

Casualisation and Employment Relations: An Overview of National Union of Food, Beverage and Tobacco Employees in Nigeria

SHADARE, Oluseyi A.

Department of Employment Relations & Human Resource Management
Faculty of Management Sciences, University of Lagos, Nigeria

NGWAMA, Justice C.

Department of Administration and Management (Industrial Relations and Personnel Management), Crawford University, Igbesa Ogun State, Nigeria
e-mail: ngwamaj@yahoo.com

Abstract

The consequence of globalisation no doubt has a deteriorating effect on the social, economic and political relationship of Labour and Management through gradual reduction of workforce to casual, contract and other forms of atypical employment. These also have dramatic impact on the employees' relationship as both the labour and management tend to assert/dominate each other in this vital relationship. This study examined the relationship between the casualisation and employment relationship in National Union of Food, Beverage and Tobacco Employees in Nigeria. This study used a theoretical based approach and secondary source of data for analysis. The finding of the study showed that casualisation, which was originally restricted to factory workers and those in construction firms, has now permeated into every sector even in governments' strategic parasatals. This 'drift appeared to be one of the root causes of trade unions low density in many places and consequently disempowering and weakening the bargaining position of the unions in the employment relationship with the other actors. The study therefore concluded that casualisation is detrimental to employment relations and deters mutual consultations between the labour union and employers in determining fair employment relationships. The study recommended that government should intervene to cushion the impact of globalisation on the real sector of economy and grant incentive to organisations having large pool of workforce among others.

Keywords: Casualisation, Employment-Relations, Globalisation, Labour-Management, Workforce

1. INTRODUCTION

For several years now, the issue of casualisation especially in the private sector has remained a disturbing phenomenon in the global context of employee relations in Nigeria. Many workers are groaning under heavy burden of employers because of inadequate legislation to regularise employment contract in many organizations.

Employers' refusal to regularise employment for many workers many years after accepting the employment offer constitutes a source of discouragement to the Nigerian labour class.

Employers in some high profile organisations appear to exploit unemployment situation to turning many unemployed youths into mere tools to maximise profits.

Casualisation which was originally restricted to factory workers and those in construction firms though unofficially, has now penetrated into big organisations like banks, oil sector and other firms. Statistics from Food and Beverage workers' union showed that majority of the workers in these companies appear to be casual employees (see Table 1). Casual workers are not given the same privilege compared with full time workers. The disparity in treatment of casual workers extends to job allowances, canteen services, transportation and leave entitlement. They work for many years without promotion and necessary entitlements, are sometimes they do what normal employees would do but without adequate compensation. While the owners of the multinational organisations exploit this gap to import foreign experts who are under qualified compared with their Nigerian counterparts into the country to take up full time employment with all the stipulated benefits attached, the Nigerian workers seem to be placed on contract and are denied the benefits attached to their job. Apart from the fact that this has increased the rate of capital flight in the country, it also renders the citizens who are supposed to be major beneficiaries of such investment impoverished and completely hopeless.

The Nigerian Labour Congress (NLC) has been contending these anti-labour practices through picketing and other measures as allowed by law. Also, the Federal Government campaign to eradicate casualisation and other forms of labour exploitation of workers by some foreign and local employers of labour has not yielded much desired result. There is the need to take a bold step to correct the anomaly as this dovetailed into issues of good working conditions and practices. The way workers are treated in workplaces by foreign and local employers required a critical review of labour legislation and protection of Nigerian workers. It is believed that conservatively, there are over 30,190 (38%) casual workers out of 78,627 permanent employees in various units of food and beverage industries (see Table 1)

According to a recent report by the Campaign for Democratic and Workers' Rights in Nigeria (CDR, 2005), the number of casual workers in Nigeria is 45 per cent of the entire working population. That means in a factory of 20 workers, nine of them are casual workers. However, this is under reported going by the available statistics (see Table 2). With the ambition of the employer to reduce cost of production, this number will continue to increase, particularly in this period of economic recession.

