

Global Pandemic and Work Organizations: Impacts of Covid-19 on Work in Nigeria

Porbari Monbari Badom, PhD¹ and Barinem Wisdom Girigiri, PhD²

¹*Department of Sociology, Faculty of Social Sciences, University of Port Harcourt, 500272, Nigeria*

²*Rivers State University, Department of Sociology, Faculty of Social Sciences, Nkpolu Oroworukwo, Port Harcourt, Nigeria*

Abstract: The COVID-19 pandemic has spread round the world with relative influence on various spheres of life in different countries. Nigeria is not an exception to countries where its debilitating effect is felt on humans in diverse ways. This had thus given the government a cause of concern and the federal government in the bid to contain the spread had enforced a compulsory lockdown, closure of the nation's boundary and airports. This had no doubt affected the work organizations that mostly rely on trade and migrations. This study therefore examined the impact of COVID-19 on work in Nigeria. Considering that intellectual response in this area is scanty and this study therefore filled the gap in knowledge. The study is qualitative and thus collected data through secondary method of data collection, and thus relied on robust content analysis of secondary data for its analyses. The study concluded that COVID-19 has adverse impacts on the employment of workers of most organizations as workers lost their jobs and some were suspended. Most work organizations had their workers' welfare also affected by COVID, and work organizations both in the private and public sectors have their productivity hampered by COVID-19 pandemic.

Keywords: Work, Pandemic, Impact, Globalization, Organizations, Workers' Welfare, COVID-19.

I. INTRODUCTION

COVID-19 which was first discovered in Wuhan, a city in China in January 2020 is widespread round the globe thereby presenting a great health concern to people (Shereen, Khan, Kazmi, Bashir & Siddique, 2020). Thus, the World Health Organization (WHO) on January 30, 2020 declared the outbreak a public Health Emergency of International concern, thereby giving it the appellation COVID-19 (Iwuoha & Jude-Iwuoha, 2020). COVID-19 did not remain in China, where it was discovered. It rather got spread round the world. This is as a result of globalization. The free movement of people, goods, and services brought about by globalization has become a channel for the spread of disease. Okafor (2014) citing (Offiong, 2001; Onyeonoru, 2004; Okafor, 2005; Adepegba, 2003) succinctly observed that "globalization has become the major issue in the world today that has a lot of implications for work organizations. Globalization is defined as "the spread of worldwide practice, relations, consciousness and organization of social life" (Ritzer, 2008). It was this free movement under the aegis of globalization that aided COVID-19's confirmation of first case in Nigeria on 27th February 2020 through a 44 year old Italian who was diagnosed with COVID-19 after which other cases were reported (Mirian & Danjuma & Amaonyeze, 2021).

The severity and widespread nature of COVID-19 had no doubt terrified most persons, and government. This does necessitated most government's reinforced measure to contain the spread. In a bid to contain COVID-19, Nigeria adopted a national lockdown strategy and social distancing on the 27th March, 2020. In addition, "the government had placed a travel ban on 13 foreign countries with high rate of the pandemic. Similarly, government placed restrictions on inter and intra city movements. Also, large social gathering were banned, making it difficult for business organizations to operate. As such the functionality and survival of businesses were affected (Gabriel, Keremah, Okpara, Isaac, Francis & Mills, 2020). The lockdown and stay-at-home order have both latent and manifest consequences. It has some grave effects on people's means of sustenance. It thus behooves the researchers to conceptualize work.

Work is something in which people are generally involved in diverse ways. People may work in their little field, growing food to sustain life. People could also work in offices together with others. Work changes societies positively in many ways and in that process creates for many people a standard of living that produces in excess of what is required for human basic subsistence. Work is therefore a social and economic phenomenon. Work in the opinion of Watson (2008) aptly refers to "the carrying out of tasks which enable people to make a living within the social and economic context in which they are located". It is solely the act of working which employees and employers are concerned with and such relationship of production is what is expected to continue so that people's living standard will be improved. It is this work which people are involved that seem to be threatened by the COVID-19 pandemic. International Labour Organization (2020) stressed that businesses are confronted with challenges.

Work in varied organizations in Nigeria seems to be affected negatively by the pandemic. It is therefore the concern of this paper to explore the various categories of organizations in Nigeria and the impacts felt by them owing to COVID-19.

