AJEMATES
African Journal of Educational Management, Teaching and Entrepreneurship Studies
VOL.15 (2), May-August, 2025 https://ajemates.org

THE CHALLENGES OF MANAGING PART-TIME, FULL-TIME AND FREELANCING EMPLOYEES IN NIGERIA

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ABSTRACT

This study discusses the challenges of managing part-time, full-time, and freelance employees in Nigeria. Many businesses employed all three groups but struggled with applying the right strategies for each. Full-time workers offered stability and long-term commitment but often faced burnout and stress from long hours. Part-time employees provided flexibility and reduced costs but sometimes felt left out of workplace communication and decision-making. Freelancers helped with short-term tasks and remote projects but faced issues like late payments, unclear job roles, and lack of team support. The research also considered the unique challenges within Nigeria's work environment. Poor electricity supply, unreliable internet, and unclear labour laws affected all types of workers. These problems especially affected freelancers and part-time workers who often worked outside the office and depended on digital tools. Many employers failed to adjust their management approach to fit the needs of these different groups. This often led to confusion, reduced work output, and low staff morale. The study highlighted that the same rules could not be used to manage all workers in a diverse team. In conclusion, the study stressed the need for better tools, fair contracts, legal support, and flexible policies.

Keywords: Challenges, Part-time, Full-time and Freelancing Employees

Introduction

Work types in contemporary Nigeria are categorised broadly into three, viz full-time, part-time, and freelance jobs. Full-time work means the employee works fixed hours, usually every weekday. Part-time workers do fewer hours and may work fewer days. Freelancers are not tied to one employer; they work on different jobs or contracts for different clients. Each of these job types serves different needs for both the worker and the employer (Arowolo, 2025), has unique features and comes with different rights and duties. Job trends are changing. Many Nigerians now work part-time or freelance due to fewer full-time jobs, occasioned by unstable economies, high unemployment, and the need for flexible work.

A full-time job means working for one employer for most of the week. This is often between 35 to 40 hours. The employer

controls the schedule. Workers in full-time jobs usually enjoy more job safety. They also get fixed salaries, health insurance, and pensions (Nurudeen et al., 2024). These jobs are common in banks, schools, hospitals, and government offices. Full-time staff are often seen as the core of a business. They have set tasks and clear roles. The law sees them as permanent workers. Their job terms are covered under Nigeria's Labour Act. This law protects their rights and gives room for fair treatment (Igwe & Amah, 2024). Part-time jobs offer fewer hours than full-time roles. A worker may do 10 to 30 hours each week. Some part-time workers work on weekends or only in the evenings. Employers give these roles when they do not need staff full time. Part-time staff can be paid hourly or with a fixed monthly wage. They may not always get the same benefits as full-time staff. For example, health plans or pensions may not be included. Still, this type of job helps students, parents, or those who want work-life balance. In Nigeria, schools and small shops often hire part-time staff. Private tutorial centers, supermarkets, and restaurants also use them. Some do it to cut costs; others do it for work flexibility (Agbanu et al., 2023). Freelancers are not tied to any one boss. They work on projects for clients. Freelancing is rising fast, helped by the internet. Jobs range from writing to coding to graphic design (Younger, 2019). Freelancers are paid per task or by the hour. They decide when and where to work. Freelancers are their own bosses. They pay their taxes and handle their tools. They do not get paid time off. They also miss out on health and pension plans unless they buy their own (Reynolds, 2021). Many freelancers in Nigeria work in tech, media, and creative fields. People use websites like Upwork or Fiverr to get jobs. Freelancing suits those who want freedom and have strong skills. But job flow can be unstable (MCnicoll, 2020).

Businesses now mix these work styles in one workplace (Kpurunee, Amadi & Zeb-Obipi, 2024). Freelancing also grew fast because of online job sites like Upwork and Fiverr. These sites make it easy for skilled Nigerians to work for people outside the country (Ren, Viju & Wullianallur, 2023). Having a mix of workers means managers need smart ways to manage them all. If not done well, the business may lose out on many fronts. Freelancers, for example, may not be fully loyal or committed like full-time staff. Part-time workers may also not get the full training they need. Poor management leads to low output and worker stress (Koteswari & Kumar, 2024). Good management helps all workers do their best. It also helps the company to save money, reduce worker turnover, and improve customer service. Flexibility at work has been shown to increase worker happiness and performance (Nurudeen et al., 2024; Ridzuwan, Fakhri & Tenny, 2025). Even though the workforce is mixed, many employers in Nigeria still use old ways of managing workers. Some bosses treat freelancers like full-time workers or ignore part-timers when planning. Others do not give flexible hours or tools to support

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remote work. These anomalies create unfair treatment and affect teamwork. There are also concerns about trust and control. Employers find it hard to track the work of people not physically present (Ugwuoke & Onwuchekwa, 2024).

