

# Rights, Duties, Obligations and Employee Performance in the Employment Relationship Under Nigerian Labour Law

<sup>1</sup>**Bassey Ekpenyong Anam** & <sup>2</sup>**Blessing Fidelis Ejabu**

<sup>1</sup>*Institute of Public Policy and Administration, University of Calabar*

<sup>2</sup>*Department of Public Administration, University of Calabar, Calabar*

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## **Abstract**

This study examines the framework of rights, duties, obligations, and employee performance within the employment relationship under Nigerian labour law. It highlights how statutory provisions, common law principles, and collective bargaining agreements regulate employer–employee relations in ways that promote fairness, accountability, and organisational efficiency. The study situates these legal provisions within key human resource management functions such as employee performance management, workplace discipline, motivation, job satisfaction, and productivity. It outlines the obligations of employers, including the provision of safe working conditions, timely payment of wages, and fair treatment of employees, as well as the duties of employees, such as obedience to lawful instructions, diligence, care, and loyalty in the performance of duties. The mutual rights embedded in the employment contract are also examined, particularly protection from unfair dismissal and the expectation of satisfactory job performance. Using a doctrinal legal approach, the study draws from legislation, case law, and labour agreements. Findings reveal that effective enforcement of these rights and obligations enhances employee performance, reduces workplace conflict, and improves organisational productivity. The study concludes that continuous legal reforms and stronger enforcement mechanisms are essential for achieving a balanced and productive labour market in Nigeria.

**Keywords:** *Labour law, Employment relationship, Employee performance, Rights and obligations, Human resource management, Workplace productivity*

**Corresponding Author:**

Bassey Ekpenyong Anam

### **Background to the Study**

The employment relationship is a fundamental pillar of economic development and organizational productivity, as it connects employers who provide work opportunities with employees who supply labour in exchange for remuneration and other benefits. In Nigeria, this relationship is not left to informal arrangements but is carefully regulated by a combination of statutory provisions, common law principles, and collective bargaining agreements. These legal and institutional frameworks are designed to balance the unequal bargaining power between employers and employees, protect workers' rights, and promote industrial peace and employee performance within the labour market.

Within this context, the concepts of rights, duties, and obligations are central to understanding the employment relationship under Nigerian labour law. Employers and employees are bound by mutual legal expectations that define acceptable conduct, workplace responsibilities, and standards of performance. These include the employer's duty to provide safe working conditions, fair remuneration, and respect for employees' dignity, as well as the employee's obligations to perform assigned duties with diligence, obedience, and loyalty. The effective observance of these mutual responsibilities contributes not only to legal compliance but also to improved employee performance and organizational productivity.

The Nigerian labour law framework draws heavily from English common law principles while being strengthened by statutory enactments such as the Labour Act, trade union legislation, and decisions of the National Industrial Court of Nigeria. These legal instruments collectively regulate employment contracts, workplace conduct, dispute resolution, and industrial relations practices. Over time, the influence of collective bargaining and international labour standards has further enhanced protections available to workers and clarified the obligations of employers in the workplace.

However, despite these legal safeguards, challenges remain in ensuring full compliance, consistent enforcement, and effective realization of employees' rights and obligations. Issues such as weak enforcement mechanisms, unequal power relations, and poor awareness of legal entitlements continue to affect the practical application of labour laws in Nigeria. These challenges have direct implications for employee performance, as unclear or poorly enforced employment obligations can lead to dissatisfaction, reduced motivation, industrial conflict, and low productivity. This study therefore examines the rights, duties, and obligations that define the employment relationship under Nigerian labour law and evaluates how these legal responsibilities influence employee performance. By analyzing the mutual expectations of employers and employees, the study aims to provide a clearer understanding of how legal compliance and workplace obligations contribute to a more efficient, fair, and productive labour environment in Nigeria.