Theoretical Framework

This study was anchored on situational attribution theory. The term attribution theory has Fritz Heider as its undisputed founder. In social theory, the term attribution is given two primary meanings. In the opinion of Malle (2011), the first refers to explanation of behaviour (i.e. answers to why

questions); the second refers to inference or ascriptions (e.g. inferring traits from behaviour, ascribing blame to a person). The common factor to the two meanings is tied to the process of assigning: in attribution as explanation, behaviour is assigned to its cause; in attribution as inference, a quality or attribute is assigned to the agent on the basis of an observed behaviour, (Ibid). This study will rather concentrate on the first meaning which takes us to a variant of attribution called situational attribution theory. Situational attribution assigns the behaviour's cause to an event or situation outside the individual's control (Coombs, 2007). This explains why it is also called environmental attribution or external attribution. It is imperative then to stress that it is a theory which explains behavioural outcomes which are done or performed as a result of external factors; such external factors are beyond the control of the individual who behaves or performs in a specific way owing to such external factor. In this case external factor(s) is the drive of the behavioural pattern. This is either explained from the viewpoint of an individual or a group nay, organization. Situational attribution theory as such is flexible, meaning that it can be used to explain individual or organizational behavioural patterns owing to external factor (Lalonde, 2004).

From our understanding the theory could be applied to this study in the belief that impacts are dawned on workers as a result of the pandemic and organizational management's unexpected decisions and behaviours towards workers are fall outs of the COVID-19 and its relative enforced lockdown. Corona virus continues to affect the daily lives of people in Nigeria just like the rest of the world, at an alarmingly increased level, even with varied variants with the passing of everyday. This is because people of the world are close and thus easily relate socially, economically, politically etc. This also necessitates the sharing of a communicable disease like COVID-19. The disease is beyond the power of Nigeria to stop its spread; hence, the government thinks the best way to contain the pandemic is to declare a lockdown. Such lockdown as enforced demanded that no one attends to work duties in the work organizations' premises except workers who are in the essential services; "following travel bans, border closures and quarantine measures, many workers cannot move to their places of work or carry out their jobs, which has knock-on effects on incomes" (Ilo, 2020).

Such enforced lockdown is not without effects on organizations of work. Mishra (2020) averred that "the COVID-19 pandemic will cause a dramatic drop in FDI flows, MNEs, local business and investment have been severely affected with far reaching social and economic repercussions". As a result, importation will also be affected. In which case, companies were not able to import and export goods and services. The consequence of lockdown portrays that there will be low patronage of customers which invariably affected revenue generation of the organizations (Amad, 2020). This means that "all businesses, regardless of size, are facing serious challenges, especially those in the aviation,

tourism and hospitality industries, with a real threat of significant declines in revenue, insolvencies and job losses in specific sectors. "The worst hit was the businesses and industries which had to either suspend all activities due to government orders, or operate on a scale highly inefficient, discomforting and inconsistent with prior business standards and models. These have worsened the situation and contributed to an increased level of insecurity and loss of jobs within the country (Ozili & Arun, 2020 (as cited in Gabriel, et al., 2020).

Owing to this external repressive factor to the work organizations, most organizations in the media, transportation, tourism, agricultural, production and education industries among others were affected by the COVID-19 pandemic. As observed a larger number of the organizations exhibited a different behaviour owing to the crisis situation emanated from outsides and very many organizations including the aforementioned industries asked their workers to work from home. This will thus deprive workers of the gains and motivations of social solidarity. Most of the organizations also suspended and sacked their workers thus making it factual that the COVID-19 pandemic affects workers' employment, workers welfare and in turn affected most organizations productivity.

Statement of the Problem

The Corona virus (COVID-19) has caused government's enforced lockdown. It is imperative to stress that most work demand social contact, bureaucratic process delivery to enhance productivity. Also, most organizations require dealing with people in physical contact to transact business. This process is in most cases a perquisite for effective work delivery. The industries and work organizations, either formal or informal are avenues where individual workers expend their efforts on certain tasks to achieve a certain goal. Such goal could be profit maximization, production etc. It is the dividend of this process which paves way for human sustenance. In a formal organization, both labour and capital constantly strive towards the maximization of their preferred values (Srivastava, 2000).

The containment of COVID-19 spread demands the control of movement and avoidance of social contacts as experienced through social distancing rule enforced by the government. This will likely affect work activities that require social contact. Ozili & Arun (2020) stressed that the lockdown condition and social distancing order is inconsistent with established business standards, and had thus contributed to loss of jobs, decrement in living standard. Similarly, McKibbin & Fernando (2020) argued that the COVID-19 pandemic affects all aspects of life. These researchers are therefore curious about the nature of impact felt by work organizations in Nigeria. These entail workers of different industries.