In Nigeria, casualisation of employment is growing at an alarming rate. More and more workers in permanent employment are losing their jobs and are re-employed as casual/contract workers or been replaced by casual or contract workers. Casual work which is supposed to be a form of temporary employment has acquired the status of permanent employment in Nigeria without the statutory benefits associated with that status. It must be noted that this is the prevalent form of employment in the private sector; however, the practice has crept into the public sector.

Casual workers are not entitled to be part of any trade unions as they are not fully employed. This has been affecting the way the employers treat their staff and the struggles for a decent workplace by the trade unions. The practice of engaging people in casual jobs infringes on the right of workers to have decent jobs, adding that Section 42 of the Trade Union Act empowers

labour to fight against it and this is what the organised labour is doing since the government has failed in its responsibility to ensure decent work for her citizenry.

Accordingly, Cheeka (1998) remarked that the labour and toil of workers has created vast material resources capable of assuring a better standard of living for Nigerian workers. However, what happens to this wealth? What reward does the Nigerian worker get from his sweat and toil? Instead of benefiting from the wealth he creates, the Nigerian worker sinks deeper and deeper into the swamps of poverty. More also, studies also show that 95 percent of Nigerian workers are living below poverty line. The trend is expected to continue, with current rates of more than 1000 workers killed at work each year and with over 2 million being killed worldwide (libcom.org 2011), as government has not created conducive environment and opportunity to tackle this menace. The people have no other alternative than to take to casual just to earn a living.

It is on this note that this paper, sets out to explore the emergent and recurrent issue of casualisation and its implication on employee relations in Nigeria.

In order to achieve this objective, this paper began with a discussion on the forces of global economy, and the attendant implication on workforce reduction strategies like casualisation, contract employment and outsourcing. The paper highlighted the emergence of casualisation in Nigeria by taking a critical review of the legislative framework both at international and local level and the extent to which it had shaped labour market within the context of employees' relations.

The analysis of this paper is limited to Food Beverage Industries, though references and was made to other unions and organisation to the extent of genuinely contributing to the purpose of this study. This paper following the introduction is the literature review and in furtherance of its purposes went ahead to discuss the implication on unbridled check of casualisation to employment relations.

2. Literature Review

2.2 Conceptual Review of Casualisation

Casualisation is a term used to describe work arrangements that is not permanent in nature and does not fall within the traditional standard employment relationship. Workers in this arrangement usually do not have a permanent job status; do not get the same pay and benefits as their regular permanent counterparts doing the same job and working the same hours. This form of work also lacks job security, as a worker can be asked to leave any time. Example of such work arrangements are casual work and contract work in Nigeria. Casualisation is also a term used in Nigeria to refer to nonstandard work arrangements, contingent work, precarious work, atypical work, alternative work, and so on, as they are called in other jurisdictions (Danisi, 2010).

Therefore casualisation is a term used in international literature as the spread of bad conditions of work such as employment insecurity, irregular hours, intermittent employment, low wages and an absence of standard employment benefits (May, Campbell, & Burgess 2008). In Australia, casualisation refers to a process whereby more and more of the workforce is employed in casual jobs which is a prominent form of employment there.

Casualisation is only favourable to the employers because of the flexibility it provides and the minimal cost it incurs. However for the workers who find themselves in this form of work arrangements it is a nightmare because of the lack of rights and entitlement and standard benefits associated with permanent full time employment.

However, Bhorat and Hinks (2006) differ in their definition, pointing out the difficulty of defining casualisation in relation to labour market. For example, issues of hours of work, type of employment contract, who pays the employee, non-pecuniary benefits and whether working in the formal or informal sector means that several definition, can be adopted. The traditional model of employment (permanent full time employment with one employer until retirement) is steadily giving way to less stable (and often vulnerable) forms of employment.

In this regard casual worker is defined as anybody that works in the informal sector (employee or self-employed) or a formal sector, means that employee with temporary or seasonal employment contract or a part-time formal sector employee (Bamidele, 2011). Many scholars have term to the inevitable growth of the phenomenon in many countries. For example Theron (2005) noted that the ILO has used referred like disguised employment or triangular employment relationship to define the emergence of sub-contractors, independent contractors, home based 'workers and all manner of informalised work. First (Bamidele, 2011) outlined the following distinctions within the whole rubric of casual employment; the workers are directly employed by a firm on a casual, season fixed term or temporary basis. Second, is of the triangular employment relationship in which a labour broker supply labour to a firm and third, the one characterised by dependent economy relations disguised and treated as commercial contracts. Independent contractors and home based workers fall into this category of atypical worker. Earlier it was noted that casualisation is not new. However, the utilization of workers on short term contract to avoid a standard employment relationship (SER) is new. Theron (2005) further distinguished between three types of casual labour. That is those employed directly by the firm or company, second those that are supplied by a labour broker; and third those that are ostensibly defined as independent contractors.

