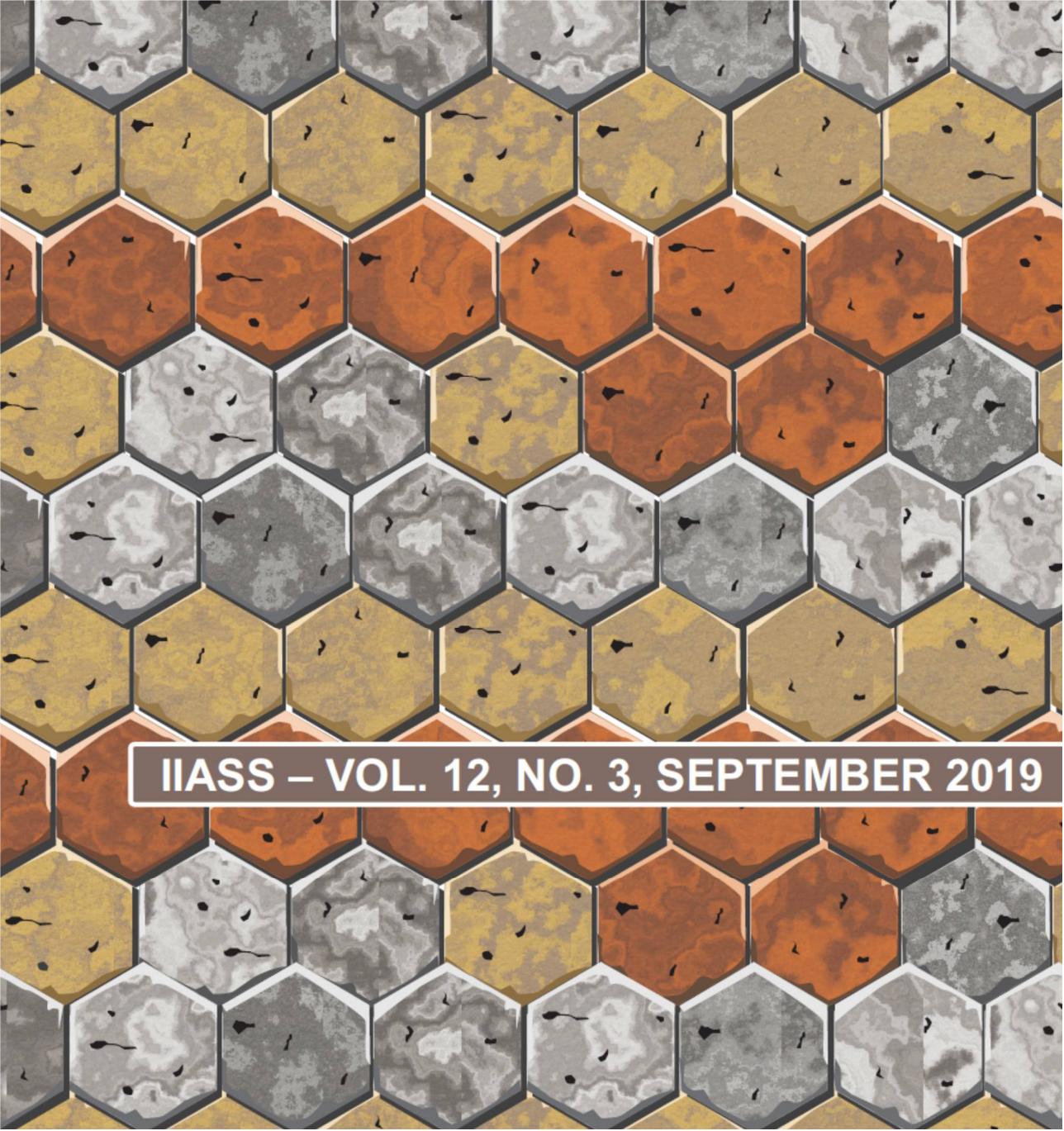


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WORK REORGANISATION AND THE CONSTRAINTS OF STANDARD LABOUR PRACTICES IN NIGERIAN FOOD AND BEVERAGE SECTOR