Such curiosity is more necessary owing to the fact that researchers have not explored this area; prior works related to

this area examined some other values related to COVID-19. In the light of this, Amzat et al. (2020) examined corona virus outbreak in Nigeria: Burden and socio medical response during the first 100 days. The paper employed analytical methods. The study found that the incidence of COVID-19 grew steadily in Nigeria, with a plight from being an imported and elitist diseases and pattern to community transmission. Another study conducted by Iwuoha & Jude-Iwuoha (2020) studied COVID-19: challenge to SDG and globalization. The researchers found that healthy living, inequality, globalization etc. are affected by COVID-19, and the poorer and vulnerable becomes poorer as job losses increase. They failed to study work generally and how work and workers are affected by COVID-19.

Furthermore, Jackson, Etti & Edu (2020) studied COVID-19 pandemic and impact on businesses in Nigeria. This study stressed that business encounters difficulties and that the idea of remote working has kept some people out of work. This study did not study the comprehensive workforce, only what they call businesses which were not conceptualized. This creates a gap in the area of impacts of COVID-19 on work in Nigeria. Interestingly, Gabriel et al. (2020) examined the impact of COVID-19 pandemic on the functionality of organizations in Nigeria. The paper concluded that “while most crisis events have adverse effects and damage to the organization, the approach and strategic response of organization is a key factor in determining the level of loss and their capacity for resilience and stability in such crisis”. It therefore failed to study work with the focus on how the COVID pandemic affects work generally. To the best of our knowledge, no research has been conducted in the area of impacts of COVID-19 on work organizations in Nigeria. This is the gap which the present study in the researchers’ curiosity sought to fill.

Statement of Objectives

The overall objective of this study was geared towards the examination of impacts of COVID-19 as aggravated through globalization on work in Nigeria.

The specific objectives were:

- (i) To examine the impact of COVID-19 on workers’ jobs.
- (ii) To explore the impact of COVID-19 on organizations’ productivity.
- (iii) To examine the impact of COVID-19 on workers’ welfare.

Research Questions

The study sought answers to the following questions:

- (i) What impact does COVID-19 have on workers’ jobs?
- (ii) What is the impact of COVID-19 on organizational productivity?
- (iii) What impact does COVID-19 have on workers’ welfare?

II. METHODOLOGY

This is a qualitative study that relied on secondary data collection method. As such, data were collected through text books, journal papers and other relevant materials sourced through the internet, using Google search. In addition, the secondary data were analyzed through robust content analyses.

III. DISCUSSION

This section discusses the findings of the study that were hinged on the research objectives presented in the study. The findings presented are logically arranged in a corresponding form with the research questions that were posed earlier in this study.

Impact of COVID-19 on workers’ jobs

The COVID-19 pandemic and the induced lockdown enforced in Nigeria has been observed to have some negative impacts on employment in the country. In spite of the fact that the unemployment level in the country is alarming, the COVID-19 pandemic had aggravated the situation. As emphasized by Mishra (2020), the COVID-19 pandemic spreads globally causing economic paralysis and unemployment. It is imperative to stress that as a response to the escalating health emergency and induced stay-at-home policy of the government, the economic outlook appeared deteriorating and most work organizations notably in the private sector suffered the pangs of this grave condition. Most researches as gathered point out the effect of the pandemic on economic activities. Iwuoha & Jude-Iwuoha in their study found that COVID-19 pandemic/crisis has left companies in precarious situations and job losses one exacerbated thereby causing hunger and poverty to families. The private sector felt the brunt more. Nigerian work organizations do not operate alone. As a result of globalization, organizations relate with other groups or organizations and individuals in other nations, cities etc for business to thrive. Therefore most companies’ activities depend on the global companies dependent on global supply chains in the automotive, electronics, agribusiness, and textile industries face significant disruptions to their operations. In the financial sector, banks and microfinance institutions are already affected by a liquidity crunch and are expected to report an increase in nonperforming loans. Companies in the manufacturing and construction industries continue to face shutdowns and scaled-back operations. The global economy has actually felt the impact of massive layoffs, furloughs and reduced compensation.

This is true as workers in the different sectors or industries in Nigeria have gainful tales about the COVID-19 pandemic. Firstly, most workers in the media industry have suffered retrenchment owing to the COVID-19 pandemic. Ntibinyane (2020) found that the impact of the global pandemic on the media industry is being felt acutely. He stressed that there have being serious staff layoffs, workers have been suspended and most media companies have downsized significantly. This

according to him is because the media industry is under immense strain. Kitenge (2000) argues that “measures such as total lockdowns, and many strict mitigation actions taken by governments within and outside Africa to limit the mobility of people as a way to curb the spread of the virus, will limit the production of goods, provision of services and trade activities”.

