

Good or Bad? Employment Contract and Working Conditions of Telecommunication Employees in Nigeria

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Abstract: *This study examines working conditions in relation to employment contract in the Nigerian Telecommunication industry. The data used for the study was obtained from workers in call and walk-in centres of MTN Nigeria. A self-designed questionnaire was used to obtain responses. The sample consisted of 370 employees drawn from the different departments in MTN Nigeria randomly. Data collected were analyzed using cross-tabulation, chi-square and correlation coefficients with the aid of SPSS 17.0. Results showed that workers in non-standard employment in the organisation experience low pay, inadequate fringe benefits, lack promotion, and do not have their wage increased as at when due. However, employment contract do not affect workers' ability to form and join unions. It was however recommended that employees in the telecommunication industry should be more aware of their rights and government should implement and ensure full compliance to the provisions of the labour law.*

Keywords: Telecommunication industry, Working conditions, Employment contract, Nigeria

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Introduction

Different societies, countries and/or nations have the ability to create for its citizens different types/forms of employment contract which would enable them to work and earn wages and/or salaries for a better living. This employment contract can come in various forms, it can be formal or informal; standard or non-standard, all based on the nature of working relationship between the employer and employee in the employment contract. According to the Labour Act 1990 as amended, a Contract of Employment means “any agreement, whether oral or written, express or implied, whereby one person agrees to employ another as a worker and that the other person agrees to serve the employer as a worker”. The provisions of Section 7 of the Act provides for certain conditions in an employment contract which the parties must provide and be ready to be bound with.

The above explanation therefore depicts the nature of the employment contract that should be entered into by employers and prospective workers – a standard, permanent and continuous form of employment in which the employee is seen as an absolute or full member of the organisation except when he proves otherwise. However, today, other different forms of employment contract type are staring us in the face due to the inability of authorities to implement the legal framework of employment contract to the fullest.

Non-standard employment otherwise known as precarious work, vulnerable employment, contingency employment, casualisation etc. are now persistent and the most obvious in the type of employment contract that is available today. They are a form of employment that is devoid of all the features of the traditional form of employment. They are temporary, part-time, temporary full-time, permanent part-time, temporary part-time etc. Non-standard employment contract allows for the employees to be marginalised as they are short-changed of all protection the law offer a standard worker.

Reasons why this form of employment contract is now common is not far-fetched. With globalisation, trade liberalisation, emergence of multinationals, foreign direct investment and the global employment crisis, boundaries have been broken across countries with firms moving to where they can get cheap labour in order to minimise the cost of doing business and make excessive profit. Most of these firms especially the multinationals in the Nigerian Telecommunication Industry always work without respecting the labour standards of the home country especially when they are not strictly enforced by the enforcement agents/agencies.

With the prevalence of outsourcing, exploiting employment agencies and graduate unemployment, the reward workers in non-standard work get is paltry (James et al, 2013). This showed that the reward most of these workers get from their employment is very short of what they should get in a traditional or standard form of employment.

However, non-standard work creation has been seen by many, even the parties to employment relations, as a win-win situation for all. Employers today prefer non-standard work mainly to reduce cost in the face of high cost of doing business owing to the peculiar situation of a developing economy like that of Nigeria. They also argue the creation of such employment to increase the flexibility of the

workforce, to meet up with the fierce competition and trade liberalisation. On the employees side, the high rate of unemployment has caused many to be caught in the web of either accepting a non-standard work or have no job to do at all. The state which is the assumed unbiased arbiter in the employment relations is also encouraging and promoting non-standard work, at least, to reduce the alarming figures of unemployment that may result in an imminent danger.

Several authors (Fashoyin et al. 2013; Gallie et al. 1998; Kallerberg et al. 2000; McGovern et al. 2004; Okafor 2012; Zeytinoglu and Cooke 2008) have given that non-standard work arrangements differ in the working terms and conditions. While some offer good conditions of work, others are bad. With available statistics, such work does exist in the Nigeria Telecommunication Sector.

The Nigeria Telecommunication Industry is one that have evolved over time, from the days of NITEL to the coming of GSM providers such as MTN, Etisalat, Glo, Airtel etc. Since the coming of these telecom giants in 2001, the Nigerian workers and prospective workers are open to employment with the companies. However, recently the working relationship changed with the new form of employment contract brought about by globalisation, outsourcing, unemployment, to mention a few. The telecommunication companies took advantage of the situation to get more temporary and non-standard workers. As given by Eroke (2012), 50% of the Nigerian Telecommunication employees are on non-standard employment. James et al. (2013) stated that the telecommunication companies in the country have always recruited through outsourcing firms who lay off workers at will.

Now, it is pertinent to ask, why these companies are having a large number of non-standard workers. Are there significant differences in the working conditions of these workers (standard and non-standard) which might have prompted more of the non-standard in the industry? The cause of this and what impact does employment contract as it relates to standard and non-standard work have on the conditions of service of workers in the telecommunication industry is what I am investigating.