### **Literature Review**

The employment relationship in Nigeria is a dynamic legal and socio-economic construct shaped by statutory provisions, common law principles, judicial decisions, and collective bargaining agreements. Over time, scholarly discourse has shifted from the traditional

“master–servant” relationship to a more balanced framework that recognizes mutual rights, duties, and obligations between employers and employees (Okunloye, 2000). This section is structured under conceptual issues, empirical studies, and theoretical framework, with relevant in-text citations.

### **Conceptual Issues**

#### **The Employment Relationship in Nigeria**

The employment relationship refers to the legal bond between an employer and an employee created through a contract of service. Historically rooted in common law, it was initially characterized by unequal power relations, where employers exercised dominant control over employees. However, statutory interventions have progressively modified this imbalance (Yesufu, 1982). In Nigeria, the employment relationship is primarily regulated by the Labour Act, which establishes minimum employment standards relating to wages, working conditions, and termination procedures. Despite its importance, scholars argue that the Act has limited coverage and excludes many categories of workers, especially senior staff and informal sector employees (Fajana, 2006).

#### **Rights, Duties, and Obligations in Employment**

Rights, duties, and obligations form the legal foundation of the employment contract.

#### **Employer's Obligations**

Employers are legally required to:

- a) Provide safe working conditions (duty of care)
- b) Pay agreed wages and benefits
- c) Ensure fair treatment of employees
- d) Comply with labour legislation

The duty of care has been widely recognized in Nigerian labour jurisprudence as an obligation to prevent foreseeable workplace harm (Elias, 2010).

#### **Employees' Duties**

Employees are also bound by implied contractual obligations, including:

- a) Duty of obedience to lawful instructions
- b) Duty of fidelity (loyalty and avoidance of conflict of interest)
- c) Duty of reasonable care and skill in performing tasks (Osibanjo, 1999)

Failure to comply with these duties may result in disciplinary sanctions, including termination.

#### **Collective Bargaining and Employment Regulation**

Collective bargaining is a fundamental mechanism in employment regulation that enhances the effectiveness of labour law by enabling workers, through their trade unions, to negotiate directly with employers on matters affecting wages, working conditions, and general terms of employment. In Nigeria, it serves as a key instrument for balancing the unequal power relationship between employers and employees, thereby strengthening fairness, justice, and industrial stability in the workplace.

According to Fashoyin (2001), collective bargaining plays a critical role in reinforcing employment rights beyond the minimum standards provided by statutory frameworks. While labour legislation such as the Labour Act establishes baseline protections regarding wages, hours of work, and termination procedures, collective bargaining allows parties to improve upon these standards through negotiation. This often results in better remuneration packages, improved welfare benefits, and safer working conditions that reflect the realities of specific industries and organizational contexts.

Collective bargaining is particularly important in the Nigerian labour environment because statutory provisions alone are often insufficient to address the diverse and evolving needs of workers across both public and private sectors. Through structured negotiation, trade unions can advocate enhanced conditions such as housing allowances, health insurance, pension contributions, job security provisions, and promotion structures. These negotiated improvements contribute significantly to employee satisfaction and organizational commitment. In addition, collective bargaining contributes to several key outcomes within the employment relationship:

**a) Industrial harmony**

Collective bargaining provides a formal platform for dialogue between employers and employees, reducing misunderstandings and fostering cooperation. By addressing grievances through negotiation rather than confrontation, it helps maintain peaceful labour relations and reduces the likelihood of strikes and lockouts.

**b) Improved labour standards**

Through collective agreements, workers often enjoy standards that go beyond statutory minimum requirements. This includes improved wages, better working hours, enhanced safety measures, and more comprehensive welfare benefits. Over time, these negotiated standards can influence broader industry practices.

**c) Reduction in workplace conflicts**

Collective bargaining creates structured channels for dispute resolution, allowing potential conflicts to be addressed early. This proactive approach minimizes industrial unrest and ensures continuity of production and services.