As the world of work is being profoundly affected by the global virus pandemic, the economic and social disruption threatens the long term livelihoods and wellbeings of many media workers. Also, Oduola (2020) found that the press industry and practitioners are encountering a different kind of the torture. Oduola stressed that “though the industry had been battling with several hurdles before the advent of coronavirus, the pandemic is threatening its survival amid other uncertainties. He averred that the media industry is currently grappling with several challenges confronting jobs and slashed salary among other difficulties. In a separate interview, some staff of the nation, business day, Punch Newspapers, including Television Continental (TVC) news and Cool FM radio station among other media industries reportedly narrated and lamented over fears of either losing their jobs or suffering salary cuts. Nairametrics reportedly said that the workers had asked them to expect the worse until COVID-19 is over. Relatively, the Tribune newspaper was also reported by Oduola to have sent some of her workers off unpaid. This in our estimation is job loss, as far as a worker is not paid for some time on leave. Aljazeera news (2021) found that some twenty percent Nigerian workers lost jobs to COVID.

Transport Industry

The transport industry workers are not left out in the pangs of COVID-19 pandemic. Olisah (2020) revealed that the management of Bristow helicopters limited had made public its resolve to relieve about one hundred pilots and engineers under its employment. This according to the source is coming after just barely a day that another airline; air peace sacked over seventy pilots under its employ. “According to a monitored media report, in the statement which was issued by the airline, it disclosed that it took the decision due to the negative impact of the coronavirus pandemic on its operations and would use this period to restructure all aspects of its business model” (Ibid). The airline’s top management emphasized that the retrenchment exercise as painful as it was done in order for them to continue its business and delivery of essential services to her clients. Another Transport Company, Arik air has declared 300 of her staff redundant as a result of the impact of COVID-19 (Channels TV).

In addition, some road transport company workers have also been retrenched owing to the COVID-19 pandemic. God Is Good Motors (GIGM), an indigenous transport company with branches in most states, but headquartered in Benin City, Edo State, said it retrenched some staff to suit the economic condition and relative management style (Gabriel et al., 2020).

Hospitality Industry

The hospitality industry is one of the most hit sectors as most hospitality organizations in the period of lockdown were closed and not allowed to function, thus performance was affected and most of the staff was also affected. This is because apart from not receiving wages or salary, they did not hope to continue with their various organizations so soon. This is corroborated by Gabriel et al. when it stressed that respondents from La Meridien Hotel located in GRA, Port Harcourt reported that workers were stopped from going to work. Also, Mingi Hotel, Rumuomasi was totally shutdown during the lockdown period. This is a clear indication that the staff of the hotels shut down would not be paid, as such their employment suffered during the COVID-19 lockdown.

Banking Industry

As aptly observed by UNDP (2020) “the COVID-19 crisis threatens to disproportionately hit developing countries – income losses are expected to exceed \$220 billion, and nearly half of all jobs in Africa could be lost”. The banking sector was not left out. Gabriel et al. (2020) found that All First Bank branches visited showed a reduced number of workers compared to periods prior the COVID-19 period. This shows that some staff may have been either retrenched or asked to proceed on leave without pay. In this way workers employment suffers under COVID-19 period. More so for the fact that most banks have resorted to online services, the physical presence of much staff was reduced as observed.

Education Industry

Education is an important sector in the development of a country as it entails the transmission of values, knowledge, skills and competencies from one generation to another. Education sector has also been affected. In view of the lockdown enforced throughout the country all universities were closed down temporarily, although the members of staff of public universities were not retrenched, they were not allowed to work and they stayed home. The private universities were also affected and its staff suffered more than the public universities’ staff. To clarify the fact, Gabriel et al. who studied the universities during the lockdown period found that American University of Nigeria (AUN), a Private University located in Yola, Adama State and established in 2003 by Atiku Abubaka, during the lockdown where schools were shut down transitioned to online learning which led to a restructuring of the institution and “some staff were led-off honourably with full contractual benefits, with the emerging structure, only critical positions remained”.