This paper discusses the challenges of managing full-time, part-time and freelance workers; show why it is important to manage all job types in a fair and smart way; suggest ways Nigerian employers can handle these worker types better; offer ideas that HR teams and business leaders can apply; point out areas where more study or action is needed. This paper looks only at workplace issues in Nigeria; it focuses on jobs in small and medium businesses, private firms, and tech-based companies with very minimal attention given to government or civil service jobs. The next part of this paper will look at common problems of managing part-time, full-time, and freelance workers. After that, the paper will explain how these problems affect worker performance. Then, it will explore tools or ideas to solve these problems. The last part will give clear steps on what employers can do going forward.



Figure 1: Model Showing the Relationship between Employment Type, Management Style, and Productivity Outcomes

Table 1: Employment Type and Key Challenges

Employment Type	Common Challenges	Management Needs
Full-Time	Burnout, rigid schedule	Work-life balance, career growth
Part-Time	Poor inclusion, low benefits	Flexible policies, fair pay
Freelance	Low loyalty, trust issues, payment delay	Clear contracts, regular feedback

Legal Status and Frameworks

Nigeria's Labour Act focuses more on full-time roles. It gives rules for working hours, pay, leave, and safety. Part-time and freelance jobs fall outside the strong parts of this law. This leads to gaps in protection. Many freelancers and part-timers face unfair treatment. Some get underpaid or overworked. Efforts have been made to fight job bias in Nigeria. Studies say laws should change to match new work trends. Workers in non-traditional roles need more legal cover (Ideh et al., 2020). New rules are needed to protect freelance and part-time workers better (Folami & Olayori, 2020).

Common Sectors for Each Employment Type

Different fields in Nigeria use different job types. Full-time roles are big in the public

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sector, banks, and big companies. Part-time workers are found in schools, shops, and hotels. Freelancers work mostly in the creative and digital sectors. They include IT, marketing, content writing, and online sales (Irawan & Sari, 2021). Flexible work setups are also rising. Some firms now mix all job types to stay lean. This helps with cost and talent flow (Vogel et al., 2021). Remote jobs and gig work are becoming part of work life in Nigeria. These offer freedom but need better rules.

Table 2: Comparison of Full-time, Part-time, and Freelancing Employment in Nigeria

Employment Type	Working Hours	Job Security	Benefits	Sectors Commonly Found
Full-time	35–40/week	High	Health, pension	Public & private offices
Part-time	Less than 35	Moderate	Sometimes given	Education, sales
Freelancing	Varies	Low	Rarely provided	Media, tech, design

Employment in Nigeria is not one-size-fits-all. Each job type—full-time, part-time, or freelancing—has pros and cons. The key is balance. Employers must treat all workers fairly. The law must catch up with work trends. Workers need job security, no matter how they are hired. This helps the economy grow and reduces job stress (Rabenu, 2021).

Challenges in Managing Full-time Employees

Managing full-time workers in Nigeria is not a simple task. It takes time, money and energy. These workers expect a lot. They want good pay, regular training, and a clear path to grow. Many Nigerian companies find it hard to meet these needs (Armstrong & Taylor, 2023). This pressure affects how managers handle their teams every day. Some of the pressures with which full time employers are faced include the following.

High Expectations and Demands: Full-time workers often feel like they should be rewarded for their long hours. They expect job security and steady promotions. In Nigeria, these workers also look for work tools, training, and good support. When these things are missing, workers may feel unhappy and stop giving their best (Poi, 2020). Managers must find ways to meet these needs while staying within budget. The need for regular appraisals and feedback also adds pressure. Staff want their work seen and rewarded. But if there are delays or unfair reviews, it leads to conflict. Leaders must be fair and clear when judging performance (Zeb-Obipi & Kpurunee, 2021).

Cost Implications (Salaries, Pensions, Health Benefits): Full-time staff are costly. The company must pay salaries, pensions, health insurance, and taxes. These costs are much higher than hiring part-timers or freelancers (Mahato et al., 2021). In Nigeria, where many firms work on low profit, these costs can be a burden. In some cases, benefits like transport, housing, and meal subsidies are expected. While these improve loyalty, they increase overhead costs. This strain is

worse during economic hardship when the company still has to meet these obligations (Agusioma et al., 2019).