**d) Enhanced employee protection**

Collective agreements serve as additional safeguards for employees by clearly defining rights, obligations, and disciplinary procedures. This reduces arbitrary decision-making by employers and strengthens accountability in employment practices.

Supporting this view, Osibanjo (1999) emphasizes that collective bargaining helps bridge the gap between statutory labour provisions and actual workplace conditions in Nigeria's organized private sector. He argues that while labour laws provide a general framework, collective agreements translate these legal provisions into practical and enforceable workplace rules tailored to specific organizational environments.

Furthermore, collective bargaining contributes to improved employee performance by creating a sense of fairness, trust, and job security. When employees perceive that their interests are adequately represented and protected, they are more likely to demonstrate higher levels of motivation, commitment, and productivity. This reinforces the link between effective employment regulation and organizational performance outcomes. Collective bargaining remains a vital component of employment regulation in Nigeria, complementing statutory labour laws and strengthening the practical realization of workers' rights while promoting industrial peace and organizational efficiency.

### **Termination of Employment and Legal Protections**

Termination of employment is one of the most sensitive and frequently litigated aspects of employment relations in Nigeria. It represents the legal end of the employer–employee relationship and has significant implications for job security, income stability, and employee performance. While employers possess managerial prerogative to hire and terminate employees, this power is not absolute, as it is regulated by contract terms, statutory provisions, and judicial interpretation. According to Bello (2015), termination of employment in Nigeria must comply strictly with the terms of the employment contract and the principles of procedural fairness. This means that employers are required to follow due process, including issuing appropriate notice or payment in lieu of notice, conducting fair disciplinary procedures where necessary, and ensuring that termination decisions are justified and lawful. Any deviation from these requirements may render the termination wrongful or unfair.

Nigerian courts have consistently reinforced the principle that termination must not be arbitrary, discriminatory, or punitive without justification. Judicial decisions emphasize that even where an employer has the right to terminate employment, such action must be exercised within the confines of fairness and contractual obligations. However, despite these protections, enforcement remains a challenge in practice, particularly where employees lack access to legal representation or awareness of their rights. A major concern in Nigerian labour jurisprudence is the limitation of remedies available for wrongful dismissal. In most cases, courts award monetary compensation rather than reinstatement, especially in private sector employment. Oluborode (2011) criticizes this approach, arguing that financial compensation is often inadequate to address the broader socio-economic consequences of job loss, particularly in a labour market characterized by high unemployment and limited social safety nets. This limitation weakens the protective value of labour law and may negatively affect employee morale and performance. Termination practices also have direct implications for employee behaviour and productivity. When employees perceive job security as weak or arbitrary termination as common, it may lead to reduced motivation, low commitment, and increased labour turnover. Conversely, fair and transparent termination procedures can enhance trust and encourage higher performance levels.

### **Emerging Trends in Employment Relations**

The Nigerian employment landscape is undergoing significant transformation due to globalization, technological advancement, and structural changes in the labour market. These developments have introduced new forms of employment relationships that differ from traditional full-time, permanent arrangements.

According to Odumeru (2018), globalization and outsourcing have significantly reshaped employment relations in Nigeria. Organizations increasingly rely on contract staffing, outsourcing agencies, and temporary employment arrangements to reduce labour costs and increase flexibility. While these practices may enhance organizational efficiency, they often weaken job security and reduce the strength of employer–employee obligations. One major emerging trend is the rise of non-standard employment, including part-time work, casual employment, gig work, and short-term contracts. These arrangements often fall outside the full protection of traditional labour laws such as the Labour Act, making enforcement of employee rights more difficult. Workers in these categories may have limited access to benefits such as pensions, health insurance, and union representation.