Informal Sector

The COVID-19 pandemic has affected the human race inducing varied challenges and ranging levels of severity (Al-Mohrej, 2016; Aldowyan, 2017). This had caused job losses at the informed level. As job losses escalate, nearby hold of global workforce is at risk of losing livelihoods. “As a result of the economic crisis created by the pandemic, almost 1.6

billion informal economy workers (representing the most vulnerable in the labour market), out of a worldwide total of two billion and a global workforce of 3.3 billion, have suffered massive damage to their capacity to earn a living. The first month of the crisis is estimated to have resulted in a drop of 60 percent in the income of informal workers globally. Without alternative income sources, these workers and their families will have no means to survive” (Nagarjun, 2020).

This is exactly the case with the informal sector in Nigeria. Gabriel et al. (2020) found that in the agricultural sector farming households are affected over the lockdown as a result of the COVID-19 pandemic. The study revealed that agricultural prices of agricultural products in the country have increased. Tomatoes and fruit sellers equally complain the same way. It was also revealed that the social distancing order affected the number of labourers needed to harvest agricultural produce.

Impact of COVID-19 on Organizational Productivity

Productivity in the opinion of Scott & Marshal (2005) means the ratio of output to input. Since according to the authors, neither of them is easy to measure completely or consistently overtime, they are always converted into money values. “Labour input can be expressed in numbers of workers, total number of hours worked, or wage costs in a given period, outputs may be measured in different ways, some physical (such as the number of items made), some related to value (such as the sale price or value added). Different measures can produce wide variations in the resulting values for productivity” (Ibid). In conformity with the measurement of productivity, Ntibinyane (2020) established that the media industry had been hamstrung by loss of advertising revenue and low sales and that news companies have cancelled their print operation and downsized significantly owing to the COVID-19 induced lockdown. He added that “the traditional business model for newspapers, underpinned by advertising and circulation has imploded”. All these happened because of the declining level of revenue and that the newspaper will be decimated unless swift action is taken. Besides, certain percentage of profit is lost by the work organizations and as such could not pay workers’ salaries. Similarly, Odotola (2020) revealed that the press industry and its practitioners are encountering different kind of predicament. Specifically, the COVID-19 pandemic according to him has resulted to loss of revenue owing to lower sales, depleted funds and slashed salaries of workers. It is pertinent to point out that the workers under performed during this period because of COVID-19 induced lockdown. Also, the Nation newspaper had reportedly slashed workers’ salaries of everyone earning over ₦60,000 by 50% and that the management reportedly told its staff that “it started when the company reduced the pages of newspaper from 48 to 32, and the excuse they gave was that it was due to the lockdown which crashed the leadership of the newspaper. For Punch Newspaper, Odotola (2020) revealed that the Ademola Osinubi led-management took a COVID-19 induced

decision and sequel to that sent a memo to the staff of Punch newspaper on the lines of:

This pandemic has dealt with our business, telling strong and severe blows. Our circulation and advertisement revenues dropped dangerously, compounding the operational and revenue challenges birthed by the migration of a majority of print newspaper readers and adverts to digital platforms. I am not at liberty to disclose all of the measures that the management has taken so far. But the ones that could be made public include an imminent reduction in print pagination; staff furloughing to comply with government and expert advisories on social distancing; the temporary shutdown of the sports newspaper; and significant financial reengineering.

Furthermore, the transport industry also had its productivity affected. Olijah (2020) revealed that Bristow helicopters apart from its sack of 100 pilots due to coronavirus pandemic were shut from flight operations (domestic and international) in March, as a measure of containing the COVID-19 spread. This portrays loss of productivity within the crisis period.

The British Airline also experienced similar fate, as the airline pilots slashed their salaries to the tune of 20% and later reduced to 8% and was to last for a couple of years. The airline could also not fly as operations were later suspended because of the COVID-19 induced lockdown.

Similarly, road transport companies lost revenues as trips were cancelled owing to scarcity of people to embark on travel. Gabriel et al. (2020) in its findings revealed that the ABC transport company, an indigenous land transport company with its head office in Owerri, Imo State, which provides service within and outside Nigeria was also affected like most transport companies. He stressed that “COVID-19 pandemic also has its fall on the management and staff of ABC transports company as evidenced in the number of passengers’ bookings in their docket. This is also akin to the experiences of “God is Good Motors (GIGM) Transport Company. The company had repeatedly cancelled several trips and was forced to stop operation, which affected the productivity of the company.