The demise of standard employment need not necessarily undermine standards in the labour market; indeed, new standards and arrangements, designed around the fairer sharing of risk, are necessary to ensure sustainable bases for labour productivity growth nurtured in future.

Theron (2005) posited that the key challenge in casual employment is not simply to rectify problem experienced by individual casual workers, rather the problem of processes of casualisation itself. The significance of casualisation according to Theron its being integral to labour management strategies that achieve better deployment.

Casualisation has become a global phenomenon that cuts across almost all countries (Nigeria inclusive) and continent of the world. In Australia for example, the increased use of casual labour represents a significant development in the Australian labour market. The number of employees categorised by the Australian Bureau of Statistics (ABS, 1996) as 'casual' rose from 700,000 in 1982 to 2.1 million in 2000, while 'casual density' increased over the same period from 13.3 per cent to 26.4 per cent; From 1988 to 2001, casual employment for workers, aged between 15 to 19 years, grew from 38 per cent to 66 per cent; and it is predicted that, if current trends continue, one in three Australian workers will be employed casually by 2010 (Watson, Buchanan, Campbell & Briggs 2003) cited in (May, Campbell, & Burgess, 2003) .

The Casualisation Phenomenon

The phenomenon should be understood as a product of the class struggle. It is very difficult to disentangle the complex interdependencies of cause-and-effect, as every economic development is a result of the maneuverings of both sides. It seems that the process of casualisation is largely a result of three factors,

- Shift from manufacturing to service based economy,
- Decomposition of working class as a political actors,
- Increase in investment capital flow

Casualisation has resulted from 'labour market fragmentation. There is a general agreement that it emerged from political and economic factors; and labour market strategies used by employers to alleviate labour costs, and mitigate market uncertainty in order to gain a competitive advantage (Campbell & Brosnan, 2003). Casual workers, compared with permanent workers, have substandard rights, benefits and protection, as well as substantial levels of precariousness. Although casual pay rates often include a loading (additional payment) intended as insulation against employer exploitation, Campbell and Burgess (1997) argued that award provisions for casual employees are not aimed at providing protection and benefits, but are more to denying them, thus becoming an officially sanctioned gap in protection. Casual workers, therefore, may be classified as an inferior class of employee. They also noted that the current growth of precarious employment is a predictable outcome of employment strategies and policies of both private sector employers and governments of the past fifteen years, and reflects a loss of control over employment by larger groups of workers.

These casualised contracts significantly limit labour relations protection for the worker and transfer additional responsibilities to the individual worker. Together, business and governments have restructured employment so that increasing numbers of workers are “free agents” in a weakly regulated labour market. Many workers in precarious employment face constant uncertainty about their future employment prospects and the terms and conditions of their work. Low pay and lack of benefits can create added uncertainties, including workers’ ability to provide for their basic household needs.

Legal Framework of Casualisation In Nigeria

From an average worker today in Nigeria, the phenomenon of casualisation, the practice of temporary employment devoid of the basic entitlements/rights available to permanent employment, confronts him wherever he/she goes. From the food and beverage industry, banking industry to the manufacturing, aviation to civil society, non-governmental organisations and the public service, casualisation is fast becoming a standard practice. The right to regular employment is recognised by labour act which to section 7(1) expressly states that: “Not later than three months after the beginning of a worker’s period of employment with an employer, the employer shall give to the worker a written statement specifying:-

- i) The name of employer or group of employers and where appropriate, an undertaking by which the worker is employed.
- ii) The name and address of the worker and the place and the date of his engagement

- iii) The nature of employment
- iv) If the contract is for a fixed term, the date when the contract expires
- v) The appropriate period of notice given by the party wishing to terminate the contract
- vi) The rate of wage and the method of calculation thereof and the manner and periodicity of payment of wages
- vii) Any term and condition relation to: Hour of work or holidays and holidays pay, or incapacity to work due to sickness or injury including any provision for sick pay and
- viii) Any special conditions for the contract

The provision of Labour Act which tend to guarantee protection of regular employment for Nigerian Worker is flagrantly disregarded with impunity in virtually every sector of Nigerian economy, private sector in particular.