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Abstract

Globalization has continued to impose constraints on the ability of nation-states to control and regulate labour and working conditions effectively. In spite of the rigorous labour law system in Nigeria, the ideological hegemony of neo-liberalism has weakened the political will to regulate employment conditions and labour rights successfully. The growth in the number of multinational corporations has heightened insecurity and vulnerability for those workers employed by subcontractors. Relying on neo-liberal theory as its theoretical leaning, the paper examined work reorganisation and the constraints of standard labour practices in the Nigerian Food and Beverage Sector. A total of 550 permanent and non-permanent workers were proportionately selected. Also, a total of 18 in-depth interviews were conducted among management, senior, junior staff, non-permanent workers and Trade union leaders across the sub-sectors. Quantitative data were analysed using descriptive and multivariate statistics, while qualitative data were content analysed. The study found that casualisation did not encourage best labour practices in the food and beverage industry. Casualisation and outsourcing affected workers' right to pension and gratuity benefits of non-permanent workers more than permanent workers in both sectors. There was a significant relationship between work reorganisation [$r=0.29$, $df (224)$: $P<.01$] and decent work treatment of non-permanent staff in the beverage sub-sector. Therefore, stakeholders should put effective monitoring mechanisms in place to enhance best labour practices in the food and beverage industry.

Keywords: Work Reorganisation, Decent work, Job outsourcing, Casualisation, inhuman Treatment

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Introduction

Since the 1980s, there have been remarkable changes in workplace across the globe. These changes have been associated with rapid growth in information and communication technology, diversity in the labour market, growing international competitions in product markets and corporate financial restructuring in capital markets. All these transformations or reforms in the work environment have been carried out under various names such as work reorganisation (Osterman, 2000), work restructuring (Berger, 2001), merger and acquisition (Cartwright & Schoenberg, 2006), downsizing (Appelbaum, 1991), contract staffing (Hampton, 1988), flexibility (Kalleberg, 2003) and lean production (Sakakibara, Flynn, Schroeder & Morris, 1997). According to Mushinky (2000), workplace reorganisation is the rapid change in the structure of an organisation for the purpose of better adapting to its environment (i.e. economic and Social). This reorganisation process is the flattening or breaking down of the existing structure to bring about a larger span of control, fewer levels of organisational hierarchy and the potential for job elimination.

Drawing from Mushinky (2000) definition, it is the aspect of the potential for job elimination that is the interest in this study. There have been arguments about the durability of such reorganisation. Some scholars have contested the sincerity of management about such reorganisation and argued that it carried out in favour of management and for better performance (Cameron, 1994; Robbin & Judge, 2009). As organisations are moving away from securing jobs and economic protection for workers, many employees assume that management is treating them as a means of achieving organisational goals rather than as esteemed members of the organisation (Bluestone & Bluestone, 1992; Harrison, 1994; Oya, 2008; Adewumi, 2009). Haspels, Zaitum, Constance & MacCann (2001) and Somavia (2005) note that the prevalence of precarious forms of work is a thoughtful response to the emerging market conditions which have further encouraged a reduction in labour costs and the number of core workers. Globally, jobs in all sectors are being outsourced or subcontracted from employment agencies or labour cooperatives at a rapid rate. The increasing number in non-standard employment does not mean that standard employment has gone obsolete (Keller & Seifert, 2013). Workers in non-standard or atypical employment are subjected to job instability, lower wages and more dangerous working conditions, as they are denied rights and benefits of regular workers (International Labour Rights Forum, 2001; Jawando, 2013). This is deliberately done to pave the way for irregular forms of employment, to avoid labour surplus during economic downturn, which

negates the standard work practices (Kalleberg, Reskin & Hundson, 2000; Haspels et al. 2001).

In Nigeria, the problem of non-standard employment has exacerbated in the food and beverage, telecommunications, oil and gas, power, banking and education sectors, whether in indigenous, transnational or multinational firms in both the public and private sectors of the economy (Okougbo, 2004; Onyeonoru, 2004; Okafor, 2007; Idowu, 2010; Aduba, 2012). Therefore, it has become increasingly difficult to ensure and guarantee the rights of workers in Nigeria. Adewumi & Adenugba (2010) are of the opinion that this trend is being influenced by the dictate of the emerging capitalist employment relations, a situation which has led to incessant industrial actions, mostly strike (Akanji, 2002). Virtually all sectors of the Nigerian economy are preoccupied with profit maximization and reduction in the labour cost (Adewumi, 1997; Okafor, 2005; Oya, 2008).