Odumeru (2018) further argues that the expansion of informal employment in Nigeria has created a dual labour market, where a significant proportion of workers operate outside formal regulatory frameworks. This situation reduces the effectiveness of existing labour institutions and weakens the capacity of the state to enforce employment standards uniformly. These emerging trends also have important implications for employee performance. While flexible employment arrangements may increase organizational adaptability, they often result in lower job security, reduced employee commitment, and weaker organizational attachment. Employees in insecure work environments may prioritize short-term survival over long-term productivity, thereby affecting overall organizational performance. In response to these challenges, there is a growing call for the reform of labour laws and employment policies to accommodate new forms of work while ensuring adequate protection for all categories of workers. Strengthening institutional enforcement and expanding the scope of labour protections are considered essential steps toward improving fairness, stability, and productivity in Nigeria's evolving labour market.

### **Employer–Employee Obligations and Labour Law Enforcement**

Empirical literature on employer–employee obligations in Nigeria demonstrates that the employment relationship has progressively evolved from a rigid common law “master–servant” framework into a more balanced hybrid system that integrates statutory protections, contractual terms, judicial interpretation, and collective bargaining outcomes. This evolution reflects increasing recognition of the need to protect employees from exploitation while still preserving managerial prerogative within lawful limits.

According to Okunloye (2000), modern employment contracts in Nigeria are no longer purely private agreements but are increasingly shaped by statutory safeguards and institutional regulations. Okunloye explains that employment relationships now reflect a dual structure: on one hand, contractual obligations freely agreed upon by parties; and on the other hand, statutory provisions imposed by labour legislation such as the Labour Act. This combination ensures that even where contractual terms are silent or weak, minimum legal standards still protect employees' fundamental rights such as wages, working hours, and termination procedures.

Building on this, Bello (2015) empirically highlights that employee obligations, particularly obedience to lawful instructions, fidelity to the employer's interests, and the exercise of reasonable competence and care, are not merely theoretical expectations but are actively enforced in Nigerian workplaces. These obligations are often operationalized through internal disciplinary procedures, human resource policies, and, where disputes arise, judicial interpretation by labour courts. Bello further notes that breaches of these duties can result in sanctions ranging from warnings and suspension to dismissal, depending on the severity of the misconduct and the terms of employment.

Similarly, Elias (2010) emphasizes the employer's legal responsibility under the principle of vicarious liability, where employers may be held accountable for wrongful acts committed by employees within the scope of their employment. This principle reinforces the broader employer's duty of care, particularly in relation to workplace safety, supervision, and risk prevention. Elias' findings suggest that Nigerian courts have consistently expanded employer liability in order to ensure greater protection for employees, especially in cases involving workplace injuries, negligence, or unsafe working conditions.

Empirical evidence also indicates that labour law enforcement in Nigeria is heavily dependent on institutional effectiveness and judicial interpretation. While legal frameworks exist to regulate employment obligations, their practical enforcement is often constrained by procedural delays, limited awareness among workers, and unequal access to legal remedies. This creates a gap between formal legal rights and their actual realization in the workplace. The empirical literature suggests that employer, employee obligations in Nigeria are shaped by a combination of statutory law, contractual agreements, workplace practices, and judicial enforcement. However, despite these developments, challenges remain in ensuring consistent enforcement, particularly in informal and less regulated sectors of the economy.

Empirical evidence suggests that collective bargaining improves employee welfare and industrial stability. Osibanjo (1999) found that collective agreements in Nigeria's organized private sector significantly enhance working conditions beyond statutory requirements. Similarly, Fashoyin (2001) reports that effective collective bargaining reduces industrial disputes and promotes cooperation between employers and employees, thereby improving workplace stability and productivity. Oluborode (2011) examined the effectiveness of remedies available to employees in cases of wrongful dismissal and found that monetary compensation does not adequately address job loss impacts. The study highlights a gap between legal protection and socio-economic realities in Nigeria's labour market. Odumeru (2018) examined the impact of globalization and outsourcing on employment relations in Nigeria. The study found that informalization of work and gig employment significantly reduces the enforceability of labour rights, leaving many workers outside formal legal protection structures.