Attendance and Time Tracking: Managing full-time staff also means watching work hours. In many Nigerian offices, workers come late or miss work without good reason. Without strong timekeeping tools, it's hard to track staff properly. Poor attendance slows down business goals. Managers must put in systems like time cards or biometric clocks. But many small companies don't have these tools. That leads to poor records and untracked hours. It also causes distrust among team members (Calvello, 2020).

Managing Burnout and Work-Life Balance: Full-time workers can suffer from burnout, especially when they take on extra work. In Nigerian firms, short staff numbers mean that the few on duty carry too much load. This harms both mental and physical health. When burnout happens, workers lose focus, make mistakes, or even quit (Noel & Finocchio, 2022). Giving time off or flexible hours can help. But many firms fear this will lower productivity. So, workers are often pushed past their limits. This leads to stress and high staff turnover. Companies must create a balance. They need to set clear limits on working hours. They should also give space for leave and rest periods. When firms respect staff time, it improves morale and cuts down stress (Poi, 2020).

Legal Obligations and Disputes: Full-time jobs come with legal rules. In Nigeria, the labor law states how much staff should earn and how they must be treated. It also explains leave days, dismissal process, and pension rights. Many companies don't fully understand or follow these laws (Basak, 2020). If a company fires someone without reason, it can lead to a court case. This hurts the company's image and costs money. Disputes over wages, unpaid leave, or harassment at work also arise (Campana, 2020). Leaders must stay updated on labor laws. This helps them avoid costly legal fights. Some firms also break contracts when business slows down. They reduce salaries or cut jobs without notice (Barlage et al., 2019).

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Figure 2: Recruitment Process Flowchart: From Start to Finish
Source: Sojdie (2022)

Managing full-time staff well means balancing cost, care, and compliance. The task goes beyond just giving orders. It's about making sure workers feel safe and valued. Nigerian companies need to plan, train, and follow rules. When this is done right, workers do better, and companies grow stronger (Burke & Cowling, 2019). In a fast-moving world, more firms now mix full-time roles with part-time and freelance options. But the full-time role still stays central in many places. The goal is not to cut them off but to manage them better and smarter. This means using tools, listening more, and building trust at every stage (Kuligowski, 2021).

Challenges in Managing Part-time Employees

Managing part-time staff in Nigeria is not easy. These workers help reduce payroll costs, but they also bring major problems. Their irregular work patterns often make team tasks harder to manage. This section breaks down the key issues managers face with part-time employees.

Limited Availability of Staff: Part-time workers are not always around when needed. Some only work on specific days or for a few hours a week. This causes gaps in operations, especially during busy periods. Managers often scramble to fill shifts or delay important tasks (Shirmohammadi, 2022). The COVID-19 pandemic made this worse, as many staff needed to work from home or limit hours (Rahman et al., 2020).

Difficulties in Task Allocation: Assigning jobs to part-time staff is tricky. Many tasks need to be finished in one go. When workers are on short shifts, they may not complete such tasks. This leads to delays and poor results. It also affects full-time workers, who may need to finish what part-time staff

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started (Zhang et al., 2024). Managers struggle to balance task sharing between part-time and full-time teams (Rodriguez & Cavallo, 2024).

Lower Employee Commitment: Part-time staff often feel less tied to the workplace. Since they spend less time there, they miss out on workplace culture. Some part-timers may even work in many places, splitting their focus. This lowers loyalty and job dedication (Syed & Mapfaza, 2024). When workers feel less involved, it affects performance. Managers may notice lower productivity or lack of interest in team goals (Kossek et al., 2023).

Issues with Communication and Team Bonding: Good teamwork relies on clear and steady communication. Part-time staff may miss key meetings or updates. This creates a gap in information flow. When one group is always updated and the other is not, work can break down (Rohayu & Michael, 2023). It also leads to poor bonding. Team spirit suffers when not all members feel included. In Nigeria, where work culture often depends on close team links, this becomes a major issue (Mishra et al., 2024).

Lack of Benefit Structures: In Nigeria, many companies give health cover, pensions, and leave only to full-time staff. Part-time workers get left out. This leads to feelings of unfairness. Some part-timers may look for better roles elsewhere, leading to high staff turnover (Zhang & Fang, 2024). Lack of benefits also makes it harder to attract skilled part-time workers. If people feel they are not valued, they would not stay long (Wise, 2024).