In spite of the effort of the International Labour Organisation (ILO) to promote social justice and recognition of human and labour rights, decent working conditions have continued to elude workers in developing countries (ILO, 2007). Work reorganisation has gone hand in hand with the proliferation of non-standard work contracts in developing economies, such as temporary work, agency work or subcontracting and part-time employment (Kallerberg, Reskin, & Hudson, 2000; International Institute for Labour Studies, 2008; Kallerberg, 2011; Standing, 2011). Nigeria has experienced significant changes in its manufacturing sector in the past three decades as a result of Structural Adjustment Programme (SAP) (Adewuyi, 2003). It is estimated that approximately 4.2 million job losses were recorded in the entire sector between 1983 and January 2006 (MAN Newsletter, 2010). As a result of this downward trend, workers joining the labour market find it easier to secure casual employment without a proper contract or access to social security (such as pensions, health care, occupational accident insurance and unemployment benefits) and remain more vulnerable to constant changes in market conditions. They have to endure severe cuts in their wages when there are growth and success in the organisation and they are less likely to be selected for training (Kalleberg et al., 2000; Bacchetta, 2009).

Despite significant improvement in the last two years, the sector is still faced with so many challenges ranging from epileptic power supply, poor infrastructural development and heavy dependency on agricultural input. It is characterized by both low and semi-skilled but low paid workforce (National Bureau of Statistics, 2014). Specifically, the food and beverage

industry has experienced decent work deficits, which are in the form of underemployment, unemployment, unproductive jobs and poor quality jobs, insecure income, unsafe work, denied rights, gender inequality, lack of representation and voice, insufficient protection, unfair labour practices among others (ILO, 2007; Onyeonoru, 2008; Okafor, 2011). Thus, organisations are increasingly becoming flexible and porous boundaries for contingency work forces, downsizing and outsourcing (Rifkin, 1995; Countouris, Deakin, Freedland, Koukiadaki, & Prassi 2016; Bergstrom, 2018). Apart from job losses, most workers are not adequately protected, as most organisations have continued to defy labour laws that abolish exploitation of workers in any form (World Bank, 1997; Krinsky, 2007; Adewumi, 2009) and violation of the fundamental human rights of workers at work, as established in the Labour Act of 2004. All these have brought to question the ILO dimensions or agenda on decent work, which emphasizes the social protection of workers, labour standards and fundamental principles and rights at work, employment opportunities and social dialogue (ILO, 2008).

Today's workplace has become a lonely place where social protection, in relation to job security, international best practices and international labour standards, is no longer guaranteed (McBride & Williams, 2001; Beck, 2002). It is important to note that most empirical works that have been done in Africa have been mainly on work process, collective bargaining, gender, union restructuring, informalisation, migration, export processing zone and globalisation (Sachikonye, 2007). Similarly, the little research that has been conducted in Nigeria has concentrated on the single dimension of decent work and work deficit by looking at workers' rights and international standards in the oil and gas, telecommunications and banking sectors in Nigeria and the decent work deficits in Nigeria. Such studies include Adewumi & Adenugba (2010), Solidarity Center (2010), Fajana (2010), and Yousouph (2014). There is a dearth of studies on the visible influence of work reorganisation on workers' rights and social protection in the food and beverage industry as contained in the Decent Work agenda of ILO. It is against this backdrop that this study empirically investigated work reorganisation and the constraints of standard international labour practices in the food and beverage sub-sector in Lagos State, Nigeria. Specifically, we concentrated on those work reorganisation indices that does not encourage standard labour practices, those work reorganisation indices that affected workers' rights to pension and gratuity and lastly, if there is any significant relationship between work reorganisation and decent treatment of workers in the sector.

Theoretical Framework

Neo-liberal theory was developed in the 1980s as a framework for macro-economic development which has devastating blows on workers, as they are consistently and constantly facing all forms of exploitation in the hands of their employers. Harvey (2005:2) defines neo-liberalism as a 'theory of political economic practices that proposes that human well-being can best be advanced by liberating individual entrepreneurship freedom and skills within an institutional framework characterised by strong private property rights, free markets and free trade'. Central to this ideology is the dominance accorded to free markets; including regulations of employment relations by states on trade union, imposing constraints on the ability of individuals and companies to contract freely with one another and also impeding business competitiveness. In the area of work and employment, the neo-liberal recipe for economic prosperity emphasises deregulatory policies that enhances labour market flexibility. Neo-liberal reforms are often operated under the guise of structural adjustment programmes. Privatisation diminishes the effectiveness of union movements, whose power base has mostly been concentrated in the state sector. Greater labour flexibility has been used to reduce labour costs, giving employers more freedom to sack workers, to erode pay and employment conditions. Most of what used to be done manually is daily being replaced by sophisticated machines and technology, thereby reducing the security of job tenure enjoyed by the workers.