## **Theoretical Framework**

### **Contract Theory of Employment**

Contract Theory views the employment relationship as a legally binding agreement voluntarily entered by an employer and an employee, where both parties are expected to

perform defined rights and obligations. The theory assumes that employment is based on mutual consent, where terms such as wages, duties, working conditions, and disciplinary procedures are clearly stated and enforceable in law (Yesufu, 1982). In Nigeria, this theory is reflected in the contractual foundation of employment governed by the Labour Act and common law principles. Once an employment contract is formed, both parties are legally bound by its terms, and any breach may attract legal consequences such as termination, damages, or other remedies through labour courts.

However, Fajana (2006) argues that the assumption of equal bargaining power in contract theory is often unrealistic in practice. Employers typically possess greater economic and institutional power compared to employees, especially low-skilled or informal workers. This imbalance weakens the notion of “free bargaining” and justifies the intervention of labour laws and regulatory institutions to protect employees' rights. Thus, it provides a legal framework for understanding how employment relationships are structured and regulated.

### **Human Relations Theory**

Human Relations Theory focuses on the social and psychological aspects of work and emphasizes that employee performance is strongly influenced by workplace relationships, motivation, and job satisfaction. The theory argues that employees are not motivated by economic factors alone but also by respect, recognition, communication, and fair treatment within the organization (Armstrong, 2023). According to Armstrong (2023), employees tend to perform better when their rights are respected and when employers fulfill their obligations such as providing safe working conditions, fair compensation, and opportunities for participation in decision-making. A positive work environment enhances motivation, commitment, and productivity. Conversely, when employees perceive neglect of their rights or failure by employers to meet obligations, it may result in dissatisfaction, low morale, absenteeism, and reduced performance.

### **Challenges affecting Employee Performance in Nigeria**

Despite the existence of legal and institutional frameworks governing employment relationships in Nigeria, employee performance continues to be hindered by a range of structural, organizational, and socio-economic challenges. These challenges weaken the effective implementation of rights, duties, and obligations under Nigerian labour law and ultimately reduce productivity, motivation, and organizational efficiency.

#### **1. Poor Enforcement of Labour Laws**

One of the most significant challenges affecting employee performance in Nigeria is the weak enforcement of labour laws. Although the Labour Act and other related regulations provide clear provisions on wages, working conditions, safety, and termination procedures, enforcement mechanisms are often inadequate or inconsistently applied. In many cases, regulatory institutions lack sufficient capacity, funding, and manpower to monitor compliance across workplaces. As a result, employers may violate labour standards without facing immediate consequences. This weak enforcement reduces employees' confidence in the system, leading to dissatisfaction, low morale, and reduced commitment to work. When

employees feel that their rights are not adequately protected, their motivation and performance are negatively affected.

## **2. Weak Compliance with Employment Contracts**

Another major challenge is the poor compliance with employment contracts by some employers. Employment contracts are meant to clearly define rights, duties, and obligations of both parties; however, in practice, contractual terms are often ignored or selectively applied. Breach of contract may include non-payment of agreed wages, denial of benefits, alteration of job roles without consultation, and unfair disciplinary practices. Such inconsistencies create mistrust in the employment relationship and reduce employees' sense of job security. According to Bello (2015), failure to adhere to contractual obligations undermines workplace discipline and negatively affects employee performance outcomes.

## **3. Industrial Disputes and Strikes**

Industrial disputes and strikes remain recurring features of the Nigerian labour environment. These conflicts often arise from disagreements over wages, working conditions, promotion structures, and policy implementation. Frequent industrial actions disrupt organizational operations, reduce productivity, and create uncertainty in the workplace. During strikes or prolonged disputes, employee engagement declines significantly, and organizational goals are delayed or not achieved. Fashoyin (2001) emphasizes that unstable industrial relations environments directly affect worker morale and performance by creating tension between management and labour.