In the next place, organizations in the hospitality industry were not left out on the impacts of COVID-19 on the productivity of their organizations. Gabriel et al. (2020) averred that “the hospitality industry is one of the sectors that have been hit but the hardest by the COVID-19 pandemic, with many of the employees either out of work or losing hours due to travel restrictions, the shutdown of business, total lockdown of social activities and social distancing. The hotels have been experiencing very low patronage; such revelations were made after an intensive study of the hospitality companies in Nigeria.

The education industry was also not left out in the suffering of the impact of COVID-19 on organizational productivity. This is in line with the observation by Burgess and Sievertsen

(2020) that “the global lockdown of education institutions is going to cause major (and likely unequal) interruption in students’ learning; disruptions in internal assessments, and the cancellation of public assessments for qualifications or their replacement by an inferior alternative”. The above assertion portrays the impact of COVID-19 on education in Nigeria. When the government in the bid to contain the pandemic in Nigeria closed down all schools in the country, effective March 23rd 2020, all, nay, most schools obeyed, and shutdown schools. Hussain (2020) observed that students and pupils will be deprived of learning opportunity and teachers will not carry out their expected obligations since there is no policy measures to mitigate learning disruptions for students and pupils to use the digital devices for education, unlike most countries of the world which have provisions for students and pupils to learn in the circumstance. As schools and, colleges and universities closed down examinations were postponed, learning terminated, enrolment of students stopped and overall the academic calendar at all levels is disrupted. This thus created learning gap, loss of educational manpower with a corresponding educational cut in budgetary provisions (Ogunode, Abigail & Lydia, 2020).

The Universities in particular were also expected to generate internally generated revenue from payment of tuition fees by students, sales/rent of academic properties for example books (inaugural lecture series), and academic gowns etc. lockdown induced by the COVID-19 pandemic had distorted the revenue that would have been generated from these sources. The apt assertion of Barro et al. (2020) cited in (Kitenge, 2020) lends credence to such fact, when it stressed that extreme mitigation efforts – such as widespread cancellation of meetings, learning and major events will themselves contribute to a significant drop in economic activity. Other production companies were also not left out of loss of productivity during the pandemic induced lockdown period.

Impact of COVID-19 on Workers’ Welfare

Welfare refers to the well-being of individuals or groups (Scott & Marshal, 2005). Worker welfare otherwise called employee welfare or labour welfare. Worker welfare then, in the view of ILO (1950) cited in Aswathappa (2004) defined worker’s welfare “as a term which is understood to include such services, facilities and amenities as maybe established in or in the vicinity of undertakings to enable the persons employed in them to perform their work in healthy, congenial surroundings and to provide them with amenities conducive to good health and high morale”. Welfare facilities, in addition to removal of dissatisfaction, instill in workers loyalty and commitment to the organization. It is also necessary to explore the workers’ welfare taking cognizance of the impact of the COVID-19 pandemic. Human resources of organizations are valued assets whose welfare should be taken serious in order to motivate them or not to have their motivation reduced. However, during the case of the COVID-19 pandemic, this is not taken serious by all organizations.

In the light of the above, Alonge (2021) argued that healthcare workers who are the frontline workers of public health systems in Nigeria are denied adequate and commensurate welfares. They are denied adequate compensation. In addition, the governments seem not concerned about the health workers whose protection is necessary owing to the fact that they are frontline workers in the health service sector that delivers essential service to the citizenry. The government has reportedly paid lip service to the welfare provision of these workers. Again, there is inadequate provision of individual protective equipment to protect these workers from easily contracting the pandemic. Also, life insurance which is a solicited kind of welfare package for the health workers has since been an issue of controversy as it is not yet provided.

Besides, Saharareporters (2021) revealed that Chevron Nigeria contract workers decried their denial of salaries, emoluments, incentives and other daily stipulated welfare packages which they are entitled to. Also, most organizations studied slashed the salaries of their workers and most organizations did not take serious their employee safety by providing safety kits that would be needed to keep workers safe during the period of the pandemic.

Most organizations prior the discovery and subsequent declaration of lockdown have their human resources department utilized theoretical propositions to manage and motivate their workers. One of such theory is the human relations theory by Elton Mayo and other human relations researchers which found that the social contacts which the workers encounter at the work places were very significant in helping workers fight the issue of idleness and boredom, which could reduce workers’ motivation and as well affect their performances. When workers are compelled by COVID-19 situation to work from home and not work from the organizational environment their level of social solidarity will relatively be in decline, in which case they will definitely be bereft of the benefits of social solidarity as also stressed by Durkheim. Again, the welfare measures given at the work place will be denied the workers. In essence, the decline of social solidarity at the work place owing to COVID-19 induced lockdown will not motivate workers. In other words, workers of most organizations had a poor welfare package. Most workers in different sectors were denied salaries. This happens in the private sectors. Although, the public sector tried to meet up with payment of salaries for the COVID-19 induced lockdown period, other welfare activities were not enjoyed by the workers since they were at home.