On the political side, the increasing hostility of the state towards addressing the plights of workers has made it unenviable. To remain competitive and thus make their countries safe for investors, governments repress independent trade unions and weaken the system of employment regulation, such as legislation on pay and working conditions or fail to enforce it effectively (Williams, Bradley, Devadason & Erikson 2013). The capitalist enjoys a lot of power, which is reinforced by some legal instruments limiting the control, which the individual employee can exercise within the work situation. The fact that workers have to struggle with these issues is a reflection of the inherent contradictions of capitalist industry and society as a whole. These contradictions are the products of antagonistic interests of labour and capital as epitomised in the continuous accumulation on the part of the employers at the expense of the workers (Adewumi, 2009).

This theory relevance can be applied to work reorganisation and the constraints of standard international in the food and beverage sector from the way and manner the dominant and hegemonic capitalist class dictates to the Nigerian managers and their board of directors what they

want and how they want to achieve their objectives, which are to maximise profits and minimise cost. In trying to be relevant and competitive, organisations adopt the best technology that will reduce cost and embark on work reorganisation from time to time, which inevitably affects the standard labour practices regarding basic standards and fundamental rights at work, in ensuring that workers' constitutionally protected rights to dignity, equality and fair labour practices, amongst others, are protected and safeguarded by appropriate legal frameworks. Social security is, therefore, not as a result of the gradual changes personally thought by managers of organisations but as a result of the forces of imperialism guiding the Nigerian economy and the economic interests therein. Neo-liberal theory emphasises the hegemonic power of capital over labour. Neo-liberalism is seen as an imposed ideology by powerful financial institutions, like the International Monetary Fund (IMF), the World Bank and the Inter-American Development Bank. The Neo-liberal Theory is summed up by George (1999:23) as “the idea that the market should be allowed to make major social and political decisions; the idea that the state should voluntarily reduce its role in the economy, or that corporations should be given total freedom, that trade unions should be curbed and citizens given much less rather than more protection – such ideas were utterly foreign to the spirit of the time. Even if someone actually agreed with these ideas, he or she would have hesitated to take such a position in public and would have had a hard time finding an audience”

Methods of Research Approach

The research used a combination of quantitative and qualitative research approaches to understand work reorganisation and the constraints of standard international labour practices in selecting four organisations from the food and beverage sector in Lagos State. We selected the four organisations (Two in the food sub-sector and Two in the beverage sub-sector) based on their experiences, size, duration in business, various reorganisation embarked upon and reported cases of labour right violations.

Sample design

The research design was both quantitative and qualitative methods. For the quantitative method, it employed the use of questionnaire to elicit information from respondents. While the qualitative method utilized in-depth interviews (IDIs) to elicit information from the respondents. Multi-stage sampling technique was employed to select the sample size. Specifically, purposive sampling technique was used in choosing the four organisations in the food and beverage industry based on their business experience, years of doing business, size, reorganisation

processes embarked upon and reported cases of labour right violations. The second stage involved stratifying the chosen organisations into food and beverage sub-sector. The third stage involved proportionate sampling size of 10 percent of the chosen population based on total population of each of the organisation. The final stage involved the simple random technique to give every respondent the opportunity of being chosen. The criteria for choosing the respondents among the workers include those who have been working for the past five years; both male and female workers assigned to different tasks in the industries, union leaders of the junior and senior staff of the Food, Beverage and Tobacco Senior Staff Association (FOBTOB-SSA) and National Union of Food Beverage and Tobacco Employees (NUFBTE). The study also focused on workers who are employed in the industry either on permanent basis or on contract. The inclusion of this category was to have first-hand information about violations of standard international labour practices (such as the standard legal regulation and the enforcement when laws are violated)

Methods and instruments of data collections

A combination of quantitative and qualitative data collection methods were employed for this study. In all, 550 questionnaires were administered to the respondents in the selected organisations and eighteen (18) in-depth interviews (IDIs) were conducted. We conducted in-depth interviews with 5 female workers in the food and beverage industry, 5 male workers in the food and beverage industry, 4 management staff and 4 union executives of FOBTOB-SSA and NUFBTE.

Data analysis

The quantitative data collected were sorted and compile after returning from the field on each day. Data was analyzed using simple percentage and multivariate analysis. Information derived from in-depth interviews was transcribed and content analyzed under different headings depicting the different aspects of the discussion. On ethical consideration, consent forms were administered to the participants who could read and were asked to sign the consent forms while those who could not had the content interpreted for them in local languages and were asked to thumb print on the consent forms. Their decision to participate and withdraw from time to time was also ensured.