In trying to do this, the following objectives are meant to be achieved:

- a. To differentiate between different contracts of employment in MTN Nigeria.
- b. To investigate the relationship between employment contract and working conditions of workers in MTN Nigeria.
- c. To distinguish clearly the working conditions of standard and non-standard employment in MTN Nigeria.
- d. To investigate if there is a significant difference between the working conditions of workers of MTN Nigeria based on their employment contract type.

Literature Review

As stated elsewhere, contract of employment can either be standard or non-standard. Non-standard work as conceptualised by many authors and scholars have been defined severally, all depict similar

meanings and interpretations. According to Kallerberg, Reskin and Hundson (2000), the term non-standard employment relationship implies the existence of a standard employment relationship, even though the latter is relative. Therefore, to understand the concept of non-standard employment, it will be more appropriate to understand the concept of standard employment relations. Okafor (2012) defined the standard employment relationship as a full time, continuous employment where the employee works on his employer's premises or under the employer's supervision. He further stated that the central aspects of this relationship include; an employment contract of indefinite duration, standardised working hours/weeks with sufficient social benefits like pensions, unemployment, an extensive medical coverage which protects the standard employee from unacceptable practice and working conditions. On the contrary, non-standard work/employment that is opposite to the standard employment as described above are used to describe jobs that are poorly paid, insecure, unprotected, lacks opportunity for promotion, lack benefits and other social insurance covers, and cannot support a household.

Danesi (2011) also defined non-standard work as any form of employment that does not fall within the traditional definition or understanding of employment. She further explained that such form of employment is not permanent in nature, usually fixed or predetermined and short term. Buttressing her stance, Fashoyin et al. (2013) also gave that non-standard work is a form of work which is not necessarily full time, even though it may be permanent, temporary, or part-time, and in which the employment relationship commits the employer marginally to the worker. Similarly, Zeytinoglu and Cooke (2008) perceived non-standard employment as one that is not regular, part-time, temporary full-time, and temporary part-time.

The above explanations of non-standard employment relationship depicts that they are not permanent in nature, and holders of such employment relationship are not adequately protected by law or that employers of such workers are not following the laws to the latter. According to Okafor (2012) there are four dimensions to determine if an employment is non-standard in nature: the degree of certainty of continuing employment; the control over the labour process, which is linked to the presence or absence of trade unions and professional associations and relates to control over working conditions, wages, and the pace of work; the degree of regulatory protection; and the income level.

Theoretical Framework

The campaign for non-standard work arrangements have been based on the postulations and assumptions of certain theories – Neo-liberal Theory, Dual Labour Market Theory, Insider-Outsider Theory, and the Contract Theory.

Neo-Liberal Theory

Neo-liberalism theory is based on the major aim of market mechanism, competition and influence. Neo-Liberalists argued that the economy would only thrive in the absence of government regulations and restrictions. To them, all aspects of the economy should be handled by the private sector in order

to make production more effective and efficient, and for favourable economic parameters. The neo-liberal theory perceives a country as a firm which can only be successful through economic liberalism which is always occasioned by commercialization and privatisation of state-owned institutions, labour market flexibility, more foreign direct investments, etc. Similarly, neo-liberal organization pursues policies that would give economic liberalization through reducing costs and maximizing benefits in the competitive socio-economic environment. Such organisations also prefer non-standard employment for it grants flexibility which reduces production costs, boost profit, and lessens working lives qualities of workers (Buchler et al. 2009; Harvey 2005). At the individual (micro) level as given by Okafor (2012) neo-liberalism strongly advocates the freedom of individual contract.

Also following the neo-liberalism assumptions and postulations, the OECD (2006) recommended for member countries to increase flexibility of working time, make wages and labour costs more flexible, and reform employment security that impedes expansion of employment. In most countries, these influences have resulted in the prevalence of non-standard employment relations and by extension increase in the workers precariousness and vulnerability.

Insider-Outsider Theory

This theory was developed by Linbeck and Snower in 1988. They argued that the existence of transaction costs which include recruitment, selection, placement and retrenchment as well as fluctuation costs enhances the strength of job holders (insiders) in bargaining their wages and other terms of service above their productivity level. In contrast to other labour market segmentation theories, this theory views insiders and outsiders as imperfect substitutes. Bertola et al. (2001) showed that changes in labour demand is lower and employment level higher in countries where there are adjustment costs than in countries where employees lack protection. It was further argued that to avoid high transaction and adjustment costs, employers try to avoid employment protection. This makes insiders and outsiders perfect substitutes. Therefore, the need to reduce the strength of the insiders leads to firms trying to avoid employment protection costs either by using hidden employment or the new form of institutionalized flexible labour contracts, non-standard employment inclusive.

Work Conditions of Non-standard Workers: Empirical Evidences

The terms and conditions of any employment arrangement can give a true picture of how the working condition of such employment would be and how vulnerable the worker holding such employment is to abuse and exploitation. The effects of non-standard work arrangements on both the employers and workers holding such are numerous. Recent research on earnings, benefits, and a variety of other employment conditions of non-standard workers provides further evidence that the treatment of workers differs according to their employment status (Mc Keown, 2005; Zeytinoglu and Cooke, 2008).