Nigeria has ratified the ILO's Convention so it is obligatory on its part to uphold these Conventions. In 1998, the International Labour Organisation (ILO) declared in Philadelphia that its member must "respect, promote and realise in good faith" the principles concerning the fundamental rights at work. This Declaration on fundamental rights at work, although not binding in international law, underscores that all member countries have an obligation to respect, to promote and to realise, in good faith, the fundamental principles involved, whether or not they have ratified the relevant ILO Conventions.

The African Charter, which has been enacted as an Act of the National Assembly provides in Article 15 that, "Every individual shall have the right to work under equitable and satisfactory conditions and shall receive equal pay for equal work." It is implied therefore that since it enjoins the State parties to ensure that its citizens have the right to work, and entitled to equal pay for equal work, that there should not be any form of discrimination in employment between standard workers and nonstandard workers.

Furthermore, the provision in section 17 (e) of the Constitution, which guarantees "equal pay for equal work without discrimination on account of sex, or any other ground whatsoever, the discrimination in pay between permanent and casual employees still persists." Although the Act recognises fixed employment, it does not define the term nor does it make provisions for the regulation of this form of employment like it did for standard employment. Many casual employees appear not to have letters of employment and many companies do not have records of their casual employees in order to evade the law.

As Section 7 (1) of the Labour Act, Cap 198, Laws of the Federation of Nigeria, 1990 provides that: "Not later than three months after the beginning of a worker's period of employment with an employer, the employer shall give to the worker a written statement specifying – the terms and conditions of employment, which include the nature of the employment and if the contract is for a fixed term, the date when the contract expires.

Employers beat this provision to regularise employment of workers and in order to escape payment of benefits and compensation to workers. What employers do is to put casual workers on perpetual renewable casual employment by terminating the employment few days to the expiration of three months only to re-engage the same workers on exactly the same working conditions a day or few days after.

Thus an average worker appears to be at the mercy of unscrupulous and exploitative employers of labour who have capitalised on the stagnant Nigerian economy and the mass unemployment to perpetuate and perfect all manners of anti-workers practices. Casualisation, be it in the form of temporary staff as prevalent in the Food and Beverage sector or contract staff as it is obtained in the banking, oil, and service sectors, is clearly an assault in the dignity of labour and the workers. Besides, it seems to contain a lot of dehumanising anti-labour practices such as unsafe working conditions and environment, poor remuneration, setting difficult targets which appear to have adverse effect on many decent young ladies and have force them into corporate prostitution, especially in the banking industry in Nigeria.

At international level, Article 23 of the UN Declaration of human right to just and favourable condition of work that would ensure that the worker and his family have an existence that is worth of Human dignity which casualisation in its various form clearly undermines.

2.2 The Challenge of Casualisation in food and Beverage and Tobacco Industry in Nigeria

Table 1: National Union Of Food, Beverage and Tobacco Employees' Companies' statistics on Casualisation (Lagos Council)