Results and Discussion of Findings

Table 1: Socio-demographic characteristics of the respondents

Variable	Frequency	Percentage
Sex		
Male	405	74
Female	145	26
Age		
Below 20 years	17	4
21-30 years	199	36
31-40 years	226	41
41-50 years	101	18
51-60 years	7	1
Marital Status		
Single	205	38
Married	333	60
Formally married	12	2
Educational qualification		
No formal education	5	1
First School Leaving Certificate	23	4
WASC/SSCE	120	22
OND/NCE	154	28
First Degree/HND	213	39
Postgraduate	35	6
Religion		
Christianity	397	72
Islam	148	27
Traditional Religion	5	1
Monthly income (N)		
Less than 50,000	279	51
50,0001-100,000	125	23
100,001-150,000	75	14
150,001-200,000	29	5
200,001 and above	42	7

Source: Field work 2016

Table 1 above shows some of the socio-economic characteristics of the respondents. In terms of sex, the majority of the respondents were males, representing 74% in the food and beverage sector, compared to 26% of female in the food and beverage sector. This result was expected considering the lower level of women in the manufacturing organisations in Nigeria, especially in production and key sections of formal organisations. This also confirms ILO's (2009) assertion that worldwide only a small proportion of employed women work in industry. The finding, therefore, supports the existing literature and statistics on male dominance in the formal sector. As observed by Wood (2003) and Ogenyi & Victoria (2004), women reproductive roles, socio-cultural

beliefs, education, glass-ceiling barriers are some of the likely reasons for the imbalance.

The age distribution of the respondents showed that 41% were within the age bracket 31-40 years in the sector and another 36% were in the age bracket of 21-30 years. This indicates that more of the respondents are younger and in their active age when compared to older workers, which studies have found to be more experienced and received higher wages than the younger workers. Studies have equally found that employees above the age of 50 have lower productivity than younger workers, in spite of their higher wage levels (Skirbekk, 2003). This presupposes that employees within the age bracket of 21-40 years are likely to take up any job to sustain themselves since they fall within the productive age.

On the marital status of the respondents, the majority of them (60%) were married, in sector, while 38% were single. The remaining 2% were divorced, separated or widowed. With the majority here, it is expected that the study respondents would be mature in terms of orientation to life, work life balance, experience and being well-informed about the organisational structures. The fact that most of them were married suggests that most of them have responsibility and are prone to take any kind of jobs, be it standard or non-standard employment.

The educational qualification of the respondents indicated that 39% of the respondents possess higher diploma and bachelor degrees, 28% had national diploma and national certificate of education qualifications. Also, 6% of the respondents obtained postgraduate degrees. This suggests that only few respondents had lower educational qualifications, which indicates that the literacy rate of the respondents is high.

On the religious affiliation of the respondents, 72% were Christians; while 27% were Muslims. A high percentage of Christian respondents were recorded in the beverage sub-sector. On the monthly income of the respondents, 51% of the respondents earned less than N50, 000 (\$139) per month, while small proportion of the respondents (7%) earned over N200, 000(\$555) per month, respectively. In general, the findings showed that the respondents were not well remunerated. This is expected, as most of the respondents were junior and non-permanent workers in the selected sector, who probably secured employment through recruiting/employment agencies as a result of the organisations' need to outsource non-core functions and maximise profits.

Table 2: Work Reorganisation and Standard Labour Practices

Variables	Frequency	Percentage
Reorganisation that has taken place in the sector		
Repositioning	272	49
Reshufflement	127	23
Outsourcing	142	26
Temporary employment	116	21
Downsizing	151	27
Merger and Acquisition	52	9
Reorganisation that has affected workers benefits negatively		
Outsourcing	132	24
Temporary employment	179	32
Layoff	158	28
Downsizing	138	25

Source: Field Work 2016

The result shows that repositioning (49%) has taken place more in the sector, followed by downsizing (27%), Outsourcing (26%) reshufflement (23%) and various types of temporary employment such as casualisation, contract staffing, fixed employment constituting 21%. Merger and acquisition represented 9%. Similarly, in various temporary employments like casualisation, contract staffing and fixed employment accounted for the majority (32%), layoff (28%) and downsizing (25%) negatively affected workers' benefits. One of the members of the executive of FOBTOB-SSA commented that:

Concerning work reorganisation, the adverse effect is that some workers leave, while the positive impact is that some are repositioned well and better paid, and more so, it gives room for employment but it might be the kind of employment that is not gratifying. I think the aspect of merger and acquisition has been a global one between beer and spirit companies all over the world. Downsizing in organisation has been called reorganisation, which sometimes might retire 10 people and bring back 5 people into those positions. (IDI/Male/ Executive/Food)