According to the section 7(1) of the Labour Act every employee is expected to be given a written statement, not later than three months after the beginning of his employment, stating clearly the terms and conditions of the employment. The terms and conditions include hours of work, holiday, leave, pay and other benefits, etc. Therefore, legally it is expected that every Nigerian worker has an appointment letter stating clearly the terms and conditions of the work. However, this is not the case for many non-standard workers. Most non-standard workers do not have any letter or statement stating the terms and conditions of their employment, the reason why many of them have bad working conditions. According to Okougbo (2004) the ills of casualisation and other forms of non-standard work are; abysmal low wages, absence of medical care and allowances, no job security or promotion at work, no gratuity and other severance benefits, no leave or leave allowance, lack of freedom of association, no death benefit and accident insurance.

Wages, Incentives, Benefits and Allowances

On the working conditions experience of non-standard workers, McGovern et al. (2004) found that good/standard jobs not only offer the prospect for promotion but also substantial increase in pay, security and social status, meaning the bad/non-standard jobs lack the prospects of or opportunity for promotion and reasonable wage. Also in a study conducted by Gallie et al. as cited by McGovern et al. (2004) where they compared female part timers with male full timers, they found that female part timers have lower levels of pay, fewer fringe benefits and are more pessimistic about increase in their pay and promotion chances. Booth et al (2002) also found that temporary workers receive less pay than permanent workers. Kallerberg et al. (2000) in their analysis of bad jobs in America, conceptualised bad jobs as those with certain bad characteristics in which low pay, lack of benefits (insurance and pension) is inclusive. Okafor (2012) opines that one of the disadvantages or effects of non-standard employment is the fact that they offer low wages and fringe benefits.

High discrimination persists in the pay received by non-standard workers. Many of them are given pay that is less than that of their counterpart in the standard employment. The basis of this discrimination cannot be founded as many non-standard workers have the same working skill and experience as standard workers and at times have more than the permanent workers. This is buttressed by Owoseye and Onwe (2009) who noted that in spite of the provision in Section 17 of the Nigerian 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 non-standard employees persists”.

According to Standing (2011) workers in non-standard employment relationship lack income security. Income security, according to the ILO (2004) relates to assurance of adequate stable income, protected through minimum wage machinery, wage indexation, comprehensive social security, progressive taxation to reduce inequality and to supplement low incomes. It is therefore the lack of income security that have placed the non-standard worker in a precarious situation of earning low pay and no benefit to augment the pay

Promotion Experience

Promotion chances which also enhance workers holding precarious employment to increase their chance of improving their working conditions or be converted to standard workers are also horrible. According to McGovern et al (2004) good jobs not only offer the prospect for promotion but also the prospect for substantial increase in pay, security and social status. Meaning bad jobs lack the prospect of or opportunity for promotion.

On the promotion experience of workers, Zeytinoglu (2004) showed that full time workers were given priority in promotions followed by those in regular part time jobs and casual part time workers. In a study conducted by Zeytinoglu and Cooke (2008) on non-standard employment and promotion experiences of workers, they found that workers in non-standard work arrangements have no career ladders and lack promotion prospects. They also found that there is hierarchy in promotion experience of non-standard workers. Those in temporary full time employment have a higher likelihood of promotion followed by workers in regular part time employment contracts and lastly by those in temporary part time contracts. Earlier studies also show that part time workers tend to have fewer promotion opportunities than regular full time workers (Warme et al., 1992; Fagan, 2006; EU Foundation, 2004). Fagan in his study found that women in part-time jobs are more likely to stay in the same position or be demoted. Similarly the EU Foundation reported that among EU member countries, on average, the part-time workers are less likely to be promoted.

The fewer promotion opportunities and experiences of the non-standard workers compared to the traditional workers do not give them the opportunity to improve on their wages and benefits, if there is any at all, as most promotion comes with both increased responsibilities and earnings.

Opportunity to organise and collectively bargain

The main reason of most workers forming unions or coming together to have a common a front against the employer is to better the conditions of their working lives. When workers have freedom of association, they can form unions and improve on their wages and salaries and other conditions of service. Workers holding non-standard employment are rarely allowed to join existing unions let alone forming a new associations in most organisations. This also add to the inability of the workers to collectively bargain their wages and salaries, improve on their earnings and win more benefits and concessions from the employers leading to more precarious situation for them.

The Nigerian worker whether standard or non-standard has the right to form or join a trade union as a matter of constitutional right. Section 40 of Nigerian Constitution provides that “every person shall be entitled to assemble freely and associate with other persons, and in particular he may form or belong to any political party, trade union or any other association for the protection of his interests”. Also section 9(6) (a) & (b) of the Labour Act (1990) provides that no contract of employment shall make it a condition of employment that a worker shall or shall not join a trade union or shall or shall not

relinquish membership of a trade union; or cause dismissal of a worker by reason of trade union membership, because of trade union activities outside working hours or with the consent of the employer within working hours.... Similarly, the Trade Union Act (1990) gave that a trade union is any combination of workers or employers, whether temporary or permanent.... This also depicts that whether a worker is in permanent or temporary employment, they have the right to form union to protect their interests (see Patovilki Industrial Planners Limited Vs National Union of Hotels and Personal Services Workers as cited in Danesi, 2011). However, most employers prevent workers in the non-standard work arrangements from forming or joining unions on the basis that they are casual/contract workers and lack full organisational citizenship. They mostly force the workers to sign "yellow dog" contracts.