IV. CONCLUSION

COVID-19 pandemic has given the world including Nigeria a major health concern that owing to its widespread, resolved to enforce a lockdown. Such lockdown order as enforced was obeyed by the work organizations, since it emanated from the invocation of the Presidential power. Hence, workers stayed at home from work. Some organizations devised different means to effective delivery of work by their workers, but it still will

not yield the same result of productivity compared with when workers are working together under a bureaucratic set up. In this way, several impacts have been felt on most work organizations; the private sector suffered the brunt more. Workers of the private sector organizations bore the brunt more. Most workers stayed up for months without receiving salary, some were retrenched and this increased the level of unemployment in Nigeria. At least, Nigeria's unemployment rate increased to a staggering thirty-three percent by the fourth quarter of 2020, and around twenty percent of workers lost their jobs during the COVID-19 induced lockdown period (Aljazeera Staff, 2021). Also, it was found that the pandemic affected most organizations' productivity, since workers were not allowed to perform their responsibilities and in some organizations some members of staff were lost to the pandemic. Work organizations' economic costs are as a result of loss of productive workforce through mortality (Boissay & Rungcharoenkitkul, 2020). Nigeria entered the pandemic on a weak financial footing which affected the rapidly falling oil prices, its most lucrative export. This thus exacerbated the pains and effects on individuals and organizations. As the effect dawned on work organizations, businesses and investments were severely affected. Productivity level of most organizations dropped to the level most organizations had to reduce production and retrench staff so as for them to stay on business. Workers' welfare too, is another important area in work organizations. Yet it could not be provided for workers and the grave consequence would be to reduce their motivation safe for the COVID-19 period. It is a fact therefore, that COVID-19 which got spread to Nigeria through globalization, has affected work in Nigeria.