S/N	Companies	No. of Staff	No of contract/casual staff %		No. of Staff Regularize %
1	NIGERIA BREWERIES PLC	620	317	51.13	-
2	SEVEN-UP BOTTLING CO PLC	2,702	1,416	52.41	-
3	CADBURY NIGERIA PLC	1,030	34	3.30	-
4	FRIESLAND CAMPINA WAMCO PLC	570	103	18.07	-
5	GUINNESS NIGERIA PLC	502	410	81.67	-
6	BIG TREAT PLC	1,817	-		-
7	NESTLE NIGERIA PLC	1,370	217	15.84	52
8	FLOUR MILLS OF NIG.PLC	1,220	357	29.26	-
9	NIGERIA BOTTLING CO.PLC	4,771	3,418	71.64	-
10	PROMOSIDOR	850	332	39.06	UNUNIONISED
11	CROWN FLOUR MILLS LTD	122	64	52.45	-
12	NIGER BISCUITS LTD	2,016	3,627	179.91	500
13	A&P FOODS LTD	1,640	820	50	37
14	FAN MILK PLC	717	240	33.47	
15	VIJU INDUSTRIES NIG.LTD	921	800	86.86	120
16	VITAL PRODUCT LTD	313	224	71,57	120
17	RAGOLIS WATERS LTD	74	152	205.42	-
18	CHIKKI FOODS IND.LTD	272	371	136.40	-
19	DE-UNITED FOOD	1,441	601	41.71	-
20	DANGOTE (PASTA PLANT)	927	NOT CERTAIN		-
21	UAC FOODS	217	115	53	-
22	UAC DAIRIES	161	75	46.58	-
		24,273	13,768	56.7	

Source: National Secretariat of Food and Beverage Employees Union, Lagos (2013)

The data in Table 1 gives us overall data of performance of different organization in the food and beverage industry. Multinationals organisation like Nigeria Brewery has 620 permanent staff and 320(51.13%)casuals, Seven up: maintains 2,702 as against 1,416 (52.41%), Nigeria Bottling Company has on their records 4771 as against 3,418 (71.64 %) casual workers ,in Guinness number of staff is about 502 but with casual workers stands about 410, Nigeria Biscuits company situation is highly ridiculous and a show of great effrontery, still refusing to shift ground in spite of all the appeal having staff totaling to 2,016 as against 3, 2627(179.91%) casual labourer and only 500 have regularized, Vigul Mil; 921 as against 800, Vital product ;313, as against 224 (71,57%) casual workforce, UAC food 217 as against 115 casuals.

In spite of the appeal to regularize this staff only few Organisations have partly responded Niger Biscuits with 3,627 casual workers was able to regularise only 500 to permanent Status, A&P Food with 820 casuals was only able to regularize only 37 Casuals, Vigul Industries 800 (86.86 %) Casual workers was regularised only 120 to permanent status, Vital Product with 224 Casual regularising only 120.

From the record the only exceptional company in National Union of Food, Beverage and Tobacco Employees without casual staff is only Big Treat. Also, Promasidor company has been defiant and have refuse to be unionized in spite of all the appeal by the Industrial Union ; For Dangote groups as of the time of compilation of there was no record.

Table 2: National Union of Food, Beverage and Tobacco Employees: National State Councils Statistics on Casualisation as at 2011

S/N	State Councils	Number of Companies	Numerical Strength of Membership	Estimated Casuals	Regularized Casual as at Date
1	OGUN STATE	14	7,800	4,200	400
2	OYO/ONDO/OSUN/EKITI STATE COUNCIL	10	5,900	1,990	220
3	PLATEAU/BAUCHI/BENUE/NASARAWA STATE COUNCIL	7	4,495	690	-
4	KWARA/KOGI STATE COUNCIL	5	3,200	800	310
5	EDO/DELTA STATE COUNCIL	6	5000	760	210
6	ANAMBARA/ENUGU/EBONYI STATE COUNCIL	5	3,998	860	190
7	IMO/ABIA STATE COUNCIL	4	2,100	130	55
8	KANO/JIGAWA STATE COUNCIL	9	6,700	2,700	155
9	ADAMAWA/TARA BA/BORNO /YOBE STATE COUNCIL	7	4,900	800	168
10	CROSS RIVER/RIVERS/AKWA IBOM/BAYELSA STATE COUNCIL	8	3,990	778	149
11	KADUNA/SOKOTO/KASTINA /ZAMFARA/KEBBI/STATE COUNCIL	11	6,271	2,714	500
	<i>GRAND TOTAL</i>	86	54,354	16,422	2,357

Source: Food and beverage Workers' Union National Secretariat (2013)