Table 3: Common Management Difficulties with Part-time Staff

Challenge	Explanation
Irregular working hours	Makes planning and scheduling difficult
Lack of commitment	Less loyalty to company objectives
Communication gaps	May miss key team meetings

Coordination Problems: Part-time workers often don't use the same systems or tools as full-time ones. Some may not be trained well or given the right access. This makes their work slower or less accurate (Zhang & Yu, 2024). If different work systems are used, errors can occur. Companies in Nigeria sometimes lack strong digital systems, which worsens the issue (Rodriguez & Cavallo, 2024).

Unequal Treatment and Job Security: Part-time employees may feel they're treated unfairly. When full-time workers get more attention, it hurts morale. This can cause tension between staff groups (Magda & Lipowska, 2021). Also, many part-timers worry about job security. They can be laid off with little notice. Fear of losing jobs affects how much they contribute to the team (Kossek et al., 2023).

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Legal and Policy Gaps: Labour laws in Nigeria often favour full-time work. Many rules do not clearly cover part-time roles. Without strong protection, part-timers face exploitation risks. For example, they may work more hours than agreed, without pay for overtime. Managers also find it hard to track such breaches (Zhang et al., 2024). A lack of clear contracts or written policies adds to the confusion.

Burnout and Overload: To save money, companies may give one part-time worker the job of two. This leads to stress and burnout. Overloaded workers make more mistakes and may quit suddenly. When many leave at once, it creates a staffing crisis. Managers then face pressure to hire and train new staff often. Managing part-time workers in Nigeria requires balance. Their flexible work hours can support business goals, but also bring many problems. Poor planning, lack of systems, low commitment, and unclear policies create roadblocks (Rahman et al., 2020).

Challenges in Managing Freelancers

Freelancers now play a big part in many jobs in Nigeria. They are used in fields like media, IT, marketing, and design. But managing them comes with many problems. These include checking their work, meeting deadlines, legal matters, and keeping data safe.

Hard to Track Work Progress: Freelancers work from different places. This makes it hard for managers to check how work is going. Unlike office workers, freelancers don't clock in or out. Most times, they work on their own without direct contact. This leads to less control over their daily tasks. Managers often depend on updates from emails or chats. But this doesn't always show the full picture. Some freelancers may delay work without notice. This becomes worse if there are no clear rules about when to give updates. Online tools can help track time or task progress. Still, they need constant checking which takes up time (Cajner & Helms, 2024).

Meeting Deadlines and Keeping Work Quality: Not all freelancers stick to time. Many take more than one job. They can get tired or mix up tasks. Some may even rush work just to meet the deadline. This affects quality. Unlike full-time staff, freelancers may not feel close to the job or team. This may lower how much they care about doing good work (Pascal, 2023). Also, since they are often paid per task, they focus more on speed than detail. This is a problem when the task needs deep thought or creativity (Aruldoss et al., 2020). To fix this, managers try to set clear goals and give feedback. But this does not always help. Especially when freelancers are not used to strict rules or timeframes.

Legal and Contract Issues: Freelancers are not covered by labor laws like full-time workers. If there's a problem, it's hard to take legal action. Some do not sign clear contracts. Others may live in different countries. These

make it harder to deal with in court (Indradewa & Prasetio, 2023). Some freelancers quit halfway. Others break contract terms. They may share private info or use company ideas without asking. Many firms don't have legal teams to handle this. This puts the company at risk (Belias et al., 2024).

Data and Privacy Risks: Freelancers often work with private data. This includes emails, customer records, or product ideas. If a freelancer shares this info, it can cause big harm. Cybersecurity is a major worry (Barbieri, 2021). In Nigeria, many freelancers use public internet cafes or personal devices. These are not always safe. Without strong rules on data use, leaks can happen. Managers may not know if a file is copied or shared. Some firms now use cloud tools with passwords and tracking. This helps control what freelancers can see. But this still needs trust and honesty from the freelancer (Brega et al., 2023).

High Turnover and Inconsistency: Freelancers come and go. Many do not stay with one company for long. This makes it hard to plan for the long term. It also means new freelancers must be trained often. This takes time and money (Perry et al., 2024). Unlike full-time staff, freelancers may not feel like part of the team. They miss out on meetings and office culture. This lowers their drive to stay. Managers need to keep replacing them. This leads to gaps in work and delays. Some firms try to build loyalty by giving steady tasks. Others offer bonuses for good work. But this does not stop freelancers from leaving when they find a better deal (Brega et al., 2023).