Even when the workers defy the directive of their employers and form unions, most employers do not recognise the unions as a collective bargaining agent of the workers. The employers also go in contrary to the provisions of section 24(1) of the Trade Union Act which mandates an employer to automatically recognise a trade union of which persons in his or her employment are members, on registration in accordance with the provisions of the Act. Any employer who fails to follow this section shall be guilty of an offence and be liable on summary conviction to a fine of 1000 naira. The enforcement of this provision and others is questionable.

The precariousness of the conditions of work of workers in the non-standard employment is largely a result of the inability of the workers to form unions and fight for better conditions of service. McGovern et al (2004) argued that it is reasonable to infer that employees in non-standard jobs are more likely to have inferior employment conditions because they lack union representation. Danesi (2011) also gave that non-standard workers are denied the right to organise and their terms and conditions of employment are usually not specified and precarious. She further gave that inadequate legislations, lack of enforcement of current legislations such as the minimum wage act etc, government policy on employment and the attraction of Foreign Direct Investment are factors that constitute to the lack of freedom of association of the non-standard workers in Nigeria, despite the country having ratified ILO conventions 87 and 98 of 1948 and 1949 respectively.

Working Environment

How safe the environment of the worker is also depicts the stance of the terms and conditions of the worker's employment. Workers in the non-standard employment relationship have issues with their physical work environment and the equipment and tools provided for them at work. Odu (2011) in his study interviewed a worker holding non-standard employment and found that working conditions of the workers are poor and employers are not safety conscious as they made the workers to work under life-threatening conditions. He found further that the non-standard workers are meant to provide for themselves safety boots, nose masks, customized shirts of the company and other tools used at work. Similarly, Abideen and Osuji (2011) interviewed a non-standard worker and found that their work environment always makes them susceptible to injury and when they sustain one, the workers pay for their treatment and would not receive their salary for the period and any form of compensation. Buttressing this Fapohunda (2012) opined that in the event of an accident or death, non-standard

workers and their dependants are left destitute because they cannot claim for injury on duty or work place acquired diseases and this is compounded by the fact that such workers cannot afford private insurance due to the low wages.

In addition, the EU Foundation (1998) found that employees employed on a precarious basis are the most exposed to painful and tiring positions, carrying or handling heavy loads, repetitive arm or hand movements, too much noise, radiation, and other physical discomfort experience. It further stated that the temporary workers are to a large extent the largest group of workers in the EU exposed to bad work environment and very difficult working conditions. Also, the EU found that non-standard workers always find it impossible to move their work stations, change the equipment they use at work, change the temperature of their workplace, move their seat, change their lightning, and cannot do anything about the ventilation of their working environment.

Non-standard workers also have their working environment imposed on them and cannot even change the position of their working methods. They also lack autonomy in the work and the control of their task.

Method

The research method employed for this study is the quantitative research method. Also both the descriptive and explanatory research methodologies were adopted in this study. One of the ways of achieving this is through administration of questionnaires. The study focuses on employment contract and working conditions in the Telecommunications industry; using the workers in MTN Nigeria as study focus. The simple random sampling procedure was employed to select 370 respondents used for the study. The research instrument that has been employed as stated earlier is the survey questionnaire. The 2-point scale – yes and no – was used in the questionnaire so that the respondents could specify their agreement to a statement. Causal associations and interrelationships testing of variables constitute the foundation for this study. Responses from the questionnaire were analysed with the use of the Statistical Package for Social Sciences 17.0. The hypotheses were tested using appropriate statistical tools of Chi-Square and Pearson Correlation Coefficients.

Results

A total of 370 questionnaires were administered to all categories of employees of MTN Nigeria. A total of 229 were returned out of which four were partially filled, leaving 225 responses valid enough for analysis. This showed a response rate of 60.8% which is tenable considering the attitude of Nigerians towards research especially one of this nature.

From the data collected from the respondents and as displayed in the Figures 1-5 (see appendix), 43.6% are male while 56.4% are female. This depicted that the researcher was conscious of having a fair and non-discriminatory response in terms of gender in the study. This study can therefore be seen as not gender-biased. To show the level of maturity of the respondents and their eligibility for

employment, there were asked to give their age. Responses showed that a higher percentage (52.4%) of the respondents fall between the 30-39 years age bracket. Also 28% fall within 40-49 years while 15.6% and 4% fall within the ages of 20-29 years and 50-59 years respectively.