REFERENCES

- [1] Ahmad, R., Suraiya, I., & Mohd, J. (2020). The impact of covid-19 movement control order on SMEs' business and survival strategies. *Malaysian journal of society and space*. DOI:10.17575/geo-2020-1602-11.
- [2] Aldowyan, N., Abdallah, A.S., & El-Gharabawy, R. (2017). knowledge, attitude and practice (KAP): Coronaavirus (MERSCOV) among population in Saudi Arabia. *Int Arc Med*.10.
- [3] Aljazeera staff (2021) . some 20% of Nigerian workers lost jobs to Covid. Retrieved from <https://www.aljazeera.com/economy/2021/9/21/some-20-of-nigeria-s-workers-lost-jobs-to-covid>.
- [4] Al-mohrej, O.A., Al-shirian, S.D., & Al-Otaibi, S.K. et al. (2016). Is the Saudi public aware of middle East respiratory syndrome. *JIPH*. 9, 259-266.
- [5] Alonge, O. M. (2021). Covid-19 pandemic and human resources management in Nigeria: The realities. *International journal of academic research in business and social sciences*. 10 (14), 319-330.
- [6] Amzat, J., Aminu, K., Kolo, V., Akinyele, A., Ogundairo, J. A. & Danjibo, M.C. (2020). Coronavirus outbreak in Nigeria: Burden and Socio-medical response during the first 100 days. *International journal of infectious disease*. 98, 218-24.
- [7] Aswathappa, K. (2004). *Human resource and personnel management: Text and cases*. (7th ed). New Delhi: Tata McGraw-Hill publishing company Ltd.
- [8] Boissay, F. & Rungcharoenkitkul, P. (2020). Macro-economic effects of covid-19: An early review retrieved from www.bis.org
- [9] Burgess, S. & Sievertsen, H. H. (2020) .Schools, skills and learning: The impact of Covid-19 on education. Retrieved from <https://voxeu.org/article/impact-Covid-19-education>.
- [10] Channels TV .5th December (2020). Revisiting the utility of industrial sociology in national development: The case of Nigeria African research review. 8 (2), 175-198.
- [11] Coombs, W. T. (2007). Protecting organization reputations during a crisis: the development and application of situational crises communication theory. *Corporate reputation Review*. 10(3), 163-177.
- [12] Gabriel, J. M. O., Keremah, O. M., Okpara, E. N., Isaac, S.N., Francis, W. N. & Mills, R.B. (2020). A multi-sectoral assessment of the impacts of covid-19 pandemic outbreak on organizational functionality in Nigeria. *International Journal of trend in scientific research and development*. 4(6), 918-930.
- [13] Hussain, T. A. (2020). Education and Covid-19 in Nigeria: Tackling the digital divide. World literacy foundation. Retrieved from <https://worldliteracyfoundation.org>
- [14] International Finance Corporation (IFC) (2020). Impacts of Covid-19 on the private sector in fragile and conflict-affected situations. Retrieved from .
- [15] International Labour Organization (2020). COVID-19 and the world of work: Impact and policy responses. Retrieved from ilo.org/global/topics/corona-virus.
- [16] Iwuoha, J. C. & Jude-Iwuoha, A.U. (2020). Covid 19: Challenges to SDG and globalization. *Electronic research journal of social sciences and humanities*. 2(111), 103-155.
- [17] Jackson, Etti & Edu (2020). Covid-19 pandemic and impact on business in Nigeria
- [18] Kitenge, S.Y. (2020). Globalization and the COVID-19 Pandemic: How is Africa's economy impacted? Retrieved from www.policycentre.ma.
- [19] Lalonde, C. (2004). In search of archetypes in crisis management. *Journal of contingencies and crisis management*. 12(2), 76-88.
- [20] Malle, B. F. (2011). Attribution theories: How people make sense of behaviour. In Chadee, D. (Ed.), *Theories in social psychology* (pp. 72-95). Wiley-Blackwell.
- [21] Mckibbin, W. & Fernando, R. (2020). The economic impact of covid-19. In Baldwin, R., & Wederdi Mauro, B.(eds.). *Economics in the time of COVID-19*. A CEPR press Vox EU. org ebook. Retrieved from <https://www.researchgate.net/publication/339780440>
- [22] Mirian, O. C. & Danjuma, Y. M. & Amaonyeze, N. B. (2021). Impact of corona virus disease-2019 (COVID-19) Pandemic on social lives and interactions of Nigerian Citizens. *Imedpub Journal*, 13(3:15), 1-9.
- [23] Mishra, M. K. (2020). The world after COVID-19 and its impact on global economy. kiel, Hamburg: ZBW-leibniz information centre for economics.
- [24] Nagarjuna, K. (2020). COVID-19: Stimulating the economy and employment. Geneva (ILO) News. Retrieved from <https://www.ilo.org>.
- [25] Nigeria Centre for Disease Control (NCDC) (2020). Coronavirus disease (COVID-19) Pandemic. Retrieved from <https://ncdc.gov.ng>.
- [26] Ntibinyane, N. (2020). Journalism in jeopardy: Mitigating the impact of COVID-19 on newspapers. Retrieved from <https://www.africa-portal.org>.
- [27] Oduola, A. (2020) Newspapers owners slash salaries by 50%, reduce print pagination by 45%. *Nairametrics*. Retrieved from <https://nairametrics.com>
- [28] Ogunode, N. I., Abigail, I. & Lydia, A.E. (2020). Impact of COVID-19 on the higher institutions development in Nigeria. *Electronic research journal of social sciences and humanities*. 2 (2), 126-135.
- [29] Olisah, C. (2020). Bristow helicopters sacks about 100 pilots due to corona virus pandemic. Retrieved from <https://nairametrics.com>.
- [30] Ozili, P. K. & Arun, T. G. (2020). Spill over of COVID-19 impact on the global economy. Working paper.

- [31] Ritzer, G. (2008). *Sociological theory* (7th ed.). New York: McGraw-Hill.
- [32] Sahara reporters (2021). Chevron Nigeria contact workers cry out over poor welfare, unpaid salaries. Retrieved from <http://sahara-reporters.com/2021/06/08/Chevron-Nigeria-contract-workers-cry-out-over-poor-welfare-unpaid-salaries>.
- [33] Scott, J. & Marshall, G. (2005). *Oxford dictionary of sociology*. New York: Oxford University Press Inc.
- [34] Shereen, A., Khan, S., kazmi, A., Bashir, N. & Siddique, R. (2020). COVID-19 infection: Origin, transmission and characteristics of human corona virus. *J Adv Res*, 24, 91-98.
- [35] Srivastava, S. C. (2000). *Industrial relations and labour laws* (4th ed.). New Delhi: Vikas publishing house PVT ltd.
- [36] Watson, T. J. (2008). *Sociology, work and industry* (5th ed.). London, New York: Rutledge.