Work-Life Balance and Mental Stress: Many freelancers work odd hours. Some even work overnight to meet deadlines in different time zones. This can affect their health. Stress builds up, leading to poor focus and weak results (Kang, 2020). Freelancers may also feel alone. They don't get the support that office workers do. No team lunches or group talks. Over time, this lowers their happiness and work strength. Managers can help by giving clear tasks and fair time to finish them. Some firms also do short video calls. This makes freelancers feel less alone (Indradewa & Prasetio, 2023).

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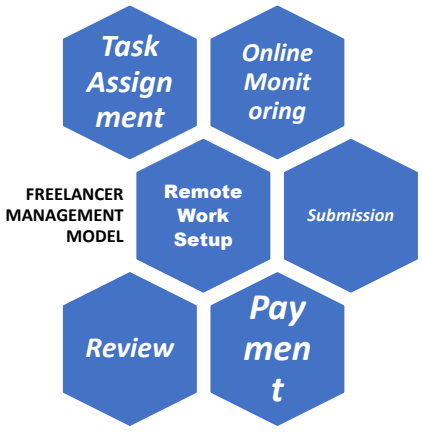


Figure 3: Freelancer Management Model

In summary, freelancers help save money and give skill flexibility. But they are hard to manage. Problems like lack of trust, poor deadline control, legal risks, and quick exits are common. Companies must build strong systems to guide their work. This includes using tools, writing contracts, and building trust. Only then can the use of freelancers help and not hurt the company.

Comparison of Challenge: Full-time, Part-time and Freelance

Managing full-time, part-time, and freelance workers in Nigeria comes with different issues. Some of these issues are shared while others are unique to each group. Leaders must know these differences to manage workers well.

Shared Challenges: One problem all groups face is keeping workers accountable. Managers struggle to track who is working and when. This is true for people in offices and those working from home. Cajner et al. (2024) note that keeping all team members engaged is hard when they work different hours or places. Motivation also cuts across all groups. When workers feel left out or unseen, they often give less effort (Chiguvi & Bakani, 2023). Performance checks are also common stress points. Managers of full-time staff may check work daily but for part-time and freelancers, checks may happen weekly or less. Less checking can lead to missed goals or low-quality work (Agarwal & Gupta, 2021). The harder it is to check progress, the more managers worry.

Unique Challenges: Full-time workers face pressure to perform long hours. In Nigeria, poor power supply and bad internet make this worse. Many work late to meet goals or redo tasks lost to power cuts (Vikram et al., 2021). Full-time staff also expect full benefits. If employers cut costs and remove perks, staff may feel cheated or leave (Agarwal & Jain, 2019). Part-time workers may feel left out of company events or decisions. They are often not offered medical cover or job safety. This

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affects how loyal they feel (Andiyappillai, 2020). They may also struggle with communication, especially if they only come in a few days per week (Mishra & Gupta, 2021). Freelancers have the highest risk of all. They often work alone. Some never meet the team. Many work online with little direction. This can make them feel isolated and unsure of goals. Data leaks are also a worry, since they may use shared or weak systems (Andiyappillai, 2020). They switch jobs often and may stop working on short notice.

Overlap in the Nigerian Context: In Nigeria, all three categories of work grapple with poor power supply, which halts or slows down work. Many also face poor internet. Freelancers are most affected in this regard since they depend on internet tools to send in work. Full-time workers in public offices may have better setups, but power issues still slow things down. Government rules also change often. Some jobs need permits. New taxes or labor rules may shake up how work is shared or paid.

Table 4: Shared and Unique Challenges Across Employment Types

Challenge	Full-time	Part-time	Freelancing
Accountability	✓	✓	✓
Benefit Provision	✓	Sometimes	Rarely
Communication Barriers	Rare	✓	✓
Performance Monitoring	✓	✓	✓

Review of Related Studies

This study by Ugwuoke and Onwuchekwa (2024) investigated how job sharing and flex time influence organisational performance in media firms, focusing specifically on customer satisfaction and employee retention. Conducted in Anambra State, Nigeria, the research employed a census sampling method, targeting 211 respondents from various media firms. Structured questionnaires were used to gather data, and Pearson correlation analysis helped determine the strength of relationships among variables. Findings showed a clear positive relationship between job sharing and customer satisfaction, suggesting that employees who have more manageable work shifts tend to provide better services, thereby improving customer experiences. Also, flex time was significantly linked with employee retention, implying that allowing staff to choose flexible work hours makes them more likely to remain with the organisation. The study strongly supports the idea that flexible work arrangements enhance employee engagement, work-life balance, and ultimately organisational outcomes. It provides a useful local insight into how Nigerian companies, especially in media, can

optimise performance by adopting modern HR practices like flex time and job sharing.