## **4. Inadequate Working Conditions**

Inadequate working conditions also significantly affect employee performance in Nigeria. Poor workplace environments, lack of essential tools, unsafe facilities, and insufficient welfare provisions reduce employees' ability to perform effectively. When employees are exposed to unsafe or uncomfortable working conditions, their productivity declines due to fatigue, stress, and low motivation. Employers' failure to comply with the duty of care undermines both legal obligations and performance outcomes. Elias (2010) highlights that unsafe working conditions not only increase workplace accidents but also reduce overall efficiency and employee commitment.

## **5. Job Insecurity and Casualization of Labour**

Job insecurity and the increasing casualization of labour have become major challenges in Nigeria's employment system. Many organizations now rely on contract, temporary, or outsourced workers to reduce costs and increase flexibility. While this may benefit employers, it often leads to reduced employee commitment, low morale, and poor performance due to lack of job stability. Employees who are uncertain about their continued employment are less likely to invest fully in organizational goals. Odumeru (2018) notes that the rise of informal employment and outsourcing practices has weakened formal employment protections and reduced employees' psychological attachment to organizations, thereby negatively affecting performance.

## **6. Informal Employment and Outsourcing Practices**

Closely related to job insecurity is the expansion of informal employment and outsourcing arrangements in Nigeria. These employment forms often fall outside the full protection of formal labour regulations, limiting employees' access to rights such as pensions, job security, and union representation. Odumeru (2018) further explains that outsourcing and informalization create fragmented employment relationships, where accountability is diluted among multiple actors. This weakens enforcement of labour standards and reduces employee loyalty and commitment. As a result, performance levels are often inconsistent, and workers may prioritize short-term survival over long-term productivity.

### **Suggestions for Improvement of Employee Performance in Nigeria**

Improving employee performance in Nigeria requires strengthening both the legal framework and workplace practices governing the employment relationship. The following suggestions are proposed based on identified challenges in labour law enforcement, industrial relations, and employment practices.

#### **1. Strengthening Enforcement of Labour Laws**

Government should enhance the capacity of labour inspection agencies to ensure strict compliance with the provisions of the Labour Act. This includes increasing funding, recruiting more labour inspectors, and ensuring regular workplace monitoring. Effective enforcement will discourage violations of employee rights and promote better working conditions that enhance productivity.

#### **2. Ensuring Strict Compliance with Employment Contracts**

Employers should be encouraged and monitored to fully comply with employment contracts, including terms relating to wages, job roles, working hours, and benefits. Clear penalties should be imposed for breach of contract to strengthen accountability and trust in the employment relationship. This will improve employee confidence and performance.

#### **3. Promoting Stable Industrial Relations**

To reduce industrial disputes and strikes, employers, trade unions, and government should strengthen dialogue and collective bargaining mechanisms. Regular consultations can help resolve grievances early and prevent escalation into industrial actions. Fashoyin (2001) emphasizes that stable labour relations significantly enhance workplace productivity and employee morale.

#### **4. Improving Working Conditions and Occupational Safety**

Organizations should invest in safer and more conducive working environments by providing adequate tools, modern equipment, and health and safety measures. Employers must fully comply with their duty of care obligations as highlighted by Elias (2010). Improved working conditions will reduce workplace accidents and enhance employee efficiency and motivation.

#### **5. Reducing Job Insecurity and Excessive Casualization**

Government and employers should develop policies that limit excessive use of casual,

contract, and temporary employment. Where such arrangements are necessary, they should include clear protections such as job security clauses, fair wages, and access to benefits. Reducing job insecurity will improve employee commitment and performance.

#### **6. Regulating Outsourcing and Informal Employment Practices**

The growth of outsourcing and informal employment should be properly regulated to ensure that workers are not excluded from basic labour protections. According to Odumeru (2018), informalization weakens employee commitment and reduces performance. Expanding legal coverage to include non-standard workers will help improve fairness and productivity.

#### **7. Enhancing Employee Training and Development**

Organizations should invest in continuous training and skill development programmes to improve employee competence and adaptability. Well-trained employees are more efficient, innovative, and capable of meeting organizational goals, leading to improved performance outcomes.