A junior worker who had witnessed some forms of reorganisation shed more light on this:

I think I have witnessed 4 reorganisations and, in fact, reorganisation has come with more of negative outcome, not in terms of people that have left but in terms of people who are still in active work. In fact, the bulk of work for the remaining workers has increased without other people replacing those that had left. Reorganisation as a matter of fact

does not come with any benefit, as there is no increase in salaries as well as allowances or bonuses and so it is in other related benefits.
(IDI/Male/Junior Staff/Food)

The workers see reorganisation from different perspectives, as either positively or negatively affecting them, based on their perception of the concept. The literature has shown that reorganisation is often realised in actions like outsourcing, mergers and acquisitions, privatisation, often in combination with reduction in personnel through lay-offs, downsizing, and offer of early retirement and increased utilisation of subcontracted workers (Burke & Nelson, 1998; Burke & Cooper, 2000; Tetrick & Quick, 2003; Sverke, Hellgren & Näswall 2006). Although these reorganisation strategies differ in many ways, they usually have at least one thing in common, which is uncertainty about the future of the workers in the organisations.

There were divergent views on work reorganisation. While management viewed it from the positive perspective, unions and workers perceived it more negatively. Most of the respondents from the unions' and workers' side affirmed that casualisation affected decent work in so many ways, such as: workers spending longer hours at work, reduction in pay, high rate of unskilled workers on few tasks, and lack of commitment on the part of the casual workers. From the management perspective, 50% of the respondents interviewed affirmed that it allowed management to concentrate on its core functions. Also, 25% of the respondents indicated that it enhanced job opportunities. Furthermore, 15% of the respondents asserted that it reduced allowances and other benefits to workers and 20% noted flexibility in employment.

Corroborating the above, a member of the executive of FOBTOB-SSA in the beverage sub-sector said:

Casualisation has brought many adverse effects on the workers, particularly those that are employed by agents on behalf of the company. These workers are short-changed by these agents who pay them less than what the company asked them to pay. This has brought about low commitment from these workers because they know at any time they may lose their jobs. They are denied benefits such as housing, medical, leave allowance and, most importantly, pension and gratuity. This negates decent work, and this has made most of the casual workers not to be committed to their work. (IDI/Male/ Executive Member/Beverage)

Also confirming how work reorganisation has affected decent work in the sector, a member of the executive of NUFBTE in Beverage sub-sector explained thus:

Casualisation is one of the processes of reorganising work, a strategy that is used by management to reduce cost and streamline workers. Decent work has to do with the effective implementation of core labour standard, the creation of more productive work and inclusive social protection. With the creation or use of casual workers, these core values of decent work have been negated because casual workers are not part of the protected workers. They cannot be said to be doing productive work and are not allowed to join union. You can see it has affected decent work negatively. (IDI/Male/ Union Executive/Beverage)

Similarly, another respondent in his 40s in the food sub-sector opined that:

One important thing that affects most organisations in this country is lack of data to know the trend of casualisation in the industry so as to know how to address the challenges facing different organisations under the sector. I think casualisation is an aberration to decent work. The economic crisis in the country gave credence to the use of casual workers in the oil, communication, banking, etc. I think what my company use casual workers for is what others also use them for. So it is very common in the sector but I think is used more in the beverage sub-sector than in the food sub-sector. (IDI/Male/Permanent Staff/food)

Expressing a divergent view, a Human Resources Manager in the beverage sub-sector averred thus:

There is no casualisation in my organisation. What we do is to outsource none-core functions to contractors and concentrate on core functions. If you ask me, this process of contracting out jobs have helped management to reduce cost and maximise profits. In a way, it has helped to reduce issues of allowances, benefits, pension and gratuities. For management, what you call casualisation and we called outsourcing has provided opportunities for employment, income for sustenance, right to work and social protection. All these are indications of decent work which exist. Casualisation, outsourcing, merger and acquisition etc have affected decent work positively. (IDI/Male/Management Staff/Beverage)

Most of the respondents claimed that casualisation affected non-permanent workers' right to pension and gratuity in the sector. In the same vein, they affirmed that the non-inclusion of non-permanent workers in pension and gratuity was higher than the reduction in pension, gratuity and number of years of permanent employees in sector. Also, few respondents acknowledged that casualisation made permanent workers enjoy all the benefits. This assertion was

corroborated in one of the interview sessions. A casual worker in the beverage sub-sector noted that:

There is no pension benefit for casual workers or non-permanent workers, but then, the treatment of workers depends on the contractor company negotiating with the company. For instance, I am aware of some casual workers that are being paid almost the same as they pay the permanent staff. It is not as if they are graduates but are SSCE holders and they are well paid. In fact, one guy that do the same work that I do just got to know that they are paying his contractor pension and he just went to update his pension account believing that he is entitled to pension. (IDI/Male/Casual Worker/Beverage)

Explaining further on the issue of pension, a junior female staff in the beverage said:

Most permanent workers are retrenched before pension age because they feel the casual can do their work.