From the Figure 3, responses on education of the respondents showed that they are well educated to partake in the study. As stated, 37.8% are Polytechnic graduates while 43.5% and 18.7% are first and second degree holders respectively. Their level of education also confirmed that they know the implication of the study and what a study of this nature is intended to achieve. In terms of the category of employment of the respondents, responses showed that 14.2% of the respondents are permanent staff, 20% are temporary staff working on part-time basis, while 65.8% are on contractual employment which is mostly triangular and non-standard in nature. The respondents from the data collected have spent an average of 5years in the organisation. This indicated that they would be able to state in clear terms an account of their experience and working conditions since working in the organisation.

H1: *Employment contract types affect promotion experience of employees.*

Table 1: employment category * opportunity for promotion Crosstabulation

Count							
		opportunity for promotion					Total
		sda	Da	n	a	sa	
employment category	full time	0	7	0	25	0	32
	part time	38	7	0	0	0	45
	Contract	127	21	0	0	0	148
Total		165	35	0	25	0	225

Table 2: employment category * promotion when due Crosstabulation

Count							
		Promotion when due					Total
		sda	Da	n	a	sa	
employment category	full time	0	10	0	13	9	32
	part time	20	17	2	1	5	45
	Contract	79	60	0	0	9	148
Total		99	87	2	14	23	225

Table 3: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.968E2 ^a	8	.000
N of Valid Cases	225		

a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is .02.

The result above shows that 68.7% of the full time employees agree that they are promoted as at when due and they are not discriminated as far as promotion is concerned. However, 93.9% of the contract workers and over 80% of the part-time workers gave that they do not get promoted as at when due. The chi-square coefficients above also showed a larger value. This result is significant as the Asymptotes Significant Values are less than 0.05. With the results we can accept the hypothesis that employment contract affect the promotion experience of workers.

H2: *Employment contract types have effect on employees working environment.*

Table 4: Employment contract*Work environment Cross tabulation

Count		Noise		Radiation		Seat position		Lightning		Total
		Yes	No	Yes	No	Yes	No	Yes	No	
Employment category	Full Time	14	18	7	25	19	13	29	3	32
	Part Time	33	12	32	13	26	19	14	31	45
	Contract	142	6	104	44	7	141	29	119	148
Total		189	36	143	82	52	173	72	153	225

Table 5: Chi-square

	Pearson Chi Square	Df	p-value
Noise	2.11976E-13	2	1.00
Radiation	9.18251E-07	2	.999

Seat Position	1.39924E-18	2	1.00
Lightning	4.67438E-14	2	1.00

The result above shows that 56.25% of the full time employees agree that they are affected by noise at work while 95.9% and 73.3% of the contract and part-time workers work under a noisy work environment. Also over 70% of both part-time and contract workers experience some form of radiation coming from their working tools and equipments as against 21.9% of the full-time workers. Similarly more full-time and part-time workers have control over their seat position and arrangement compared to the contract workers. In terms of lightning, 90.6% of the full-time workers have control over lightning in their offices while only 19.6% of the contract workers have such opportunity. The chi-square coefficients above also showed association between employment contract type and work environment variables. This result is not significant as the p-values are greater than 0.05.

H3: Employment contract types influence ability of workers to join or form associations and collectively bargain.

Table 6: Employment contract*Opportunity to organise Cross tabulation

Count		Representative bargaining		Joint consultative forum					Total
		Yes	No	SDA	DA	N	A	SA	
Employee category	Full Time	0	32	0	0	7	5	20	32
	Part Time	0	45	13	22	0	9	1	45
	Contract	34	114	75	73	0	0	0	148
Total		34	191	88	95	7	14	21	225

Table 7: Chi-square

	Pearson Chi Square	Df	p-value
Representative bargaining	5.4146E-170	2	1.00
Joint Consultative Forum	2.12281E-42	8	1.00

Although the result above showed that both full, part-time and contract workers do not have any body engaging in collective bargaining on their behalf, other results showed that the full-time workers have a joint consultative forum where issues that relate to employment terms and conditions are discussed. 100% of the contract workers gave that there is no forum where they can discuss their terms and conditions of work. The chi-square results showed no association between employment contract type and ability of workers to join or form union. The result is not significant since the p-values are greater than 0.05. We can therefore reject the hypothesis that employment contract type influence ability of workers to form or join unions and collectively bargain their terms and conditions of work.

H4: There is a significant relationship between the wages, incentives, and benefits and allowances employees of MTN get and their employment contract type.

The last hypothesis is to test if there is a significant relationship between the pay experiences of workers with regards to their employment contract. The correlation coefficient was employed using the variables – sufficient allowance, yearly pay rise and adequacy of fringe benefits as independent variables and employment category as the dependent variable. Results as displayed in the table 4.7.8 below showed that there is an inverse relationship between the adequacy of allowance given to employees and their employment contract type. Also the full time employees experience yearly pay rise unlike the other employment contract type holders. Similarly, there is a strong inverse relationship between the fringe benefits workers get at work and their employment category. The results are significant with significant levels less than 0.05.