Table 2 gives us a clear picture of the phenomenon of casualisation in all the state councils covering the entire nation excluding Lagos state. Data showed that the total number of staff by the National Union statistics is about 54,354 and the casual employees are about 16,422. From the analysis, 30% of the staff strength in this industry is casual employees. Analysis in table 4 indicates that Lagos state alone has 24,273 staff and 13,768 casual, data evidence showed that in Lagos alone 56.7% of the workforce in Food and Beverage Industry are casual employees. This is probably because of the strategic nature of Lagos State as the Commercial City of Nigeria where all the major industries are located. Lagos State gives us a clear picture of agony that

Nigeria labour force is subjected to. Lagos is the Industrial base of Nigeria and strategic companies are located in it. The picture showed that 56.7% are casual employees as at date. In spite of the promises made by the ministry of labour to deal with this monster, it appears casualisation is waxing stronger that not even the legislative frameworks/international conventions at national and international level can tame this act.

Data evidence in Table 1 and 2 showed the total figure of the staff strength to stand at 78, 627 as against 30,190 casual employees and 38.4%. In Food and Beverage Workers Union, the whole states where food and beverage companies are located in the federation are divided into 12 councils. The State councils analysis indicate that; Ogun State has 14 companies, with 7,800 staff and estimated 4,200 casual employees which is 53.8% and only 400 (9%) has been regularised as at date in spite of all the picketing and other pressures to regularized all the staff. In Oyo/Ondo/Osun/Ekiti State Council there are about 10 companies 5,900 staff strength; 1,990 casual employees (33.7%) only 220 (11.1%) has been regularised. Plateau/Bauchi Benue/Nasarawa State Council with 7 organisations having 4,495 staff with 690 (15.4%) casual employees. The case of Kwara/Kogi State Council is not exceptional, that council has 5 companies with staff strength of 3,200 and casual workers of about 800(25%) and 310 (38.8%) regularised. Edo/Delta State Council has 6 companies having staff strength of 5000 and casual employee of 760 (15.2%) and only 210 (27.6) have been regularised. Even Anambara/Enugu/Ebonyi State Council with only only 5 firms located in that axis having staff numerical strength of 3,998 and casual figure 860 (21.5%),190 have been regularised which is only (22.1%). Imo/Abia State Council has a few companies of about 4 that have been unionised having a permanent staff of 2,100 with 6.2 % (130), only 55 (6.2%) have been regularized. In Kano/Jigawa State Council the story is not different with the few companies located in the council. There are about 9 companies unionised with the staff strength of 6,700, 40.3% (2,700) are casual employees only 5. % (155) casual have been regularized

3. Implications for Employment Relations

Employees' relations can be viewed from the "economic, social and political perspective which involves exchange of labour and reward between the employers and the employees. The reward from employment can be , economic, social and psychological while the effort can range from skilled and unskilled and can be tightly controlled or left free to initiate and individual creativity, it can be short term casual work or long term and all-embracing" (Gospel & Palmer, 1983) cited in Rose, 2001, p.4).

Employment relations also involve rule making process which governs employment and the way in which are classified and interpreted i.e., the trade union, management /employer association and government all are concern with regulating terms and condition of employment within the work context. Work is governed by mass of rules regulation covering recruitment, performance, pay and holiday.

Globalisation, liberalisation, privatisation and various structural adjustment programmes which entail the retrenchment of redundant staff gave immediate advantage to cheap imports relative to domestic production. The short run implication is reduction to domestic employment which has exacted negative effect on the collective bargaining process as pointed out by Ikpeze (1994).

Workers join union in order to overcome their weakness as individual in the employment relationship. A group of workers organised in a trade union meet the employer with collective power. When union and management engage in collective bargaining their relationship involve threat or deployment of power and the outcome of bargaining reflects the balance of power, Workers' power however has been reduced drastically to the corrosive effects of high unemployment (Kelly, 1998).

Internationally, there has been increase offensive to break workers' collective strength by undermining collective bargaining and replacing permanent workers with casual or contract workers. The casual are assumed to be known by management as a result ,they are called hired workers that could be fired at any time and be rehired by the said management whenever they deemed fit. Over the years this workers acquired skills and accumulated experiences, which immensely benefit the management but without attracting commensurate pay in return. This form of exploitation has been source of conflict between the trade union and management and a sore in employment relationship.