(IDI/Female/Permanent Staff/Beverage)

The response of those who believed that casualisation affected workers' rights to pension and gratuity was based on the fact that most organisations do not consider non-permanent workers as their workers. Regarding prompt payment of terminal entitlements, majority of the respondents (68%) affirmed that merger and acquisition did not affect the prompt payment of terminal entitlements in the beverage sub-sector. They stated that permanent staff received their terminal entitlement as soon as they were laid off or retired from the organisation. Few of the respondents in the food sub-sector attested to the fact that mergers and acquisitions affected the prompt payment of terminal entitlement. As explained by a member of the executive of NUFBTE in the food sub-sector:

The union ensures that when workers are retrenched, laid-off, downsized or right sized or retired voluntarily. Call it any name; we make sure that they are given their entitlement immediately. In fact, if there is going to be restructuring that would affect the workers, the management would inform the union and we will sit down to look at it critically. On our part, we make sure that all those affected receive their terminal entitlement as they are laid-off. So merger and acquisition have not affected the prompt payment of terminal benefits/ entitlement in company.

(IDI/Male/Union Executive Member/Food)

Furthermore, the respondents indicated that outsourcing affected the non-permanent workers' entitlement to pension in the sector. The respondents agreed that outsourcing affected the non-permanent workers' entitlement to pension in the food sub-sector. They noted that

all the resources diverted for outsourcing would have been used for workers' entitlements, which would benefit all workers, including non-permanent workers. But because most organisations want to reduce cost and maximise profits, this has made them to outsource non-core jobs to contractors who handle specific functions, such as: health welfare benefits administration, security, payroll, recruitment, human resource information system, and benefits and compensation. The findings are in tandem with Kalleberg (2003) and Pastore (2008), who assert that outsourcing has enabled some organisations to concentrate more on their core competencies and thereby use their resources more efficiently. The attempt to increase flexibility also has negative consequences for some organisations and employees and these effects have been less documented.

Job security, social security, terminal benefits and minimum conditions of work are some of the issues that have made the ILO objectives on decent work impossible in many organisations. Scholars have argued that these new forms of work arrangements have led to the prospects of a 'race to the bottom' in labour standards, particularly in the developing nations (Banks, 2006). Retirement is seen by workers as a transition that could lead to a physiological, psychological and economic problem (Ogunbameru & Bamiwuye, 2004). The mere thoughts of facing an uncertain future after retirement by workers have been seen as the responsibility for most bureaucratic corruption (Agba, Ikoh, Ushie & Agba, 2008); and also linked to low commitment to work by employees and the service ineffectiveness of vital institutions in Nigeria.

We proposed that work reorganisation will not significantly influence decent treatment of non-permanent workers in the Beverage sub-sector was tested using Pearson moment correlational technique (r). The result is presented in table 1:

Table 3: Summary Table of Pearson Product Moment Correlational Statistical Technique (r) of Work Reorganization and Decent treatment of Non-permanent Workers in the Beverage sub-sector.

Variable	N	\bar{X}	SD	Df	r	P
Decent treatment of non-permanent workers	226	2.08	0.498	224	0.289**	<.0.01
Work Reorganisation	226	2.11	0.386			

The result on the table shows that there was significant positive relationship between work reorganisation and decent treatment of non-permanent workers in the beverage sub-sector [$r=0.29$, $df(224)$: $P<.01$]. This implies that work reorganisation is positively related to decent treatment of non-permanent workers in the beverage sub-sector. The stated hypothesis is hereby accepted.