Arowolo (2025) explored employment discrimination in Nigeria and presents an in-depth look into its various forms, such as discriminatory hiring practices, unequal pay, promotion bias, and exclusion from decision-making structures. The article argues that despite existing labour laws, discrimination persists due to poor enforcement and inadequate legal coverage for new and evolving forms of workplace inequality. One of the core strengths of this paper lies in its detailed analysis of institutional and structural discrimination. The author emphasizes that marginalization often manifests subtly through organisational policies that appear neutral but end up affecting specific groups disproportionately. Examples include women being overlooked for leadership roles or persons with disabilities facing unfriendly work environments. The article also provides useful strategies to tackle employment discrimination, including the implementation of strict penalties for defaulters, promoting diversity, and enhancing legal provisions to cover overlooked areas. Importantly, it urges employers to take ethical responsibility in creating inclusive workplaces, beyond just legal compliance.

Rasak et al. (2020) offered a comprehensive overview of employment strain and its impact on job satisfaction within Nigerian work settings. The study employs a qualitative approach and leans on the employment strain model to explain how modern job demands contribute to psychological and physiological stress among workers. According to the article, rapid globalisation, technological evolution, and the need for increased efficiency have reshaped the workplace, introducing greater pressure and resulting in employee burnout, absenteeism, low morale, and eventually job dissatisfaction. The authors argue that employment strain arises when there's a misalignment between job expectations and employee capacity—common among all work types including full-time, part-time, and freelancing roles. Key stressors identified include excessive workloads, unrealistic deadlines, role ambiguity, and lack of job security—especially among freelancers and part-time workers. Psychological effects such as anxiety and depression, as well as physical effects like heart problems and fatigue, are discussed in relation to job dissatisfaction. The article is valuable in addressing the emotional and physical toll workplace expectations take on Nigerian employees. It emphasises that while job satisfaction is a key determinant of organisational success, it is often compromised when employment strain goes unmanaged.

Cavaliere et al. (2021) explored the growing importance of flexible work arrangements—such as part-time and full-time options—and how they affect employee efficiency. Cavaliere et al. (2021) argue that in today's changing work environment, especially post-

COVID-19, more companies are exploring flexible employment to balance organisational productivity with employee satisfaction. The research takes a broad look at how flexible work arrangements can be a win-win for both employers and employees. It covers critical factors like job adaptability, employee autonomy, and trust between employers and staff. The study notes that such flexibility is particularly important in service-oriented industries like education, media, and finance, where customer satisfaction is closely tied to employee morale and engagement. The paper also stresses the role of technological advancement in enabling remote work and task automation, which has made freelancing more viable and part-time work more structured. While it does not focus specifically on Nigeria, its insights are globally relevant and applicable to the Nigerian labour market.

Donina et al. (2021) explored how freelancing and outsourcing have become popular ways of working, especially among young people in Russia. These flexible job styles are growing because of global changes in the economy, especially due to technology and the internet. The article explains how freelancing and outsourcing are different from regular jobs—mainly because they are temporary, allow remote work, and often do not follow the traditional 9-to-5 system. The researchers point out that young graduates are especially drawn to freelancing because of the freedom and opportunities it gives. They did a survey with university students to understand what they want in their future careers and how ready they feel for freelancing or outsourcing. The findings show that many students are interested in flexible work and feel confident about their skills. However, the study also talks about the risks of freelancing, like job insecurity and lack of social benefits. Hence, the study showed that freelancing is becoming a big part of the job market and that both employers and students need to understand the benefits and downsides. It gives useful advice for companies looking to hire young freelancers and for students planning their future careers. For Nigeria, where youth unemployment is high, this model can inspire policies that encourage flexible work systems.