#### **8. Strengthening Motivation and Reward Systems**

Employers should implement fair and transparent reward systems that reflect employee effort and performance. Competitive salaries, incentives, recognition, and career advancement opportunities will enhance motivation and reduce labour turnover.

#### **9. Improving Labour Institutions and Policy Implementation**

Labour institutions such as the Ministry of Labour and Employment should be strengthened to ensure effective policy implementation, dispute resolution, and monitoring of workplace compliance. Strong institutions will promote industrial harmony and support better employee performance outcomes.

#### **10. Encouraging Employee Participation in Decision-Making**

Employees should be actively involved in workplace decision-making processes through committees, consultations, and feedback mechanisms. Participation improves job satisfaction, fosters ownership, and enhances commitment to organizational goals.

### **Conclusion**

This study examined rights, duties, and obligations in the employment relationship under Nigerian labour law and their implications for employee performance. The review shows that the employment relationship in Nigeria is governed by a combination of statutory provisions, common law principles, and institutional practices that define the responsibilities of both employers and employees. While the legal framework, anchored largely on the Labour Act—provides minimum standards for employment, its effectiveness in practice is influenced by enforcement capacity, workplace compliance, and the broader industrial relations environment.

The literature further reveals that employee performance is significantly shaped by the extent to which both parties adhere to their legal and contractual obligations. When employers fulfill

their duties such as providing safe working conditions, fair remuneration, and job security, employees are more likely to demonstrate higher levels of motivation, commitment, and productivity. Conversely, violations of these obligations, weak enforcement of labour laws, industrial disputes, and job insecurity negatively affect performance outcomes. Empirical and theoretical evidence also highlights that challenges such as casualization of labour, informal employment, weak institutional enforcement, and poor compliance with employment contracts continue to undermine the effectiveness of the employment relationship in Nigeria. Despite these challenges, the study establishes that a balanced and well-regulated employment relationship remains essential for achieving industrial harmony and improved organizational performance.

### **Policy Recommendations**

Based on the findings of this study, the following policy recommendations are made to improve employee performance and strengthen the employment relationship in Nigeria:

- 1. Strengthening Labour Law Enforcement:** Government should enhance the capacity of labour regulatory agencies through adequate funding, staffing, and monitoring tools to ensure full compliance with the provisions of the Labour Act. Regular inspections and strict sanctions for violations should be enforced.
- 2. Enhancing Protection of Workers' Rights:** There is a need to expand the scope of labour protections to cover informal, casual, and outsourced workers. This will ensure that all categories of employees enjoy minimum employment rights and protections.
- 3. Promoting Fair and Consistent Contract Enforcement:** Employers should be required to strictly adhere to employment contracts. Labour authorities and courts should ensure that breaches of contract are promptly addressed to build trust in the employment system.
- 4. Strengthening Industrial Relations and Dialogue:** Government, employers, and trade unions should promote continuous dialogue and collective bargaining to prevent industrial disputes. Fashoyin (2001) emphasizes that stable industrial relations enhance productivity and workplace harmony.
- 5. Improving Working Conditions and Occupational Safety:** Employers must comply with their duty of care obligations by providing safe, healthy, and productive work environments. According to Elias (2010), improved workplace safety directly enhances employee efficiency and performance.
- 6. Regulating Casualization and Outsourcing Practices:** Government should introduce policies that regulate excessive casualization and outsourcing to prevent job insecurity and exploitation. Odumeru (2018) notes that informal employment weakens employee commitment and reduces productivity.
- 7. Promoting Employee Motivation and Development:** Organizations should invest in training, capacity building, and fair reward systems to enhance employee motivation, skill development, and long-term productivity.
- 8. Strengthening Labour Institutions:** Labour institutions such as the Ministry of Labour and Employment should be strengthened to ensure effective dispute resolution, policy enforcement, and monitoring of workplace practices.

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