Theoretical Discussion of Findings

The Neo-liberal Theory argues that government in general lacks the capacity to run large industrial and commercial enterprises as these are better placed in the hands of private enterprise. This has further placed businesses in the hands of few capitalists, whose ultimate aim is to maximise profits. As a result, greater labour flexibility has been used to reduce labour costs, giving employers more freedom to sack workers, as well as to erode pay and employment conditions. The capitalist enjoys a lot of power, which does not compel him to adhere strictly or religiously to standard labour practices linked to decent work. The fact that workers have to struggle with these issues is a reflection of the inherent contradiction between the capitalist industry and society as a whole. The capitalist enjoys a lot of power, which is reinforced by some legal instruments limiting the control, which the individual employee can exercise within the work situation. This findings confirmed what Okereke (2011) observes, that discrimination in employment and occupation has been found on several occasions, where non-parametric factors, such as sex, social origin, religion, disability, nepotism and the popular godfatherism, are used in addition to those specified in the policies and practices relating to recruitment, selection and placement, wages administration, promotion and training, lay-offs and termination of employment. Various methods of work reorganisation have been adopted such as repositioning, restructuring, casualisation, contract

staffing, downsizing, lay-off, merger and acquisition etc. While few of this reorganisation has been beneficial to workers in terms of pension and gratuity, some of these have also had negative impact on workers' rights to standard employment. This finding, therefore, was supported by the components in the Neo-liberal theory.

Regarding what affected employees' benefits negatively; outsourcing, casualisation and lay-off were negative in the food and beverage sector. Osterman (1994) argues that the new work system represents considerable investment and organisations that face very competitive market situations need to rationally recognise that progress means change and attaining benefit will be beneficial to all when organisations restructure. Supporting this rational action of organisations, Anugwon (2007) avers that international or multi-national corporations have continued to neglect the International Labour Organisation standards by engaging in unfair labour practices that are driven by profit maximisation. Also, the findings from this study showed that casualisation has not encouraged decent treatment of non-permanent workers more in the food and beverage sub-sector. Downsizing and Outsourcing equally affected treatment of permanent staff in the food and beverage sector. The above findings confirmed the argument of Parker (1994) and Vosko (2000) that temporary employees are treated as disposable commodities and not as human resources. This susceptibility allows regular dismissal of workers, as the statutory protection against undue dismissal is rendered weak and powerless by carefully conceived contractual condition that usually specify that employees of a short-term employment service are employed under 'limited duration contracts' which are required to terminate automatically upon the occurrence of an uncertain future (Cohen & Moodley, 2012). The use of outsourcing allows large organisations to gain new margins of flexibility in competitive markets and lower costs. This allows multinational companies to get detached from the production process and absolve themselves of any responsibility for the interests of workers (Esbenshade, 2004; Merk, 2009).

Conclusion

The changes that have been taking place in the past three decades in work environment globally have been aimed at reorganising work in favour of management and for better performance. The economic meltdown and global recession have encouraged the prevalence of precarious forms of work which have further led to the reduction in labour costs and the number of permanent/core workers. The study was able to establish some constraints in standard labour practices in the food and beverage with the proliferation of non-standard employment

and work reorganisation. Lawrence (2011) observes that the abundance of labour means that work is irregular; workers assemble at dawn in anticipation of being selected for a day's job at a low minimum wage.. Globalisation has brought with it flexibility which has encouraged cheap labour, thereby making employers of labour to violate workers' human and trade union rights, including intimidation of workers to leave union. Outsourcing and casualisation affected employees' benefit negatively in the food and beverage sector. All over the world, jobs in all sectors are being outsourced or sub-contracted from employment agencies. Workers are subjected to job instability, lower wages and more dangerous working conditions, as they are denied rights and benefits of regular workers.

In Nigeria, the work environments have been most challenging, particularly for the non-permanent workers. The constant changes in the work environments have contributed significantly to the increase in precarious employment. The rise in non-standard job in the food and beverage sector, as well as other sectors, has contravened the decent work agenda of the ILO as well as section 7(10) of the Labour Act, Cap 198, Laws of the Federation of Nigeria 1990, which 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 employment and if the contract is for a fixed term and date when the contract expires' It also contravenes the provision of section 7(e) of the Nigerian Constitution, which guarantees 'equal pay for equal work without discrimination in pay between permanent and casual employees'. The assertion that temporary workers are not treated as human resources, but disposable commodities became obvious in this study. As more work is replaced by technology, work becomes increasingly de-skilled, creating more rooms for precarious and unstable temporary employment.

The primary assumption made in this study was that work reorganisation will not significantly influence decent treatment of workers in the food and beverage sub-sector. It was evident that work reorganisation significantly influenced decent treatment workers in the food and beverage sector. Specifically, the effect of this influence has to do with the rise in flexibility of employment, which negates decent work practices, such as social protection of workers, labour standards and fundamental principles and rights at work, employment opportunities and social dialogue. Therefore, stakeholders should put effective monitoring mechanisms in place to enhance best labour practices in food and beverage industry.

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