Casualisation has created a continuation of the shift from level (multi-employer) to organisational level (single employer) bargaining given attention to peculiarity of the individual organisations in response to impact of globalisation, economic recession and local labour market conditions. This has facilitated the destruction of Trade Union because the casual workers are not allowed to belong to the Trade Unions, consequence is reduction in membership of TU and finance which could have accrued to TU in form of check off dues is denied. The density of unionisation has consistently fallen and their power weakened. More over the employers tend to offer the Trade Union alternative method due to their weak position, what is described as full integration of business unions into the capitalist structure has reduced industrial militancy, and consequently the leadership has failed to put up a significant fight to defend their members' interests. This situation is detrimental to employment relations that demands mutual consultations between the labour union and employers in determining employment relations. Any form of collaboration with employers will eventually put labour at disadvantage position which is tantamount to betrayal of worker's interest in the relationship.

Another positive approach in a sound employment relation could involve a good employer adopting concession form of bargaining with the view to save jobs in the period of economic depression. Concession bargaining was undertaken by employers to face increase in competition and cope with higher productivity requirements. Apart from accepting wage reduction, other options considered under concession bargaining are shorter working hours, freeze on fresh recruitment, restriction on overtime, training and re-training of workers. Its dimension could include wage cut in case of newly hired workers, curbing the cause of health insurance, increase in compensation from voluntary separation, downsizing of employees and offering of voluntary retirement schemes (Singh, 2008).

The ability of this capital to be rapidly extracted and redeployed elsewhere - enshrined in neo-liberal financial policies, the use of labour agent and outsourcing have brought labour unions fight the monster of casualisation and contract staffing. Workers' demands are countered with the very real threat of the outsourcing of their jobs.

The capitalists have used this to cut back on wage costs, attacking the wages and conditions of unionised workers, and by reducing the number of workers capable of being unionised further decomposing working class power. This again weakens employment relations in the workplace.

Workers in casual employment relationships lack control over these critical areas of work in comparison with employees in standard employment relationships. Casual employment relationships involve radically different power relationships, since limited contractual rights apply, and few stable accepted customs and practices exist. Casual employment relationships create new types of “control” uncertainty over access to future work, level of income and benefits, location of work, work schedules, who one works with, one’s supervisors and even the jobs one must accept. Workers in casual employment situations may also face increased workload and effort associated with searching for work, travel time between multiple jobs at multiple sites, and constantly adapting to new work locations, coworkers and supervisors.

They are also likely to bear more responsibility for their own training and work related equipment. In Nigeria, there is intensification of labour process where a worker is meant to do job of three persons due to shortage of staff arising from constant retrenchment but pay the wage of a person just to remain being a staff underline the devastating effects which casualisation does have for staffed workers.

4. Conclusion

The issue of casualisation especially in the private sector has remained a disturbing phenomenon for the federal government, the Nigeria Labour Congress and all other union created to protect the workers’ right. Casualisation has now spread to almost all sector of the economy even in government strategic parasatals leading to exploitation of workers. The employers take advantage of government inability to put in place laws that protect the interest of workers who in most cases are prone to abuses by these employers. Adding to this, the employers do not comply to labour regulation in matters relating with hiring of workers.

The is also the need for employers should focus on making workplace conducive enough for productivity and staff development and for no reasons compromise with the principle of justice and fair play.

Recommendations:

This paper after critical analysis on the challenge and outcome of casualisation in Nigeria do make the following recommendations;

First, there is the need for the government to go beyond lip service on the issue of casualisation but should put on unbridled check of casualisation to employment relations through moderating the impact of globalisation within its border, so as to cushion the pressure exacted by international multinationals on the local industries.

Second, the State should put legislative frame work in place and consistently enforce the law to curtail the excessiveness and arbitrariness on the part of employers in shedding of workers from

their organisations without convincing reasons.

Third, the need for State to consider granting incentives and bail out, to strategic organisations that maintain large number of employees was highlighted to discourage, retrenchment and workforce shedding which has serious implication on the psychosocial health of the labour force and the worsening labour market situation in the country.

Finally, the Federal Government through Minister of Labour and Productivity and that of Justice should ensure that casualisation in all shapes and dimensions in the Nigeria labour market are abrogated by law and heavy penalties spelt out for violators.

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