Ren et al. (2023) conducted a study on what makes freelancers more likely to be hired on online job platforms. They focused on factors like where the freelancer and employer are located, how much money the freelancer has earned, and how long they've been using the platform. The findings show that freelancers are more likely to be hired if they are from the same country as the employer. Interestingly, freelancers who earn more money tend to be hired less often, possibly because employers want to save costs. Also, those who have been on the platform for a longer time are more trusted and more likely to get jobs. The study suggests that freelance platforms should provide more detailed profiles, including location, earnings, and client reviews, so employers can make better

choices. This helps reduce the "information gap" that can lead to mismatched jobs. The research supports the idea that freelancers need to market themselves well and build good reputations over time. In Nigeria, where many people are turning to freelance work due to job scarcity, these findings are important. They show how freelancers can increase their chances of getting hired by being transparent and improving their skills. It also suggests that Nigerian freelancers may benefit from platforms that allow local connections and better data-sharing between clients and workers.

Nawaz, Zhang and Iimudeen (2020) studied the values that freelancers look for and the stress they face while working on e-lancing platforms. They talked to freelancers and used a method called grounded theory to organise their findings into two main ideas: Freelancer Value Proposition (FVP) and Freelancer Job Stress (FJS). FVP includes things that make freelancing attractive, such as freedom, personal growth, good pay, work-life balance, fun, and social interaction. These are the things that freelancers value when choosing to work independently. On the other hand, FJS describes the downsides of freelancing, like unclear job roles, not getting paid on time, poor time management, inconsistent work, lack of benefits, and job rejections. The study is important because it breaks down both the good and bad sides of freelancing in a detailed way. This helps platforms and employers know how to better support freelancers and keep them satisfied. For Nigeria, where more people are freelancing as part-time workers due to limited full-time jobs, this study provides valuable insights. It shows that while freelancing offers many benefits, there are also real stress factors that must be managed. Employers and platforms should create systems that reduce stress by offering clearer job roles, secure payment methods, and access to benefits. This can lead to better performance and stronger relationships between freelancers and employers.

In another 2020 study, Nawaz, Zhang, Mansoor, Hafeez and Ilmudeen also discussed the Freelancer Value Proposition (FVP) and Freelancer Job Stress (FJS). This extended version goes deeper into understanding what freelancers expect from their jobs and what makes their work stressful. They explain six values that freelancers care about: enjoying their work, growing professionally, earning money, having flexible schedules, having fun, and feeling part of a community. These are the things that make freelancing a good career option. But the study also found six causes of stress: unclear job expectations, problems with getting paid, time pressure, not enough jobs, lack of employee benefits, and rejected work. The research was done through interviews and then analyzed to find common themes. This kind of in-depth study helps platforms improve how they manage freelancers and shows companies what freelancers need to stay productive and motivated. In the Nigerian context, where

many part-time workers operate on digital platforms or as side hustles, this study provides a model for improving freelancer support. By understanding the key stressors and motivations, Nigerian employers can better manage freelance and part-time staff, creating a more sustainable gig economy. This is especially useful in a country where unemployment and underemployment rates are high and many people turn to online work as a solution.

Kpurunee et al. (2024) overviewed the problems of employee productivity in Nigeria. It explains that productivity means how much work employees can complete in a given time. The authors argue that improving how staff perform is important for national growth and a strong economy. In Nigeria, poor productivity is often due to lack of training, poor work ethics, low salary, insecurity, and lack of motivation. The authors also aver that many workers are not regularly evaluated or promoted, which reduces their motivation to work harder. To improve things, the authors suggest some solutions. These include training staff regularly, giving them bonuses and promotions, improving security at work, and increasing salaries. They also talk about the need for good workplace behavior and strong leadership. The paper emphasises that employers and leaders must take responsibility for helping workers perform better. This is especially important in Nigeria where many workers, both part-time and full-time, face tough conditions. In short, the article says that to boost employee output, companies should treat staff well and provide all the necessary tools and encouragement. These recommendations are useful for managing workers in Nigeria, no matter if they work part-time, full-time, or freelance.

Serna et al. (2020) focused on the real-life stories of Filipino freelance workers living in Qatar. The authors use interviews to explore why and how people switch from full-time jobs to freelancing. The paper finds that many freelancers choose this path for personal, family, and social reasons. Some say they want more time with their families or feel more free as freelancers. Others enjoy the pride and satisfaction of working on their own terms. Social factors, like being respected and having influence, also play a role. Even though freelancing has its challenges—like uncertain income or lack of benefits—the workers in the study see it as a positive change. Many are happier and feel more in control of their lives. The researchers also used a clear and reliable process to collect and analyse the interview data, which makes the findings more trustworthy. This study is helpful because it shows that people don't always choose freelancing just for money. They also want independence, emotional satisfaction, and flexibility. The lessons from this research can help employers and policymakers better understand the needs of freelancers, not just in Qatar but also in countries like Nigeria. It shows why managing freelance workers

requires a different approach than managing full-time staff.

