green human resource management revealed that there exists a positive relationship between part-time employment and sustainable human resource management. Going by

the ideas of Karlshaus and Kaehler (2017d) in their studies it was evident that part-time employment (being a dimension of atypical employment relationship), in leadership sphere, largely address flexible work hours and hourly reductions for a superior harmonisation of work and family. Going by the tenets of sustainable human resource social framework, part-time employment thus improves social life of employees by virtue of its impact on the family life (Karlshaus, 2016) as it not only assist to reconcile the interests of the organization with those of the individual leader as an employee, but also with the higher interest of family members and society.

Additionally, Part-time work is said to be good at creating extra time for family, further education, and time to manage health related handicaps which in turn results in a better work-life-balance and a decreased likelihood of stress and burnout (Karlshaus & Kaehler, 2017d) and by default increases performance. There is a surplus of novel career models which no longer rely on the concept of job security; examples are the boundaryless career or the adjustable career (Forrier *et al.*, 2009; Hall, 2003), which are typified in the increasing number of employees who voluntarily choose a form of non-traditional employment. An obvious example is the case of part-time employees who prefer their part-time position as it gives them the chance to pursue non-work connected values. Unlike the traditional permanent workers, the temporary works are highly skilled and often appreciates the job-hopping that is connected with temporary employment (De Cuyper & De Witte, 2014). This position negates the work of Broschak, Davis-Blake & Block (2008) cited in Clint & Carol (2018) which states that researches focused on individual levels revealed that part-time employment relationships cause low workers' morale as a result of inherent work uncertainty; reduces employee benefits, reduces employee's worth, roles and responsibilities on the job.

The finding relating to relationship between part time employment relationship and social human

resource management revealed that there exists a strong and positive relationship between part time employment relationship and sustainable human resource management. Evident in literature is the work of Sayyadi, Azadi and Sayyahpoor (2017); Opatha (2016) and Melorose *et al.* (2015), who posited that social sustainable human resource management involves conserving and improving the well-being of present and future generations of human resources, creating a harmonious living/working environment, improving quality of work-life, destroying social gap and inequality amongst the organization's stakeholders. They consider that socially-responsible human resource management and common good human resource management epitomizes employee-oriented human resource management.

Employee development concentrates on rolling out human resource that is prerequisite for effective performance and sustainability in the organization (Nafukho, Alfred, Chakraborty, Johnson & Cherrstrom, 2017). Since part-time work is alleged to increase employee performance like training and development does, it is imperative to agree with Katie (2018), which stated that part time employment relationship boosts the social and family life of the employees as it grants them opportunities to mingle with others, plan their educational careers, family activities and many more. This outcome also agrees with the work of Hirsig, Rogovsky & Elkin (2014) who advised that even though it is not usually easy to manage family life alongside work, that the human resource manager must handle family-friendly practices in such a way as to satisfy the needs of staff while fulfilling the needs of organizations.

This result indicates that part-time employment relationship has a positive and significant relationship with economic human resource management in shipping companies of the Nigerian Maritime Industry in the South-South Region. Indication from extant literature (Batt, Colvin, & Keefe, 2002, cited in Clint & Carol, 2018) which has it that at organizational level, part-time work,

despite aiding cooperate social responsibility with stakeholders demands, is said to bring about cost control in the organization as it encourages reduction in employee compensation especially in terms of fringe benefits. However, Broschak, Davis-Blake, & Block, 2008 cited in Clint & Carol (2018) found that the relationship between part-time workers and commitment-based human resource systems is negatively related to the organizational performance. Researches focused on individual levels are of the view that part-time employment relationships cause low workers' morale as a result of inherent work uncertainty; reduces employee benefits, reduces employee's worth, roles and responsibilities on the job (Broschak, Davis-Blake, & Block, 2008 cited in Clint & Carol (2018).

CONCLUSION AND RECOMMENDATION

The purpose of this study was to examine the relationship between part-time employment

relationship and sustainable human resources management in shipping firms in the maritime sector in the South-South Region. The results of the correlation analysis revealed a positive and significant relationship between part-time employment and measures of sustainable human resource management in the Maritime sector in South-South Region. It therefore, concludes that part-time employment relationship positively correlates with sustainable human resource management.

The study recommended that organizations in the maritime industry should fashion out ways to inculcate training and development even in atypical forms of employment relationship like part-time so as to be able to meet up the quality demands of their customers/clients. This will also help to strengthen the effectiveness and sustainability of human resource management in shipping companies in the Nigerian maritime industry.

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