Table 8 : Correlations

		employment category
sufficient allowance	Pearson Correlation	-.433
	Sig. (2-tailed)	.123
	N	225
yearly pay rise	Pearson Correlation	-.523**
	Sig. (2-tailed)	.001
	N	225
fringe benefits	Pearson Correlation	-.607**
	Sig. (2-tailed)	.003
	N	225

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

Discussion

Findings from this study also corroborate with previous studies (Fagan, 2006; Zeytinoglu & Cooke, 2008; EU Foundation, 2004). It was found that employment contract type affect the promotion experience of workers. Full-time workers get promoted as at when due and anytime the organisation deem it fit to promote workers, while part-time and contract workers have no career ladders or promotion opportunities.

Workers ability to form or join association or union is a fundamental right which must not be infringed upon by any employer. The Universal Declaration of Human Rights (UDHR) and the International Labour Organisation (ILO) guarantee workers right to organise and collectively bargain their terms and conditions of employment. Also Nigeria as a member nation of the ILO has ratified and domesticated the conventions of right to organise and collectively bargain in the Nigerian Labour laws. This inability of non-standard workers to have union representation has also been linked to the manner in which the workers are employed. Some are employed on “yellow-dog contracts” while some are in triangular employment. Findings from this study are highly consistent with previous studies. It was found workers on both type of employment contract do not have a forum where they discuss their terms and conditions of work with the management. In addition, workers on part-time or contract basis are mostly on outsourcing and are made to go into employment contracts that will not avail them the opportunity of forming or joining a union.

In terms of work environment, it was found in the study that workers on standard employment do have a more serene work environment than those in non-standard employment. Our findings revealed that full-time workers have control over their work pace, seat position and lightning. They are also provided with adequate working tools and equipments that pose little or no threat to their health and safety. However, the part-time and contract workers work environment is characterised with noise, radiation, they do not have the control over lightning, seat position and pace of work. Findings from this study are in line with that of previous researchers (EU Foundation 1998; Abideen and Osuji 2011; Odu 2011; Fapohunda 2012).

On pay and other benefits, the study found a significant inverse relationship between employment category and variables that relates to pay and other benefits received by the workers. This indicates that the more precarious the employment of a worker is the less likely that he will experience increase in pay or get adequate benefits and incentives, and vice versa. This finding is commensurate with the findings from previous researchers.

Conclusion

Similar to the previous literatures on the working conditions of workers based on their employment contract type, this study found a significant difference in the working conditions of full-time, part-time and contract employees. The study also reveals that the larger population of workers in MTN Nigeria are contract-based. They are workers either on triangular employment or working with outsourced companies in contract with MTN Nigeria.

As evidenced in literature and findings, the pay experience of part-time and contract workers are precarious. Workers in this employment category always have low remuneration and other benefits. They lack income security which the ILO termed as assurance of adequate stable income, protected through minimum wage machinery, wage indexation, comprehensive social security, progressive taxation to reduce inequality and to supplement low incomes. Similarly the promotion prospects that can lead to improved pay for these workers are also absent.

Lastly, evidence also showed that unionisation of workers has been seriously resisted by MTN and that the unitary ideology of employment relations is in play in the organisation. Also, there is lack of clearly defined and firm legal provision to assist the non-standard workers. Recommendations as stated above if strictly followed and adequately employed, the working conditions and experience of part-time and contract workers will not be precarious as we have it today.

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APPENDIX

QUESTIONNAIRE

SECTION A: SOCIO-DEMOGRAPHIC CHARACTERISTICS

S/N	Socio-demographic Characteristics	Categories
1.	What is your gender?	[] Male [] Female
2.	What is your age at last birthday?	[] < 20 Years [] 20-29 Years

		<input type="checkbox"/> 30-39 Years <input type="checkbox"/> 40-49 Years <input type="checkbox"/> 50-59 Years <input type="checkbox"/> 60 Years and above
3.	What is your highest educational qualification?	<input type="checkbox"/> Bachelors <input type="checkbox"/> Masters degree <input type="checkbox"/> Ph.D. <input type="checkbox"/> Others.....
4.	What division/department are you?	
5.	What category of staff are you?	<input type="checkbox"/> Permanent/Full Staff <input type="checkbox"/> Part-time <input type="checkbox"/> Casual <input type="checkbox"/> Contract Staff
6.	How long have you worked in this organisation?	<input type="checkbox"/> 1-5 Years <input type="checkbox"/> 6-10 Years <input type="checkbox"/> 11-15 Years <input type="checkbox"/> 16-20 Years <input type="checkbox"/> 21 Years and above

SECTION B

WORKING TERMS AND CONDITIONS	Yes	No
1. Were you issued any offer letter or contract of employment?		
2. In your letter of appointment, are all conditions of employment clearly spelt out?		
3. Do you have access to free housing/ housing allowance?		
4. Do you have access to medical facility?		
5. Are there incentives when you exceed targets and standards?		
6. Do you have access to transport facility?		
7. Do you have access to free/subsidized meal?		
8. Do you have access to vacation (Leave)/ allowance? If yes, specify		
9. Do you work more than the required 40 hours per week?		
10. Do you do night work?		
11. Do you work on Saturdays and Sundays? If yes how frequent? _____		