The growing trend of hiring freelancers and contract workers, and the challenges HR managers was explored by Koteswari and Kumar (2024). The authors point out that traditional HR practices don't always work well for non-permanent staff. For example, it's harder to build loyalty or track productivity with freelancers. Yet, freelancers also bring many benefits like flexibility and reduced long-term costs. The paper shows that freelancers often work both part-time and full-time, depending on the need. It also notes that many women now choose freelancing because it fits better with their personal schedules. This is especially true on online work platforms, where people can take jobs from anywhere. The authors suggest HR managers need to rethink how they recruit, monitor, and support freelancers. They need to use technology better, set clear guidelines, and create systems that treat freelancers fairly. One important point made in the paper is that freelancers can help organisations become more agile and reduce costs—if they are managed properly. This article is useful for understanding how Nigerian businesses can better handle freelance and contract workers, especially with the rise of digital job platforms. It shows both the problems and the opportunities.

Ridzuwan et al. (2025) studied about flexible working hours and how they are changing the way people work. It shows that flexible schedules let workers choose when they want to work. This is good because it can reduce stress, help balance personal life with work, and increase happiness. Companies also benefit because happy workers often perform better. However, the paper also talks about problems with flexible hours. Some workers find it hard to separate work and home life. It can also be hard for teams to communicate well when everyone is working at different times. Some workers may not even have equal access to flexible schedules, especially those in lower job roles. Also, it becomes difficult for managers to track performance or build team spirit. The article says companies need to create clear policies and use good technology to solve these problems. It also says managers should focus more on results than on how many hours someone works. This is important for Nigeria too, where flexible jobs are becoming common, especially with freelancers.

Conclusion

This study looked at the challenges of managing full-time part-time and freelance workers in Nigeria. Each group faces its own problems. Some of these problems are the same while others are different. All three groups struggle with performance checks motivation and clear communication. But full-time workers face more pressure due to long hours. Part-time workers often feel excluded. Freelancers deal with poor tools and weak connections to the team. In Nigeria the power supply internet and changing

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African Journal of Educational Management, Teaching and Entrepreneurship Studies
VOL.15 (2), May-August, 2025 https://ajemates.org

government rules make things harder. These factors affect all workers but they hit freelancers and part-time workers harder. Full-time staff may have more support but they are not free from these issues either. Understanding how each group works is very important. Managers who do not know the difference may treat all staff the same. This causes stress and poor results. For example, part-time workers cannot work full hours so giving them full workloads is unfair. Freelancers often need clear written tasks but many companies give them vague jobs. These mistakes slow down work and reduce quality. Good management needs smart planning. It is not enough to have rules that fit only one type of worker. Companies must use flexible tools that help all staff work better. Training is also key. HR staff must learn how to handle each worker type. They must also know the law and keep up with changes. In the end Nigeria needs a work system that fits today's workforce. Many young people now choose freelance or part-time jobs. They want freedom and better work balance. Employers who understand this will do better in the long run. A one-size-fits-all system no longer works. A clear smart and fair way to manage all worker types is needed now more than ever.

Recommendations

The following recommendations were made in the course of the study:

1. It is strongly recommended that Nigerian employers need to use smarter ways to manage their staff; they should use flexible tools. There are apps and software that help track tasks set reminders and hold short meetings. These tools can help manage full-time part-time and freelance staff. Time tracking apps like Toggl and project boards like Trello can show who is doing what and when.
2. Employers should talk to legal experts. This is key for freelance and part-time workers. Contracts must be clear and fair. Many workers face problems when terms are not written or followed. Good legal advice will stop future issues and keep both sides safe.
3. Human Resource staff need more training. They must learn how to manage different types of workers. This training should cover how to build trust check work and give fair rewards. HR staff should also learn how to deal with workers from a distance. They need to understand online tools and remote work rules.
4. Nigerian government should also do more. Labour laws must include freelance work. Many freelancers have no rights because the law ignores them. A simple law that covers all worker types will help. The government can also give tax cuts or other help to firms that hire more part-time or freelance staff.
5. Workplaces must also get better. Good internet backup power and

clean safe spaces will help all staff. Managers should talk to their teams often. Staff meetings open chats and feedback sessions will help people feel seen and heard. When workers feel included they work better.

6. Employers and the government must act fast. The work world is changing. Nigeria must keep up. New rules new tools and fair treatment are the best way forward. This is how to get the best from all types of workers.

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