12. Do you receive training paid for or provided by the employer?		
13. Does your work status allow you to join a trade union?		
14. Do you have access to laws regulating your work?		
WORK ENVIRONMENT		
1. Does your work entails: a. painful or tiring positions b. repetitive hand or arm movement?		
2. Is your work environment – a. characterized with noise b. characterized with vibrations c. filled with radiation d. has personal protective equipment		
3. Do you have personal control over – a. lightning b. your seat position		
4. Does your pace of work depend on – a. work performed by other colleagues b. automatic speed of a machine c. direct supervision of your boss		
5. Can you – a. choose or change the pace at which you work b. take a break when you want to c. decide when to take holidays or days of leave		
6. Does your work involve – a. tight and short deadlines b. direct demand from customers and clients		
7. Does your work pose a threat to your health and safety?		
8. Does your work causes you – a. back pains b. muscular pains in arms or legs c. ear problems d. eye problems e. stress f. insomnia		
PAY, PROMOTION AND OTHER BENEFITS		
1. Do you have a say in the determination of my wage and/or salary?		

2. Are there other factors that motivate you at work apart from pay?		
3. Do you get promoted when you deserve it?		
ORGANISE AND COLLECTIVELY BARGAIN		
1. Is your terms and conditions of work bargained by a representative?		
2. According to your contract, do you have the right to form a union?		

This part has a key rating as follows;

Strongly Disagree – **SD**, Disagree – **D**, Neutral – **N**, Agree- **A**, Strongly Agree – **SA**.

PAY, PROMOTION AND OTHER BENEFITS	SD	D	N	A	SA
1. The pay I receive is commensurate with my effort at work.					
2. I feel more should be done in terms of the wages I get.					
3. Enough allowances are available to subsidize the reward I get.					
4. I experienced increase in pay on a yearly basis.					
5. When I put more effort, I am rewarded for the extra job done.					
6. Workers have the opportunity of getting promotion when they deserve.					
7. There are enough fringe benefits to give us membership sense in the organisation.					
8. There are some workers who earn more than you do but do less work than you do in the organisation.					
9. The reward I get from working has helped raise my standard of living significantly.					
10. I prefer overtime to augment my pay.					
11. Besides my work, I have another job that brings money to augment my income.					
12. The pay I receive always motivate me to do more on the job.					
13. My take-home pay is reasonable.					
14. I have been shortchanged with my pay by some authorities.					
15. The reward I get provides me with the opportunity of saving for precaution and investment purposes.					
16. Workers get promoted as at when due.					
17. Promotion of workers is based on seniority.					

18. In this organisation, workers promotion is a function of performance at work.					
19. Workers in the organisation get paid for days absent from work.					
ORGANISE AND COLLECTIVELY BARGAIN					
1. Terms and conditions of work are reviewed frequently.					
2. There is enough room for me to express my grievance as they occur while on he job.					
3. There is a joint consultative forum or other forum where issues that relate to my terms and conditions of employment are discussed.					
4. A considerable level of trust exists between the management and the workers.					
5. There is a horizontal communication where I have access to taking my complaints to management.					

Figures

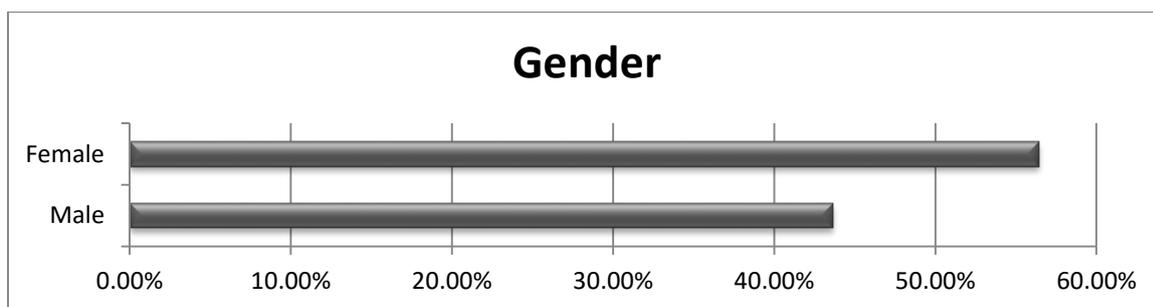


Figure 1

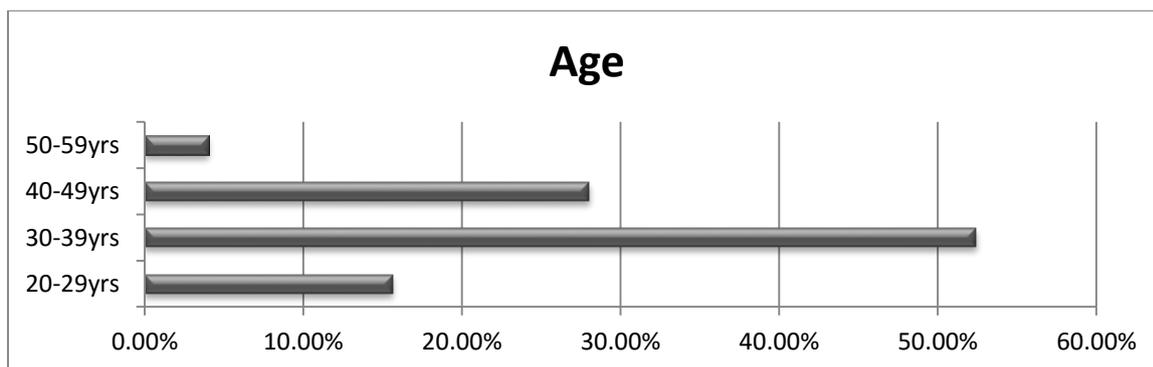


Figure 2

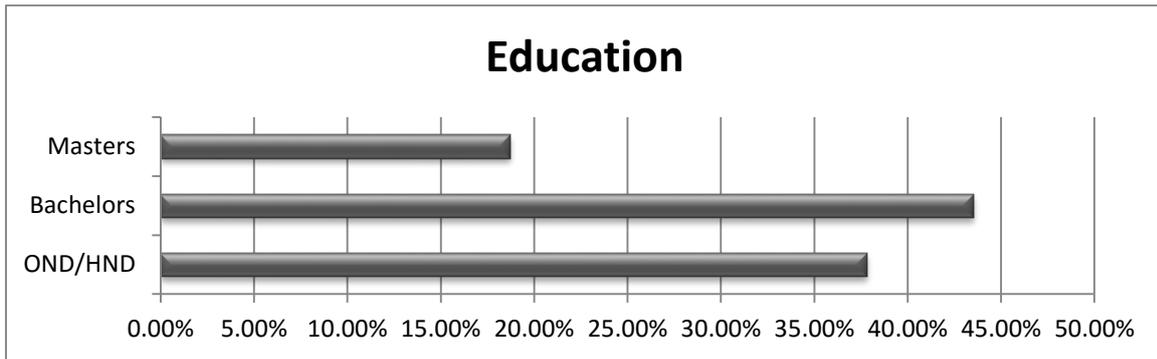


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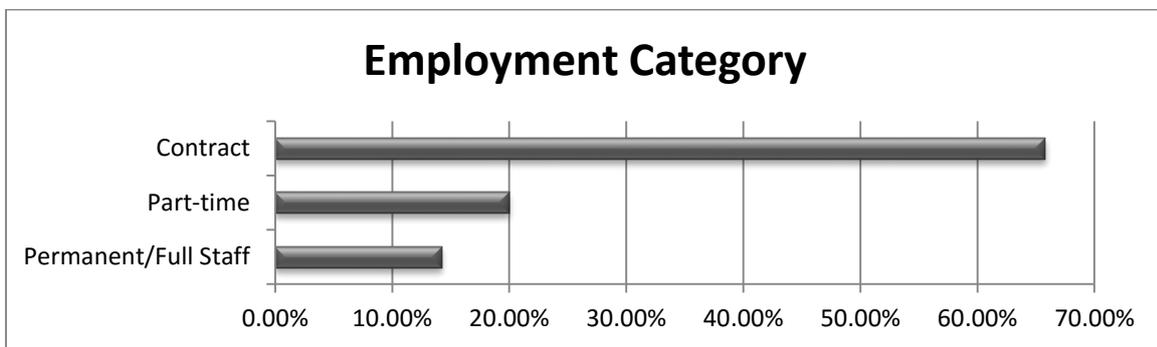


Figure 4

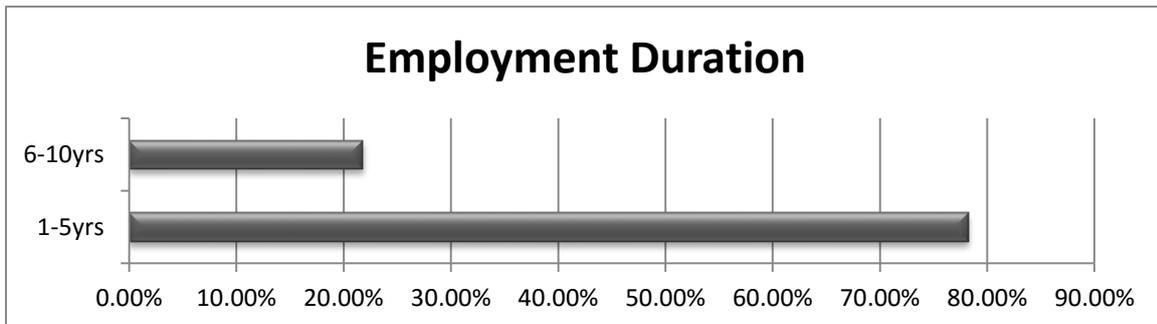


Figure 5